

Special Meeting of Council Strategic Planning Session

Thursday August 3, 2023
9:00 o'clock a.m.
Room 204-350 City Hall Square West
Windsor City Hall

Members Present:

Mayor

Mayor Dilkens

Councillors

Ward 1 - Councillor Fred Francis
Ward 2 - Councillor Fabio Costante
Ward 3 - Councillor Renaldo Agostino
Ward 4 - Councillor Mark McKenzie
Ward 5 - Councillor Ed Sleiman
Ward 6 - Councillor Jo-Anne Gignac
Ward 7 - Councillor Angelo Marignani
Ward 8 - Councillor Gary Kaschak
Ward 10 - Councillor Jim Morrison

Clerk's Note: Ward 9 - Councillor Kieran McKenzie participates via Zoom Video Conferencing.

ALSO PARTICIPATING ARE THE FOLLOWING FROM ADMINISTRATION

Joe Mancina, Chief Administrative Officer
Andrew Daher, Commissioner, Human & Health Services
Janice Guthrie, Commissioner, Corporate Services CFO/City Treasurer
Chris Nepszy, Commissioner, Infrastructure Services
Ray Mensour, Commissioner, Community Services
Shelby Askin Hager, Commissioner, Legal & Legislative Services
John Revell, Acting Commissioner, Economic Development & Innovation
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy City Clerk
Sandra Gebauer, Council Assistant
Karen Kadour, Committee Coordinator

2. CALL TO ORDER

The Mayor calls the meeting to order at 9:07 o'clock a.m.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

6. COMMITTEE OF THE WHOLE

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

That Council do now rise and move into Committee of the Whole with the Mayor presiding for the purpose of dealing with:

- a) hearing requests for deferrals, referrals and/or withdrawals of any items of business;
- b) hearing presentations and delegations;
- c) consideration of business items;
- d) consideration of Committee reports;
- e) consideration of by-law 92-2023

Carried.

9. REQUESTS FOR DEFERRALS, REFFERALS OR WITHDRAWALS

None requested.

11. REGULAR BUSINESS ITEMS

11.1 Council discussion to set committee priorities and determine which committees will be established for the Council term.

Steve Vlachodimos, City Clerk appears before the Special Meeting of Council-Strategic Planning Session and provides a brief overview and historical information related to the structure of advisory committees including the following: overview of the Council Report that was considered in public session in June 2023; Council unanimously approved Option #2 which saw a restructuring of the current advisory committees; The Committees would automatically cease and be dissolved at the conclusion of each Council term; At the beginning of each Council term, Council shall meet and set which committees will be

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established for the term as well as their mandates; Any committees with Council representation, shall be chaired by a member of Council; and, Council may establish going forward four types of committees of Council:

Advisory Committee – to provide citizen and organization expertise on matters relevant to the Committee’s mandate; to provide information, receive or provide feedback and to participate in the development of solutions.

Mr. Vlachodimos indicates that the role of the members must be clear – they are not advocacy committees and not decision makers; they help to inform Council’s decision making process.

Task Force – to provide citizen and organizational expertise on a specific set of defined topics/issues for a set time period; to consider information, receive and provide feedback;

Mr. Vlachodimos provides information related to the term for advisory committees, which is a long commitment for the citizens as well as for the Councillors. The task force provides for a set period of time which ceases at the end of their mandate.

Working Group – to provide citizen or organizational expertise or oversight on the development/delivery of project/program; assist in the delivery of an approved plan or strategy.

Mr. Vlachodimos indicates that the working group will not have a member of Council on it unless directed by Council and would be chaired by a member of Administration.

Experts Panel – provide expert opinion of topics or issues within defined mandates.

Mr. Vlachodimos advises that the expert panel could be chaired by a member of the committee or a staff member. Mr. Vlachodimos provides an overview of the Boards/Commissions/Committees that Council Members belong to currently and advises that the number of entities varies for each member of Council. Mr. Vlachodimos provides details related to the consultant’s report (during the Council Compensation Review) related to the number of committees that Council Members sit on which is above average compared to similar sized municipalities.

Anna Ciacelli, Deputy Clerk, provides information related to the advertising campaign that was undertaken in October of 2022 entitled “Are you on Board” including collaboration, the communications department, Social Media/Windsor Star and City website advertisements as well as flyers circulated with the Communications Department which also involved Social Media, the Windsor Star and the City’s website. Ms. Ciacelli indicates that a diverse application process was developed in order to solicit qualified applicants which was geared to each Board or Commission. Ms. Ciacelli adds that administration provided questions geared specifically to the respective committees and an application

form was created. The application was then posted to the Google Forms platform to allow for easy access for the public to complete and submit their application in addition to attaching their resume if they chose to. The applications were compiled and provided to Council Members for their review, and the committees were struck during a Striking Committee meeting. Ms. Ciacelli indicates that the Clerk's office would proceed with recruiting for these entities using the same methods and that this would take place in the near future.

Mr. Vlachodimos requests Council to consider approving the use of an exit interview or survey whereby administration would determine feedback of departing committee members to allow for continuous improvement to the process. Mr. Vlachodimos concludes by noting that as of June 2023, the following committees no longer exist – Community Public Art Advisory Committee, Seniors Advisory Committee, Town and Gown Committee, Windsor BIA Advisory Committee, Housing & Homelessness Advisory Committee, Windsor Bicycling Committee, Transit Windsor Advisory Committee, Windsor Essex County Environment Committee and the Diversity Committee.

Mayor Dilkens indicates that the Clerk's Office has undertaken an extensive review of attendance and recommendations for each of the committees and requests that the Clerk reviews their findings.

Community Public Art Advisory Committee

Christopher Menard, Supervisor of Community Programming, Recreation and Culture and Jen Knights, Executive Director Recreation and Culture appear before Council and provide a brief overview of the existing Community Public Arts Advisory Committee including: the composition of the committee; their role as advisors and to review applications as they are received; Provide feedback to the groups noting the path they are to take from conception to the unveiling of an art installation. Ms. Knights adds that they are proposing to shift from the role of an Advisory Committee to a Working Group so the role of the members shifts from providing advice directly to Council to liaising with City Administration to have their feedback filter through Council Reports: information related to public projects and the departments involved in approvals; the working group would still report to the Community Services Standing Committee and City Council; deliverables for the working group will include reviewing the applications that come through, review the implementation of a maintenance plan, to ensure a proper maintenance program and conservation efforts for the current collection and to work with the Cultural Development Coordinator that focuses on public art; the proposed name will be the Community Public Art Working Group.

Councillor Fred Francis suggests a 2 year term instead of a 4 year term; he adds that instead of having Boards/Commissions, he proposes that each Councillor undertake a portfolio similar to the cabinet in Ontario; there would still be advisory committees, but without a Councillor, however if a Councillor wishes to take on a portfolio that Councillor

could be charged with overseeing a particular committee and then they would come back to the Council table with a presentation. Councillor Fred Francis inquires whether there may be an opportunity to empower the elected officials to move forward in areas of interest and expertise.

Mayor Drew Dilkens inquires how this plan would be different from the Standing Committee structure as you have a portfolio for Community Services and all of these items flow through there before it gets to Council.

Councillor Kieran McKenzie indicates that he believes the problems lie with the engagement piece, the training component and finding the people whose skill set can be matched up with our committee structure including problems with achieving quorum for a meeting.

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

Decision Number: CR300/2023

That the Community Public Art Advisory Committee that was dissolved in accordance with CR249/2023 **BE RESTABLISHED** as the Community Public Art Working Group for the term expiring 2026.

Carried.

Seniors Advisory Committee

Nada Tremblay, Manager Community Programming and Development appears before Council and provides a brief overview regarding their proposed future committee including that there is a dedicated position within Recreation and Culture in a Coordinator role and are proposing through the Working Group concept that this position liaise directly along with a representative from Parks in order for them to be responsive, collaborative and to move ideas and projects forward; change the name to Age Friendly Windsor Working Group which aligns with the World Health Organization Age Friendly Cities concept; There will be no Councillor on the Working Group; The term will be commensurate with the term of Council; The deliverables will include the Age Friendly Communities and Cities Project including projects across the city, infrastructure and accessibility in parks; The Working Group will consist of six community members along with two staff members.

Moved by: Councillor Fred Francis
Seconded by: Councillor Mark McKenzie

Decision Number: CR301/2023

That the Seniors Advisory Committee that was dissolved in accordance with CR249/2023 **BE RESTABLISHED** as the Age Friendly Windsor Working Group for the term expiring 2026.

Carried.

Town and Gown Committee

Rob Vani, Deputy Chief Building Official/Inspections appears before Council and provides a brief overview of the current committee structure and guidelines; There is no legislative requirement for a Town and Gown Committee; The Committee was struck to address neighbourhood issues around the college and university; The Committee was not effective and primarily dealt with issues by area residents that could have been handled by the 311 Call Centre.

Mr. Vlachodimos indicates that in 2022 Administration established an internal committee, the Compliance and Enforcement Committee for synergy purposes comprised of representatives from By-law Enforcement, Public Works, the Fire Department, Building, Police, 311, Customer Service and Council Secretariat. He adds that if issues arise regarding the University of Windsor or St. Clair College, these matters could be referred to this administrative committee for discussion.

Councillor Fabio Costante indicates that in speaking with some residents in Ward 2, that the residents want to communicate with the College and the University of Windsor in advance of events like FROSH week, Welcome Week where there will be parties. He asks if a mechanism will be in place for that free flow of communication and information.

Councillor Jo-Anne Gignac inquires whether that would be the responsibility of the College and the University. Councillor Fabio Costante responds historically it has not flowed that way and was not a priority. The Town and Gown Committee was used as a medium for that conversation.

Moved by: Councillor Angelo Marignani
Seconded by: Councillor Mark McKenzie

Decision Number: CR302/2023

That the Town and Gown Committee **BE DISSOLVED**, and further,

That if an issue arises pertaining to the University of Windsor or St. Clair College, that representatives from their schools **BE INVITED** to attend a meeting of the internal Compliance and Enforcement Administrative Committee to discuss that matter.

Carried.

Windsor BIA Advisory Committee

Mr. Vlachodimos proposes that this Committee meet once or twice a year, i.e. information sharing/providing guidance to the various BIA's to ensure all are on the same page in terms of the governance model.

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Greg Atkinson, Manager Development/Deputy City Planner appears before Council and indicates that he believes the Committee is not necessary.

Councillor Jo-Anne Gignac inquires about what other means will be available to help identify problems or issues that the BIA's have. Mr. Vlachodimos indicates that the BIA's will continue to have a dedicated e-mail contact to the City of Windsor, and if necessary a meeting will be called administratively to discuss the matters and to educate all of the representatives from the BIA's.

Joe Mancina, Chief Administrative Officer adds that during the BIA governance process, the information session approach worked quite well, so having information sessions perhaps annually/semi-annually with the BIA's is also being contemplated.

Councillor Fabio Costante asks if templates and resources can be provided to the BIA's. Mr. Vlachodimos reiterates the direct e-mail as being an important tool for the BIA's to utilize.

Councillor Mark McKenzie expresses concern that there may be pushback from some of the BIA's and asks how to mitigate that possibility. Mr. Vlachodimos indicates that if the BIA's require assistance from Administration, those meetings will be arranged.

Councillor Kieran McKenzie states that he is opposed to this recommendation and proposes strengthening WBIAAC. The BIA's have common issues and need a forum where they can regularly communicate those issues whether they relate to security, governance, or the financial structure. He suggests maintaining the current structure, and to help the BIA's to be more focused on those common issues.

Mr. Vlachodimos requests that Council perhaps consider turning this Committee into a Working Group, with no Council representation as Chair. Councillor Jo-Anne Gignac agrees that is a good option as the BIA's want timely answers to their questions. She concurs that if two meetings are held annually it will allow the BIA's to come together, and to share when their events will be held. Mr. Vlachodimos suggests they could have a common dashboard where they can type in requests which builds on the e-mail and administrative contact information.

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR303/2023

That the Windsor BIA Advisory Committee that was dissolved in accordance with CR249/2023 **BE RESTABLISHED** as the Windsor BIA Working Group for the term expiring 2026.

Carried.

Councillor Kieran McKenzie voting nay.

Housing and Homelessness Advisory Committee (HHAC)

Kirk Whittal, Executive Director, Housing and Children’s Services appears before Council and provides the following overview related to this committee, indicating that Council is constantly being updated in terms of housing issues, initiatives and Federal Programs which do not necessarily go through HHAC and are somewhat repetitive; The Housing Department receives federal dollars for the homelessness “Reaching Home” program and as part of this under federal rule, is to have a Community Advisory Board (CAB). Mr. Whittal adds that there will be a number of initiatives in the next year that will require a large amount of consultation with both the City and the County, i.e. Regional Affordable Housing Strategy and an update of the Housing & Homelessness Master Plan. Mr. Whittal indicates that The City of Windsor is a Service Manager and as such they have a responsibility and accountability to deliver housing and homelessness programs in the region. Mr. Whittal suggests that possibly a Working Group or Expert Panel would be more effective. Andrew Daher, Commissioner, Human and Health Services advises that the 10 Year Housing and Homelessness Master Plan will be an annual review and provides an update to the Community Advisory Board. Mayor Drew Dilkens summarizes that the recommendation is to create Task Force that are brought together to deal with a review of the updates of the 10 Year Housing & Homelessness Master Plan and the Regional Affordable Housing Strategy.

Councillor Kieran McKenzie states that the problem with HHAC is the number of members along with the interaction between the Chair and Administration which translates to attending a meeting to hear reports. The Councillor suggests that HHAC is underperforming in terms of what it could potentially do and if what Administration is proposing will help to fix that, better decisions will be made.

Moved by Councillor Fabio Costante
Seconded by: Councillor Fred Francis

Decision Number: CR304/2023

WHEREAS, the goal of the Community Advisory Board is to ensure Windsor Essex is a community that is knowledgeable, compassionate and actively working to end homelessness; and,

WHEREAS, through advocacy and education, the Community Advisory Board aims to inspire policy and service delivery changes that prioritizes housing and support for our neighbours experiencing homelessness; and,

WHEREAS, the Community Advisory Board reports to the City of Windsor who is the Community Entity for Reaching Home: Canada’s Homelessness Strategy; and,

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WHEREAS, the Community Advisory Board reviews and recommends funding for initiatives that are consistent with the guidelines of Reaching Home: Canada's Homelessness Strategy (RH), the RH community plan developed the Community Advisory Board, and the 10 Year Housing and Homelessness Master Plan; and,

WHEREAS, the Community Advisory Board is not a committee of Council, however is a federal requirement under the Reaching Home: Canada's Homelessness Strategy directives and funding agreement with the City of Windsor as the Community Entity,

THEREFORE BE IT RESOLVED, that the Housing and Homelessness Advisory Committee **BE DISSOLVED** as its mandate overlaps with the existing Community Advisory Board who is able to provide more flexible and responsive guidance on the complex and rapidly changing housing and homelessness needs in Windsor Essex County.

Carried.

Councillor Kieran McKenzie voting nay.

Windsor Bicycling Committee (WBC)

Shawna Boakes, Director of Operations appears before Council and provides a brief overview of the WBC indicating the current structure of the Windsor Bicycling Committee is focused on bicycling and advocacy for cycling throughout the city. Ms. Boakes indicates that the Active Transportation Master Plan was passed which is a lot more multi-modal than just bicycling. Ms. Boakes proposes that the existing committee be replaced with an Expert Panel which would allow Administration more flexibility in being able to work with the community. Ms. Boakes indicates that administration is investigating a brand new design and concept entitled "cross rides" where there are pedestrians and bicyclists in the crossing and signalized together. Ms. Boakes adds that they want to see more variety on the Expert Panel – people who are family oriented, people who rollerblade, use scooters, and cyclists which would be less formal.

Councillor Kieran McKenzie agrees with altering the Mandate to include the Active Transportation Master Plan. He asks if the Expert Panel will be convened on an ad hoc and how often would this consultation occur. Ms. Boakes indicates that the Expert Panel would meet two to three times a year. Mr. Vlachodimos adds that an Expert Panel can meet anytime as there is flexibility in the number of meetings that are held.

Councillor Kieran McKenzie expresses concern that the Expert Panel will be administratively driven which would take away the input from the community on what is needed in the city to address or improve the active transportation network.

Councillor Jim Morrison inquires about the name change. Mr. Vlachodimos indicates that the committee will be called the Active Transportation Expert Panel.

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Councillor Renaldo Agostino inquires whether runners are included in this discussion. Ms. Boakes indicates that running is a mode of transportation and would be included.

Mayor Drew Dilkens advises that there is not any attempt to thwart public participation; this is all about streamlining and getting participation. The intent is to broaden the scope of memberships; to get to the people that are not just riding their bike to work but the broad section of the community who use bicycles.

Councillor Fred Francis proposes that public meetings should be streamed to allow people to log on and to be able to ask questions in the comments section. Mr. Vlachodimos indicates that the Expert Panels could be held virtually.

Councillor Kieran McKenzie inquires about the current operating budget for the committee and what will happen to it. Janice Guthrie indicates that if there are budget dollars available for 2023, Administration will review and report back.

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

Decision Number: CR305/2023

That the Windsor Bicycling Committee that was dissolved in accordance with CR249/2023 **BE RESTABLISHED** as the Active Transportation Expert Panel for the term expiring 2026.

Carried.

Councillor Kieran McKenzie voting nay.

Transit Windsor Advisory Committee

Tyson Cragg, Executive Director Transit Windsor appears before Council and provides a brief overview of the current committee structure and indicates some of the issues that are problematic include difficulty in getting quorum, public participation at the meetings was limited, Transit Windsor reports to a Board, (Environment, Transportation and Public Safety Standing Committee) and also Council so it is like reporting to a third committee in terms of litigating budgets, or other matters. Mr. Cragg adds that there is value in having a committee as it is important to have public feedback and suggests a Task Force or a Working Group or even an Expert Panel which would include a group of users, i.e. University of Windsor and St. Clair College Students Association, seniors groups, etc.

Councillor Fabio Costante inquires how information is generated from these groups. Mr. Cragg indicates that the information would be provided via the meeting minutes which would be forwarded to the Standing Committee and Council.

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Moved by: Councillor Gary Kaschak
Seconded by: Councillor Fabio Costante

Decision Number: CR306/2023

That the Transit Windsor Advisory Committee that was dissolved in accordance with CR249/2023 **BE RESTABLISHED** as the Transit Windsor Working Group for the term expiring 2026.

Carried.

Windsor Essex County Environment Committee (WECEC)

Mr. Vlachodimos, provides a brief overview of the current structure of the Windsor Essex County Environment Committee and indicates that this is a joint city/county committee and was last established in its current form in 2003; The County provides \$20,000 a year for the WECEC Coordinator position along with an additional \$4,000 towards the budget and WECEC activities; The issues are somewhat different in terms of environmental issues for the City and for the County. Mr. Vlachodimos proposes that the City of Windsor have its own environment committee and if needed, can meet with the County periodically and suggests that it be formed as an Expert Panel; and to engage high school students to do some environmental initiatives.

Natasha Gabbana, Senior Manager of Asset Planning and Averil Parent, Asset Coordinator (formerly WECEC Coordinator) appear before Council and recommend the Advisory Committee structure with a meeting frequency of six times a year to allow the committee to be more proactive in addressing issues; and suggest a city only committee which will allow for a more streamlined approach and to focus on the concerns and issues of the City of Windsor as identified in the Environmental Master Plan and the Corporate Energy Plan.

Councillor Fred Francis suggests a name change to Environment and Climate Change Advisory Committee.

Councillor Angelo Marignani agrees with youth involvement.

Councillor Jo-Anne Gignac inquires why an advisory committee rather than look at a Task Force or a Working Group which would be more focused in terms of ensuring the Environmental Master Plan continues to move forward. Ms. Gabbana indicates that there are opportunities to create Task Forces, for example The Community Energy Plan, there is a Task Force and there are working groups that are brought together for various issues.

Mayor Dilkens inquires whether it is right to have an Expert Panel to deal with the issues related to the Environmental Master Plan's specific topics and asks if a Working Group or a Task Force can be layered in. He proposes a group or a representative from every high

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school and also the University of Windsor and St. Clair College pull together and develop a plan to get them involved in the environment part of this conversation. Mr. Vlachodimos states that if there is an Expert Panel, and an urgent environmental application is received, it can be forwarded to the Expert Panel to review in an expedient manner.

Councillor Kieran McKenzie reports that the biggest issue with WECEC was the divergent interests of County and City. Both the County and the City should be focused on dealing with climate change. WECEC was the originator of the Climate Change Emergency Declaration elicited by and from the City of Windsor, the County of Essex and endorsed by the Essex Region Conservation Authority.

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

Decision Number: CR307/2023

That the Windsor Essex County Environment Committee that was dissolved in accordance with CR249/2023 **BE RESTABLISHED** as the Environment/Climate Change Advisory Committee for the City of Windsor for the term expiring 2026.
Carried.

Diversity Committee

Mr. Vlachodimos provides a brief overview of the Diversity Committee and indicates that this Committee was established in 1987 and expresses concern with the framework. He adds that a Made in Windsor solution is required and proposes that two City Councillors sit on this committee going forward. The Chair should not be a Councillor or an Administrator, rather a third party facilitator should Chair the meetings. He suggests having a recurring agenda item where a positive diversity effort is highlighted in this community or another community which can be used as a learning tool.

Janice Guthrie, Commissioner Corporate Services and Shelby Askin-Hager, Commissioner Legal and Legislative Services appear before Council and indicate that administration needs to take a moment to rethink this committee and to put it on hold for a period of time. They add that there is a renewed Request for Proposal as it relates to Anti-Racism and Anti-Discrimination and to allow this process to unfold and then align this committee.

Councillor Francis proposes a name change to the Equity, Diversity and Inclusion Committee and should include the high schools, school boards, the University of Windsor and St. Clair College. Ms. Askin-Hager advises that there are a number of different streams to this; inclusion is different from anti-racism and is different from reconciliation. A more complex structure will be developed in order to recognize that people bring different things to the table.

Moved by: Councillor Fred Francis
Seconded by: Councillor Jo-Anne Gignac

Decision Number: CR308/2023

That the meeting model of the future Diversity Committee **BE REFERRED** back to Administration to be determined following the completion of the Request for Proposal process relating to Anti-Racism; and further,

That Administration **BE DIRECTED** to provide options regarding a future meeting model for Council's consideration.

Carried.

Exit Survey

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Fred Francis

Decision Number: CR309/2023

That the City Clerk's Office **BE AUTHORIZED** to develop and implement an Exit Survey at the conclusion of the committee term, or in the event a member resigns from a committee.

Carried.

13. BY-LAW (First and Second Reading)

Moved by: Councillor Fred Francis
Seconded by: Councillor Jo-Anne Gignac

That the following By-law No. 92-2023 be introduced and read a first and second time:

By-law 92-2023 A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS SPECIAL MEETING HELD ON THE 3rd DAY OF AUGUST, 2023

Carried.

14. MOVE BACK INTO FORMAL SESSION

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

That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee:

- 1) Consideration of Regular Business Items
 - 2) By-law given first and second readings as presented
- Carried.

16. THIRD AND FINAL READING OF THE BY-LAWS

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

That By-law No. 92-2023 having been read a first and second time be now read a third time and finally passed and that the Mayor and Clerk **BE AUTHORIZED** to sign and seal the same notwithstanding any contrary provision of the Council.
Carried.

21. ADJOURNMENT

There being no further business, the meeting is adjourned at 11:53 o'clock a.m.

Mayor

City Clerk