

# 20-Year Strategic Vision

*Draft for  
Consultation*



# MAYOR DREW DILKENS

Your Mayor and Council is committed to changing the future of Windsor. Since the start of term, we have been working collaboratively to build on the past successes of previous Councils, while also looking ahead to the future. We all want our community to succeed.

We are embarking on a 20-Year Strategic Vision, that will provide us with a reasonable picture of where we are headed as a city. It will be the cornerstone for the City's future for this term of Council and beyond. We can have a bright future but to get there we need to shape and plan our tomorrows. We see three main goals for the next 20 years:

1. More Jobs in Windsor
2. Remaking Windsor's Image
3. Ensuring there is population growth in Windsor

This document is just the beginning – it is the desire and determination to continue to make good things happen in our community. At this stage of the process, we want to hear from you. Take a look inside and consider how this Vision can be part of your future.





## Twenty-Year Plan?

The purpose of the 20-Year Strategic Vision is not to predict the future but to help shape our future.

We anticipate we will regularly review our progress in achieving the Vision.

### The Strategic Vision will:

Serve as a cornerstone for Council and City administration when making decisions with respect to programs, services, and infrastructure, and provide the community with an avenue for input on the future of the City.





# Putting the Pieces Together



The City of Windsor works in several important inter-related areas. City Council makes decisions on how to Fund and Manage the city and balance the various needs of its citizens.

# How is this plan tailored to **WINDSOR?**

The Vision rests on foundation of affordable, efficient, sustainable and progressive service to the public, committed to continuous improvement.

Throughout the themes in this Strategic Vision, you will see a new focus on specific civic components.

LOCAL  
ECONOMIC  
DEVELOPMENT

RESPONSIBLE,  
BALANCED FISCAL  
AND SERVICE  
CHOICES

STRENGTHEN  
THE CITY WITH  
INNOVATIVE  
STRATEGIES  
TO SUPPORT  
NEIGHBOURHOODS  
& DISTRICTS

CITY IMAGE  
& BRAND

*“Over the past 11 years, Windsor has paid down debt, frozen taxes for most of those years, and dramatically improved the overall efficiency of government. Our taxes are competitive. Now our challenge is to maintain the financial gains that we have made while investing in the services we need to meet the needs of Windsorites”*



# Our Challenges to MANAGE?

## UNEMPLOYMENT RATE

- Not enough jobs for people who want to work

## ECONOMIC RESTRUCTURING

- Decline of Ontario's manufacturing sector
- Changing operating decisions of automotive industry

## LOW GROWTH EXPECTATIONS

- Forecasts for population growth and future development are modest

## KEEPING THE BOOKS BALANCED

- Making prudent decisions about how much to spend on what while maintaining Windsor's stable financial position

## SUCCESSION PLANNING FOR THE CIVIL SERVICE

- Impending retirements of many of the city's staff





*“People always focus on the negative about Windsor... **We need to change the story people tell.**”*

*“...everyone says it’s a great place to live...if you have a job”*

*“Provincial population projections for Windsor are flat – we have to prove them wrong...”*

# Our Strengths to BUILD on



## STRATEGIC LOCATION

- Canada – USA Border and transportation hub
- Proximity to markets
- Favourable climate and beautiful natural riverfront setting
- Biodiversity



## PEOPLE

- Diverse population
- Skilled and hard-working labour force



## FISCAL SUSTAINABILITY

- Sound, stable financial position to make decisions



## QUALITY OF LIFE

- Great place to go to school, raise a family and retire



## CITY ADMINISTRATION

- Qualified, dedicated and innovative city staff





*“There is no way Windsor is any less than the fourth best place to live in Canada from the point of view of access to cultural, sporting and entertainment events. We need to tell our story.  
**Windsor is a great place to live.”***

# Jobs in Windsor

Creating Jobs- Recreating the **ECONOMY**



WINDSOR WILL SUPPORT A NEW ECONOMY, CREATING JOBS FOR ITS RESIDENTS, THROUGH:

- Streamlined and local economic development initiatives, coordinated with other bodies where appropriate
- Diversifying its economy and encouraging all sizes of business in many different sectors
- Partnerships – major institutions, business community, County
- Embracing a technology mindset
- Collaborating on programs to ensure labour force readiness
- Representing Windsor’s interests in a fair and consistent manner
- Focussing on making the border “work” for Windsor
- City Council and staff making all municipal decisions with an economic development lens

*“For a century, Windsor has been a centre of people who know how to build and make things. We need to build on that tradition and create a new diversified knowledge-driven economy”*



# Windsor's Image

## Life in WINDSOR



WINDSOR WILL CHANGE THE PERCEPTION OF THE CITY, OF BOTH OUR RESIDENTS AND OUTSIDE, BY:

- Rebranding to promote Windsor and create a new sense of place
- Strengthening the city as a whole through innovative strategies that support its downtown, neighbourhoods and other districts
- Continuing to emphasize fiscal sustainability
- Planning for integrated transit and transportation options
- Promoting walking and cycling as healthy and environmentally-friendly modes of transportation
- Making infrastructure decisions to improve quality of life
- Promoting the excellent value in housing costs and range of

*“To change our future, we need to change our attitude about our city, our partners and our prospects”*

*“Basement flooding is a big problem in Windsor – but with the right infrastructure decisions, we can end it”*

# Population Growth in Windsor

## Keeping and Attracting Valued **CITIZENS**



WINDSOR WILL GROW IN A SUSTAINABLE MANNER, RETAINING AND ATTRACTING NEW RESIDENTS AND BUSINESSES, BY:

- Planning for development to connect the city together – both green spaces and built form
- Ensuring sensible and sustainable use of city’s infrastructure
- Continuing to support citizens with diverse needs
- Being a city with a “we can make it happen” attitude
- Celebrating the arts, and the city’s heritage and cultural diversity
- Promoting choices to support a healthy environment
- Encouraging regional thinking – County, Province, Detroit, Great Lakes Region
- City Council and staff will continue to dedicate itself to the satisfaction of existing residents and improving the efficiency of service delivery

*“In Windsor, you can have the perfect mix of access to ‘big city’ amenities in Detroit while enjoying the ‘small town feel’ of Windsor”*



# We Will Change Our FUTURE



## Creating Jobs

Through a diversified economy, and by supporting entrepreneurship and small business, Windsor will have jobs



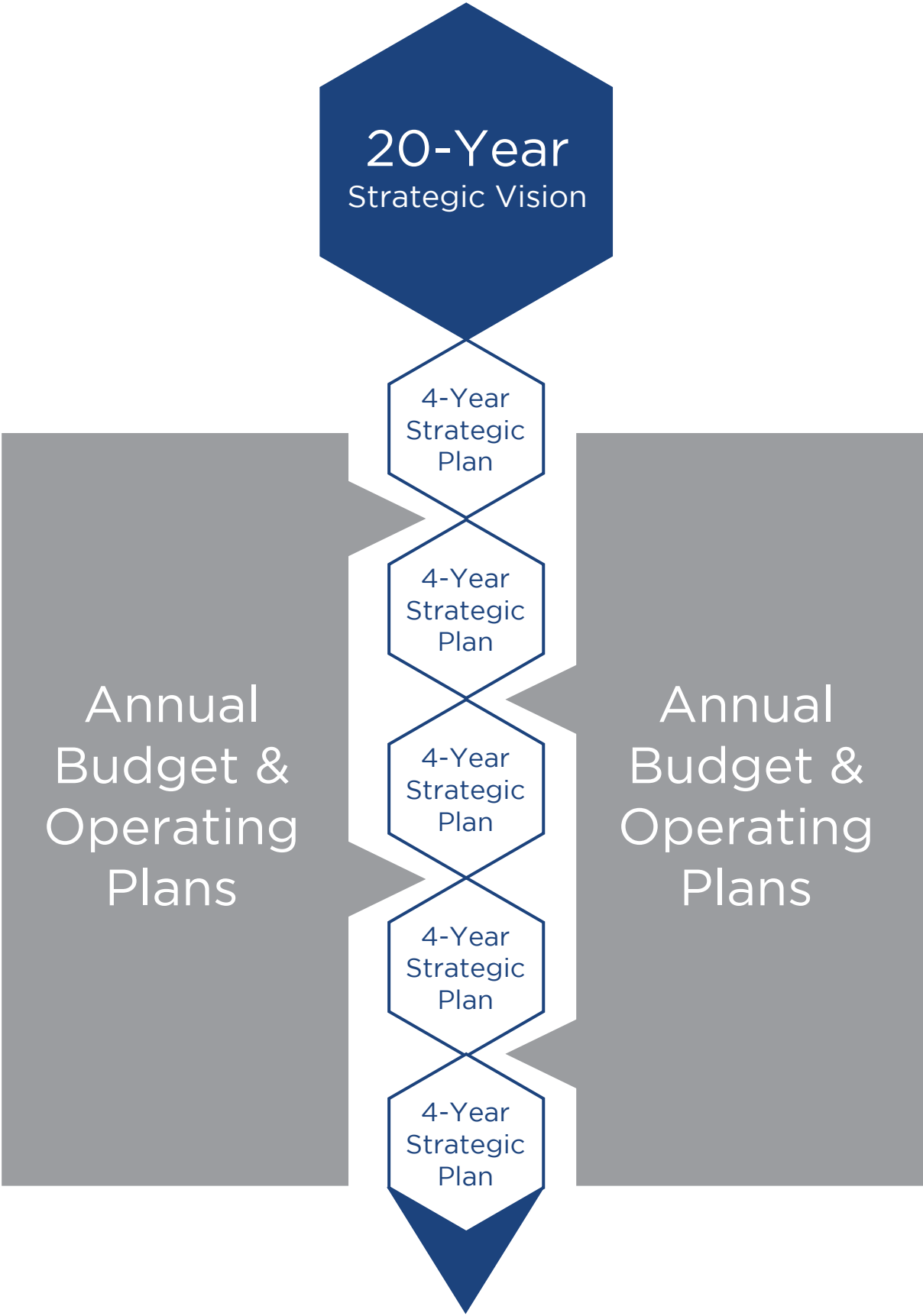
## Windsor's Image

Through rebranding, and by celebrating all successes, emphasizing its fiscal sustainability, and encouraging favourable conversation about the city, Windsor will be positive place



## Population Growth in Windsor

By strengthening the city as a whole through supporting its neighbourhoods and districts, encouraging convenient transit and transportation options, and excellent service delivery, Windsor will attract new residents and businesses



Aligning the Vision with Staff Action





In the process, participants offered many different ways to describe what Windsor is and should be. How do **YOU** think we should tell Windsor's story?

## Checking Our Progress - Recommendations

City Council should direct staff to identify ways in which the Annual Report Card can align with the Strategic Vision

- Build on staff's existing practice with respect to performance measurement by identifying opportunities for alignment with the Strategic Vision

Create linkages between the Strategic Vision and Staff Reports

- Staff reports should outline how they support the Strategic Vision

Create linkages between the Strategic Vision and the City budget

- Feature of budget process to indicate how decisions can support the Strategic Vision, particularly with respect to the capital budget

***“Making progress in the future will require making choices – we need to track our progress and tie budget decisions to the Vision”***

