

A Strategic Planning Session of **City Council** is held this day commencing at 8:30 o'clock a.m., at Willistead Manor (North East Gallery) 1889 Niagara Street, Windsor.

Members Present:

Mayor Dilkens
Councillor Borrelli
Councillor Bortolin
Councillor Elliott
Councillor Francis
Councillor Gignac
Councillor Holt
Councillor Kusmierczyk (arrives at 8:45 o'clock a.m.)
Councillor Marra (arrives at 8:45 o'clock a.m.)
Councillor Payne
Councillor Sleiman

Members Absent:

None.

CALL TO ORDER

The Mayor calls the session to order at 8:40 o'clock a.m.

DECLARATIONS OF PECUNIARY INTEREST

None disclosed.

COMMITTEE OF THE WHOLE

Moved by Councillor Gignac, seconded by Councillor Francis,
That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee.

- (a) consideration of business items;
 - (b) consideration of by-law 63-2015.
- Carried.

COMMUNICATIONS**Item 1 Response to CQ5-2015 – Roads Capital Levy**

Moved by Councillor Gignac, seconded by Councillor Sleiman,
M233-2015 That the report of the City Treasurer dated March 19, 2015 entitled "Response to CQ5-2015 – Roads Capital Levy" **BE RECEIVED** for information.
Carried.

Item 2 Memo from Community Development and Health Commissioner regarding Windsor Essex Social Housing Provider Capital Funding Deficit

Moved by Councillor Gignac, seconded by Councillor Holt,
M234-2015 That the memo from Housing and Children's Services dated April 8, 2015 regarding "Request of Councillor Gignac for information regarding Windsor Essex Social Housing Provider Capital Funding Deficit" **BE RECEIVED** for information.
Carried.

ITEM

1. "VISIONING PLANNING SESSION"

Mayor Dilkens welcomes everyone attending the Strategic Planning Session and introduces John Matheson and Jocelyn Deeks, from StrategyCorp, who will facilitate the session.

John Matheson and Jocelyn Deeks, facilitators, StrategyCorp.

John Matheson and Jocelyn Deeks, facilitators, StrategyCorp, appear before Council and start off with "Setting the Context" in terms of the Strategic Planning Process, including an overview of the visualizing from 20 years ago as a way to imagine 20 years ahead; factors beyond our control; the need to consider: the reality of where you are today, the vision of where you want to be, Windsor's ability to deliver and fund, and finding a path that is authentic to Windsor; outline the goals for advancing the 20 year vision, including: getting to a shared situation analysis of strengths, weaknesses, opportunities and threats; seek direction on options to be worked on for further direction; the meeting work plan; the role of facilitators; economic development; fiscal approach; service levels; growth; neighbourhoods, mobility; regional thinking; administration; and special investments. This presentation is attached as "**Appendix A**".

Council is broken up into 3 working groups as part of the first exercise, in order to engage in group discussions for reflections on the strengths, weaknesses, threats and opportunities (SWOT) – what are the most important factors for Windsor to consider? The team assignments are as follows:

Team A – Councillors Francis, Bortolin and Borrelli;
Team B – Councillors Marra, Payne and Gignac;
Team C – Councillors Kusmierczyk, Holt, Elliott and Sleiman.

At the completion of this 25 minute exercise, a discussion is held on the results of this endeavour as follows:

Mayor Dilkens suggests the new mega-hospital poses an opportunity but also a risk in that the community is required to commit 10% to the total cost and this may in turn impact Council's ability to fund other projects due to the tax levy; downloading from the provincial government is also something that could happen.

Councillor Francis conveys the following strengths: skilled workforce; quality of life; administration; access to American market; cost of living; cultural history; weakness: lack of economic diversification; self-image (need to do a better job of telling our story); threats: lack of economic diversification, lack of defining competitive advantage.

Councillor Marra conveys the following strengths: implementation of CIP's; geography; transportation opportunities, including the airport and Port Authority; opportunities: get the message out; weaknesses: lack of regional life sciences strategy; threats: potential downloading from provincial government.

Councillor Kusmierczyk conveys the following strengths: rich history/heritage and the border (largest market in the world); weakness: lack of regional government, branding and communications; threat: ageing population and the out-migration of youth.

As part of the second exercise, Council members are individually partnered up with a member of administration as part of break-out sessions to discuss "vision planning" including the vision, how to get there and how to measure it.

Council recesses at 12:00 o'clock p.m.

Council reconvenes at 12:50 o'clock p.m.

Each member of Council provides a verbal report on the findings of their "vision planning" exercises. Salient points include but are not limited to the following:

Councillor Gignac indicates Windsor has the advantage of "small city – big city" in that we have an international city (Detroit) next door; Windsor is an affordable city; attractive to people; amenities of an international city; great neighbourhoods; need to rebrand which could help offset some of the negativity; perhaps conduct customer satisfaction surveys; and strongly suggests a focus on the "strength in neighbourhoods", for example: Sandwich, Downtown, Walkerville, Riverside, etc.

Councillor Francis indicates Windsor has the advantage of its neighbourhoods, affordability, clean city; quality of life values are important; small city-big city advantages; need to promote quality of life values and communicate positive messaging.

Councillor Marra indicates Windsor has the advantage of its neighbourhoods; its history; affordable city; the need for a positive community attitude; focus on fundamentals; need to address employment and affordability.

Councillor Payne indicates that Windsor needs to grow and focus on strategic planning; work towards retaining youth; and concludes by suggesting a unified effort is needed for strategic planning.

Councillor Elliott indicates Windsor has the advantage of its neighbourhoods and its proximity to an international city; its parks and community centres; history; and suggests that making positive first impressions to visitors is crucial and that partnerships need to be explored in order to grow.

Councillor Sleiman indicates that Windsor needs to focus on "rebranding"; capitalize on competitive advantage; ensure the city is attractive and neighbourhoods are strong and vibrant; and concludes by suggesting that a focus be placed on the strength of the entrepreneurial aspect of the city.

Councillor Borrelli indicates that Windsor's location is ideal in that it serves as the gateway to Canada, has a competitive edge, a great University and proximity to the state of Michigan for logistics and transportation hub.

Councillor Holt indicates that Windsor has a rich history that needs to be a building block for the future; an ideal place to create and/or manufacture; and concludes by stressing the importance of quality of life values.

Councillor Bortolin indicates that one of Windsor's strengths is its neighbourhoods and concludes by suggesting Windsor needs to be promoted as a place to attract and retain youth by highlighting affordability, attractiveness and high quality of life.

Councillor Kusmierczyk indicates that Windsor is known for its neighbourhoods and diversity and that there needs to be an effort to better promote affordability and quality of life attributes.

Mayor Dilkens indicates that there needs to be a priority placed on jobs and economic diversification; and that there should be a review of Windsor's branding; need to continue stronger links with the University of Windsor and St. Clair College; and take advantage of the border as a border equates to business and international access.

John Matheson provides concluding remarks and advises that the next phase will be to deliver a draft vision report to the city, followed by a community engagement process led by the city.

By-law

Moved by Councillor Borrelli, seconded by Councillor Francis,
That the following By-law No. 63-2015, be introduced and read a first and second time:

63-2015 "A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE SEVENTH DAY OF MAY, 2015"

Carried.

Moved by Councillor Marra, seconded by Councillor Gignac,
That the Committee of the Whole does now rise and report to Council respecting the business items considered by the Committee:

- 1) **Consideration of the Balance of Business Items (see Schedule "A")**
- 2) **By-laws given first and second readings (as presented)**

Carried.

Third Reading of By-laws

Moved by Councillor Marra, seconded by Councillor Payne,
That the following By-law No. 63-2015, 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 Kusmierczyk, seconded by Councillor Bortolin,
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 2:15 o'clock p.m.

MAYOR

CITY CLERK

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DEPUTY CITY CLERK/SENIOR MANAGER OF COUNCIL SERVICES