

A Strategic Planning Session of **City Council** is held this day commencing at 3:00 o'clock p.m., at the Canadian Club Brand Centre, 2072 Riverside Drive East, Executive Dining Room, 2<sup>nd</sup> Floor.

**Members Present:**

Mayor Francis  
Councillor Dilkens  
Councillor Gignac  
Councillor Halberstadt  
Councillor Hatfield  
Councillor Jones  
Councillor Maghnieh  
Councillor Marra  
Councillor Payne  
Councillor Sleiman  
Councillor Valentinis

**Members Absent:**

None.

**CALL TO ORDER**

Mayor Francis calls the meeting to order at 3:14 o'clock p.m.

**DECLARATIONS OF PECUNIARY INTEREST and the General Nature Thereof**

None disclosed.

**OPENING REMARKS**

Mayor Francis commences the Strategic Planning Session by providing members of City Council with the Ground Rules for this Strategic Planning Session which are as follows:

- All of Council needs to be open in their ideas;
- Realistic in what one wants to accomplish in the next 4 years;
- Establish a list of priorities;
- Utilize administration as the resource to Council;
- Council as a whole must set vision to ensure those objectives are carried out;
- Must establish a clear set of action elements that will guide Council.

Members of the Administration are asked to identify themselves and their job titles.

**DISCUSSION**

Councillor Dilkens responds by stating that a 4 year strategic plan is a start, suggesting that Council should be envisioning where the City of Windsor should be in 20 years, and that Council requires a long term vision plan.

Mayor Francis asks that Councillors and Administration identify what the current realities are in the City of Windsor.

Responses were as follows:

**Current Reality – Challenges:**

- 5 to 10 Wards
- 10 political realities
- Fiscal reality
- Federal and Provincial Governments less giving
- No regional governance structure
- Land Locked? How- Limited amount
- 9,453 on Ontario Works
- 15,000 on Unemployment Insurance
- High Vacancies in our business districts
- Aging Infrastructure
- Anticipation of Community Museum
- Large parcel of developable land
- High business tax
- Poor air quality
- High rate of congenital disease
- Under- achieving downtown

**Current Reality - Positives**

- Affordability
- Strategically located
- City Owned lands downtown and airport
- Skilled workforce
- 10.9% rental market vacancy rate
- 1700 people waiting for affordable housing
- City owned property (assets)
- College and University
- Fiscal prudence
- 1063 people came off of Ontario Works over the last year
- New border infrastructure
- New County Council and new Warden
- Favourable climate compared to elsewhere in Canada
- Regional economic development and tourism
- Waterfront
- Symphony
- Art Gallery
- Arena
- Caesars Windsor
- Major Corporations
- Global Corporations
- On the border
- State of the art sewage treatment
- Great water
- \$6 million from province to help create jobs
- Safe city

- Raceway
- Capitol Theatre
- Community partners
- Giving community
- Erie Street
- Walkable, and liveable community
- Dedicated workforce
- Community group to try to reduce poverty
- City controls electricity, water, and distribution
- Only city in Ontario to reduce debt and hold the line on taxes (of our size)

Mayor Francis asks that Councillors and Administration outline the 10 and 20 year vision for the City of Windsor, and responses are summarized as follows:

**10 Year Plan:**

- Regional Government
- Under 5% vacancy rates
- Completed DRIC
- Most affordable and attractive city to live
- Downtown retailers
- Transit system best in the region
- Diversification
- Expanded medical school
- Western Anchor site
- Roseland Sidewalk
- Connected trail system
- New museum
- Street cars
- Civic Image
- Downtown cultural hub
- Reduction in poverty
- Environmentally friendly
- Decrease unemployment

**20 Year Plan:**

- Regional Government
- Solar Panel Capital
- Cleaner air/ healthier children
- Tourist hub
- Building for growth (25% increase)
- Vibrant safe city
- Better roads
- No basement flooding
- Affordable taxes
- Jobs for all
- YQG hub
- Students to remain in Windsor after graduation
- Senior friendly

- Waterfront development
- Diversified economy
- Family attractions
- Rail Rationalization

Mayor Francis asks that Councillors provide feedback on the current system in place, and what systems need to be reviewed in order to improve the process?

The following were the responses:

**4 Tools Needed to Deliver Council's Vision:**

- 311/211
- ABC Governance Review
- Council Questions/Agenda priorities
- Public outreach and Stakeholders

Mayor Francis asks that Councillors and Administration place markers beside the issues they are suggesting are the top priorities for the next 10 to 20 years for the City of Windsor. All these markers are then tallied and ranked accordingly. The following issues are ranked as the highest priority and Council discusses each item individually:

**Top Issues for the next 10 years:**

- Downtown cultural hub
- Regional cooperation
- Western Anchor
- New Museum

**Top Issues for the next 20 years:**

- Rail rationalization
- Affordable taxes
- Diversified economy
- Jobs

Council recesses at 5:22 o'clock pm  
Council reconvenes at 6:12 o'clock pm.

In closing Mayor Francis and Council outline the 6 pillars for the next term of Council as follows:

1. Jobs and Economic Diversification
2. Regional Cooperation
3. Cultural Capital
4. Corporate Opportunities
5. Downtown Revitalization
6. Affordable /Attractive City

Moved by Councillor Valentinis, seconded by Councillor Dilkens,  
**M330-2010** That Rule 13.9(a) of the Procedure By-law regarding business not already before Council **BE WAIVED** to permit Councillor Valentinis to introduce a motion for consideration without prior notice respecting the seating plan in Council Chambers for Councillors for the 2010-2014 term.

Carried.

Moved by Councillor Valentinis, seconded by Councillor Dilkens,  
**M331-2010** That the seating plan in Council Chambers **REMAIN THE SAME** for the returning Councillors with the exception of Councillor Gignac, who will move to the seat formerly occupied by Councillor Brister and that the new Councillors occupy the 3 remaining vacant seats.

Carried.

#### **By-law**

Moved by Councillor Dilkens seconded by Councillor Gignac,  
That the following By-law No. 186-2010, be introduced and read a first and second time:

186-2010 "A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE THIRTEENTH DAY OF DECEMBER, 2010"

Carried.

#### **Third Reading of By-law**

Moved by Councillor Valentinis, seconded by Councillor Payne,  
That the following By-law No. 186, 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.

**Adjournment**

Moved by Councillor Gignac, seconded by Councillor Jones,  
That this Council meeting stand adjourned until the next regular meeting of  
Council or at the call of the Mayor.

Carried.

Accordingly, the meeting is adjourned at 6:18 o'clock p.m.

**MAYOR**

**CITY CLERK**

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**DEPUTY CITY CLERK/SENIOR MANAGER OF COUNCIL SERVICES**

**SUPERVISOR OF COUNCIL SERVICES**