

20-Year Strategic Vision





MAYOR

DREW DILKENS

Your Mayor and Council are 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 developed a 20-Year Strategic Vision that provides 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. Addressing Windsor's Reputation
3. Improving Quality of Life in Windsor

This document is just the beginning – it is the desire and determination to continue to make good things happen in our community. 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, committed to continuous improvement, rests on the foundation of affordable, efficient, sustainable and progressive service to the public.

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

THE CITY'S
REPUTATION

“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



*“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



*“From the point of view of access to cultural, sporting and entertainment events, Windsor is a great place to live. **We need to tell our story.**”*

Jobs



WINDSOR WILL SUPPORT A NEW ECONOMY, CREATING AND MAINTAINING JOBS FOR ITS RESIDENTS

- Supporting streamlined and local economic development initiatives, coordinated with other bodies where appropriate
- Leveraging partnerships with major institutions, the business community and the County
- Diversifying its economy and encouraging, facilitating and attracting all sizes of business in many different sectors
- Convening charitable, not for profit and business sectors to promote civic leadership in Windsor
- Encouraging the development of diverse, long-term and meaningful employment for youth
- Embracing an innovative and technology mindset, encouraging life-long learning and supporting entrepreneurship
- Collaborating on programs to ensure labour-force readiness
- Representing Windsor's interests in a fair and consistent manner to other levels of government and the private sector
- Leverage the border as a key asset for the City with respect to both the economy and quality of life
- Making all municipal decisions through a sustainable 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"

Reputation



WINDSOR WILL BE A DYNAMIC PLACE OF CIVIC PRIDE AND A HUB FOR INNOVATION, CULTURE AND CREATIVITY AND ATTRACTIVE FOR PEOPLE OF ALL AGES

- Leveraging the City's existing strengths to attract and retain people
- Strengthening the City as a whole through innovative strategies that support and build a vibrant downtown
- Encouraging Windsor's sense of civic pride as a key part of its regeneration and approach to tourism
- Promoting Windsor as a small city with big city advantages due to its strategic border location
- Ensuring fiscal sustainability and competitive levels of taxation
- Encouraging regional thinking with respect to citizen services
- Being a city with a "we can make it happen" attitude
- Making infrastructure decisions to ensure long-term sustainability
- Continuing Council's commitment to a fair and transparent municipal government

"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"

Quality of Life



WINDSOR WILL PROVIDE A HIGH QUALITY OF LIFE FOR ALL, SUPPORTED BY SUSTAINABLE GROWTH AND A VIBRANT, CARING COMMUNITY

- Planning for development to connect the city together—both green spaces and built form
- Strengthen neighbourhoods to ensure that they are safe, caring and meet the needs of residents
- Creating the conditions to alleviate poverty and ensuring a high quality of life is accessible for all
- Continuing to support citizens with diverse needs in all stages of life and create an accessible environment
- Encouraging the arts as both an economic driver and an essential part of life in Windsor
- Promoting the City's unique culture and built heritage
- Celebrating and furthering Windsor's multi-cultural fabric within the City
- Promoting choices that support a healthy environment
- Planning for integrated transit and transportation options with consideration for regional opportunities
- Promoting walking and cycling as healthy and environmentally-friendly modes of transportation
- 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



Jobs

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



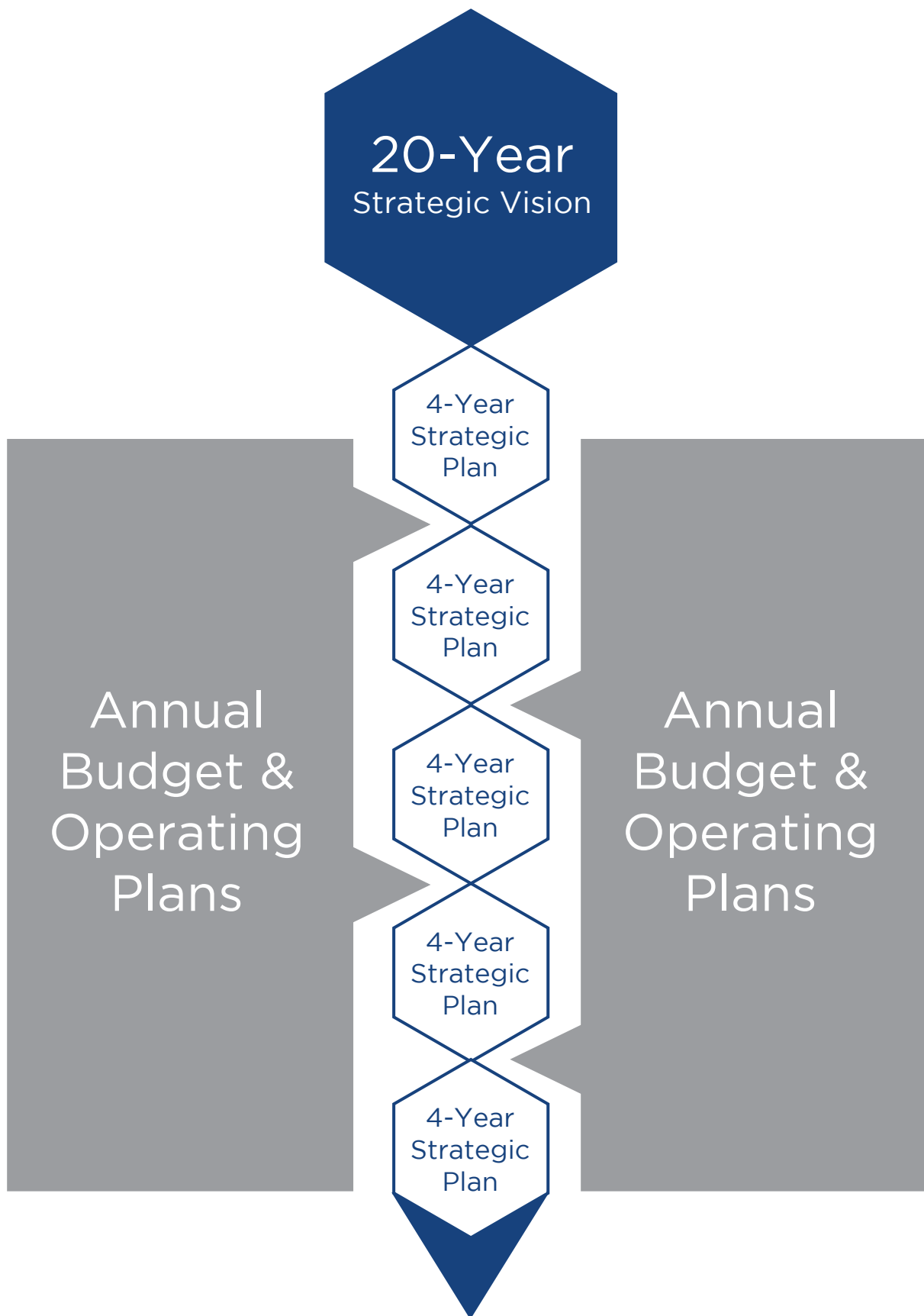
Reputation

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



Quality of Life

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 provide a high quality of life for all



Aligning the Vision with
Staff Action



Throughout the process, participants offered many different ways to describe what Windsor is and should be.

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”

