

A Strategic Planning Session of **City Council** is held this day commencing at 4:00 o'clock p.m., at Willistead Manor, 1899 Niagara Street.

**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**

The Chair calls the session to order at 4:10 o'clock p.m.

**DECLARATIONS OF PECUNIARY INTEREST**

None disclosed.

**OPENING REMARKS**

Mayor Francis opens the Strategic Planning Session by stating that the goal is to formulate action plans for the remaining 4 pillars, and identifies these pillars individually: No. 2 Regional Cooperation, No. 3 Cultural Capital, No.4 Corporate Opportunities, No. 6 Affordable and Attractive City.

**DISCUSSION**

Discussion ensues and action plans agreed to by Council are summarized as follows:

**Action items as outlined by Council for the “Affordable and Attractive City” Pillar:**

1. Hold the line
2. Neighbourhood Advisory Councils
  - Mayor Francis advises that if this were to be approved Councillors would have the opportunity to implement them as they see fit. What will need to be determined is the resources and support that will be required to implement such a program.
3. Blight Eradication Program
4. City- Wide beautification program, including all major gateways
  - Councillor Valentinis indicates that there is an increase in terms of problems with alleys and the dumping of garbage, and consequently a need to increase the enforcement of the alleys in numerous areas of the city.
  - Mayor Francis suggests that the issue of dumping in alleys perhaps can be vetted through neighbourhood advisory councils.
  - Councillor Dilkens asks if “districting” is initiated can the Community Improvement Plan (CIP) be used to help enhance particular districts? The City Planner responds that this can occur.
5. Corridors
  - Councillor Dilkens indicates that the City of Windsor lacks any form of branding.
  - Mayor Francis agrees and indicates that one of the key elements is the marketing of the City. The Mayor states that as a City, we are trying to sell product, the product being the City of Windsor, we need to develop something to provide to our investment opportunities. At the present time there is nothing that is readily available.
6. Windsor- Essex County Real Estate Board and Windsor-Essex Regional Chamber of Commerce and Windsor- Essex Economic Development Corporation.
  1. It is suggested that these services be used together to produce an inventory of information and promotional materials to market the City of Windsor.
7. Rail Rationalization

**Action items as outlined by Council for the “Corporate Opportunities” Pillar:**

Mayor Francis commences the discussion respecting the “Corporate Opportunities” Pillar by outlining the 4 tools needed to deliver Council’s vision as confirmed at the December 13, 2010 Strategic Planning Session of Windsor City Council:

1. 311/211
2. ABC Governance Review
3. Council Questions/Agenda priorities
4. Public outreach and Stakeholders

The Mayor states that there needs to be a willingness of Council members to proceed with a review for the possibility of integrated services. Mayor Francis indicates that there are entities such as Windsor Utilities Commission, Enwin, City of Windsor, Library, Police, Fire, Transit that can work together to remove redundancies and improve efficiencies.

Mayor Francis further indicates that the CAO's across Windsor and Essex County have been charged with the task to provide an outline of potential services that could possibly be streamlined. Mayor Francis indicates that Council as a cohesive group must re-focus on how services are delivered and consolidate if necessary.

Councillor Dilkens indicates that through the Service Delivery Review, further outsourcing remains a potential option, and concludes by stating that shared services is common practice across the province.

Councillor Sleiman indicates that a consolidation of services makes sense, but questions whether authority exists to do this.

Councillor Maghnieh indicates that as a Council, they must investigate how services are delivered and move forward with the consolidation of particular services, and concludes by stating that this is a common trend at the provincial level ("clusters"), and across the public service sector.

Councillor Payne indicates that Council collectively must investigate how services are delivered and move forward with the consolidation of particular services, and concludes by stating that there is a need to establish a common ground.

Councillor Jones indicates that Council must examine existing span of control and the total number of staff reporting to a supervisor/manager, and concludes by suggesting that Council investigate the possibility of bulk purchases in a more strategic manner.

Councillor Hatfield indicates that the regionalization of services must be pursued, suggesting areas such as Human Resources, Legal, Police, Planning and Building as possible services that could be provided on a regional basis.

Councillor Halberstadt indicates that Council must investigate how services are delivered and move forward with the streamlining of particular services, such as planning.

Councillor Marra indicates that Council must investigate how services are delivered, suggesting that Council needs to ensure that high quality and sustainable services are maintained, and that this exercise cannot be based solely on the bottom line.

Councillor Valentinis indicates that the regionalization of services must be pursued, suggesting that the expertise required in each area has increased over the last 18 years, and issues have increasingly become more complex.

Councillor Gignac indicates that the regionalization of services is a natural progression for this Council, to allow for efficiencies to be achieved, and suggests that some agencies may resist such change, and therefore Council must work out the mechanics first in order to get the buy in needed for it to succeed.

Council recesses at 5:30 o'clock p.m.

Council reconvenes at 6:05 o'clock p.m.

**Action items as outlined by Council for the "Cultural Capital" Pillar:**

1. Cultural Master Plan
2. Conversion of Armouries and the Capitol Theatre
3. Chimczuck Estate
4. War of 1812 museum
5. Supporting Festivals (but a consistent policy is first needed)

**Action items as outlined by Council for the “Regional Cooperation” Pillar:**

1. Mechanisms need to be put in place
2. Chief Administrative Officer’s across Windsor/Essex County have been charged with the task to provide an outline of potential services that could possibly be streamlined, through sharing.

**Adjournment**

Moved by Councillor Jones, seconded by Councillor Sleiman,  
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 6:55 o'clock p.m.

**MAYOR**

**CITY CLERK**

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