



CITY OF WINDSOR MINUTES 02/12/2019

Strategic Planning Session of City Council Meeting

Date: Tuesday, February 12, 2019

Time: 6:00 o'clock p.m.

Members Present:

Mayor

Mayor Dilkens

Councillors

Ward 1 - Councillor Francis
Ward 2 - Councillor Costante
Ward 3 - Councillor Bortolin
Ward 4 - Councillor Holt
Ward 5 - Councillor Sleiman
Ward 6 - Councillor Gignac
Ward 7 - Councillor Kusmierczyk
Ward 8 - Councillor Kaschak
Ward 9 - Councillor McKenzie
Ward 10 - Councillor Morrison

1. ORDER OF BUSINESS

2. CALL TO ORDER

The Mayor calls the meeting to order at 6:28 o'clock p.m.

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3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

4. OPENING REMARKS

Mayor Dilkens begins by welcoming the Members of Council to the Strategic Planning Session. The Mayor states that this session serves to reflect on strategic priorities, explaining that when the 20 year plan was created in 2015-16, priorities were set, some of which have since been accomplished, some which are still in progress, while others are not yet started or may never be started because of changing priorities. The goal during this session is to determine whether the current plan is still relevant, to capture ideas and to set the direction for the next four years as well as the next 20 years.

Onorio Colucci, Chief Administrative Officer (CAO)

Onorio Colucci, Chief Administrative Officer appears before Council and provides an overview of the city's current circumstances as well as challenges and risks, stating that Council must think strategically and make the right decisions that are sustainable in the long-term. O. Colucci indicates that currently the local economy is strong and that the corporation is in a strong financial position with declining debt, increasing reserves, increased spending flexibility, increased capital budget base funding, improved inventory and updated condition assessment data for Municipal infrastructure and other assets and improved regional cooperation. O. Colucci further adds that Windsor's strategic border location, international airport, relatively inexpensive land and property costs, climate and abundant water resources all bode well for investments.

While the City has done some diversification, there continues to be a reliance on the manufacturing sector and therefore remains susceptible to economic downturns in manufacturing. O. Colucci indicates that other challenges include Provincial deficits that likely lead to reduced transfers to municipalities, municipal spending driven by Provincial legislation, Infrastructure deficits, funding required to develop annexed lands, climate change, staffing attraction/retention and affordable housing/homelessness issues.

O. Colucci explains that City Council faces major strategic decisions and that long term plans are essential, adding that focusing on short term solutions is not likely to lead to sustainable long-term successes. Reference is made to the master plans as well as the hospital levy, which was started 10 years early and along with the interest accrued will result in a substantial amount. O. Colucci also informs that Council will be required to make decisions regarding spending on new initiatives versus spending on maintaining current assets, issuing debt, shared services and retaining and attracting qualified staff.

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Mayor Dilkens provides background pertaining to the current “20 year Strategic Plan”, explaining that it began in 2015 with a facilitator guiding the process. There were multiple strategic planning sessions, public engagement, including a presentation of the plan at each ward meeting and an online survey.

The following three main goals were set:

- More jobs in Windsor
- Addressing Windsor’s Reputation
- Improving quality of life in Windsor

The list of projects and priorities included 55 items. To date 10 projects are fully or almost entirely complete, 30 projects are underway and partially complete and 15 projects are not complete, either awaiting funding or additional information through another process (i.e. Recreation Master Plan). See the complete list of projects, attached as “**Appendix A**”

A discussion ensues on the subject of the “Yet to Do” projects. The Councillors engage in a discussion about the projects that have not yet begun and do not have funding allocated to them and many are subsequently removed from the list. Mayor Dilkens asks the Councillors to provide some projects and priorities that they would like to see completed. Many new ideas are presented and added to the list of projects, attached as “**Appendix B**”

Council recesses at 8:07 o’clock pm.

Council reconvenes at 8:22 o’clock pm.

Members of Council participate in an exercise, whereby each Councillor is provided with 12 stickers and are asked to place their stickers on the projects displayed on flipcharts that they feel are most important. Once all of the stickers are in place, Mayor Dilkens tallies the votes for each initiative and with Council concurrence begins by eliminating those initiatives that received no votes. He continues by eliminating those with only 1 vote and finally those with only 2 votes.

Projects with three or more votes are retained as the Council’s final list, attached as “**Appendix C**”, in order of priority.

Moved by: Councillor Francis
Seconded by: Councillor Morrison

THAT City Council **APPROVE** the final list of initiatives, ranked in order of importance (attached as “**Appendix C**”) as selected by members of Council during the Strategic Planning session held February 12, 2019, that will serve to set the direction of City Council over the next 20 years.
Carried.

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Mayor Dilkens informs the Members of Council that the 2019 Budget deliberations will likely take place on April 1st and 2nd, 2019.

6. ADJOURNMENT

The meeting is adjourned at 8:38 o'clock p.m.

Mayor

City Clerk

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Appendix A

Complete

The following projects/priorities are complete

- Maintain Competitive Tax Rates (complete *and* ongoing)
- Gino & Liz Marcus Family Change Room
- City wide Public Art Program
- Hospital Infrastructure Impact Study
- North Service Road Improvements
- Parking Technology Improvements (i.e. App)
- Bulk Item Collection
- Princess Avenue Sewer Improvements

In Progress

The following projects/priorities are ongoing

- Wayfinding Signs Program
- Street Signage; Enhance for Seniors & Visitors (Norfolk Pilot)
- Regional Public Transit
- Bike Path System Enhancements
- New Central Library
- Cabana Road Reconstruction
- Downtown Entrances Aesthetic Improvements
- Sandwich Town Streetscaping
- Remington Park Infrastructure Improvements
- Vista Project Completion
- Central Riverfront Implementation Plan
- Central Box Transportation Improvements
- Lauzon Parkway Extension
- Sandwich Town – Repurpose Jail
- Grand Marais Drain Improvements
- Sandpoint Beach Improvements
- Districting (Themes and Identity)
- Alley Closing Subsidy Program
- Norman Road Sewer Improvements
- Fontainebleau Community Centre Expansion onto Existing Library (Recreation Master Plan process)
- New Library Ward 10 – Budimir Expansion
- Indoor Soccer Facilities (Recreation Master Plan process)
- Organic Recycling Program
- Development of a Mental Health and Addictions Strategy
- Riverfront Animation (tied to Central Riverfront Improvement Plan)
- Acquisition of Waterfront Lands (Report expected in 2019)
- Blight Reduction Program
- Banwell Road Widening

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- E-Government Electronic Enhancements
- Sandwich Town Redevelopment Program (CIP)

Yet To Do

The following projects/priorities have not yet begun and do not have funding allocated

- Publishing Council Voting Records Online
- Establishment of a Maker Space (WEEDC)
- Establishment of a Technology Incubator (WEEDC)
- Branding (flag, colours, tagline, etc.)
- Investment in Life Sciences / Health Sciences Sector Research and Innovation & Education Initiatives (WEEDC)
- Home Renovation Tax Credit Program
- Ford City Infrastructure Improvements
- New Skateboard Park
- Adie Knox Herman Rec Centre Expansion / Rehab
- Forest Glade Library Expansion
- New Library (Wards 1 and 9)
- New Community Centre – Ward 9 (Recreation Master Plan process)
- Ouellette Community Campus Hub (Awaiting details from the Province on plans for Ouellette campus as part of the hospital initiative)
- Pedestrian Ferry across the Detroit River
- Rail Rationalization
- Ouellette Avenue Street Closing for Pedestrians
- Street Car Loop from University to VIA Rail

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Appendix B

Revised list of Council projects/priorities

Implementation of the Sewer Master Plan
Enhancement of Local Improvement Projects (streetlights, sidewalks etc)
Asset Management Plan
Increased tree coverage/reduction in tree trimming time
25% Residential Infrastructure Target for the Core
20% Transportation mode shift
Elimination of public housing waiting list
Laneway Prioritization (alleys)
Publishing Council voting records online
Establishment of a technology incubator
Branding
Ouellette Avenue – closed for pedestrians
Sandpoint Improvements
Sandwich Redevelopment
Implementation of Active Transportation Study
Waterfront Acquisition
Sustainable Urban Development & Growth
Economic Diversification/Logistics
Implementation of Transit Master Plan
20% Poverty Reduction by 2025
Traffic Calming
Implementation of Neighbourhood Coordinator Position
Vacant Lot development program
Enhance Property Standards by-law
Stronger Community policing
Additional Splash Pads
Community Events
Improved Support for addiction and mental health
Senior Friendly Initiatives
Youth/Family Initiatives

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Appendix C

Final list of priorities as of February 12, 2019 (ranked)

Implementation of the Sewer Master Plan	9
Increased tree coverage/reduction in tree trimming time	9
Asset Management Plan	8
Branding	8
Implementation of Active Transportation Study	8
Economic Diversification/Logistics	8
Traffic Calming	7
Enhance Property Standards by-law	7
Community Events	7
Enhancement of Local Improvement Projects (streetlights, sidewalks etc.)	6
25% Residential Infrastructure Target for the Core	6
Laneway Prioritization (alleys)	5
Sustainable Urban Development & Growth	5
Additional Splash Pads	5
Sandwich Redevelopment	4
Implementation of Neighbourhood Coordinator Position	4
20% Transportation mode shift	3
Sandpoint Improvements	3
Vacant Lot development program	3