

MISSION STATEMENT

"Our City is built on relationships – between citizens and their government, businesses and public institutions, city and region – all interconnected, mutually supportive, and focused on the brightest future we can create together"

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Author's Contact: Brittney Yeats Manager, Corporate Initiatives (A) (519) 255-6100 x 6479 byeats@citywindsor.ca	Date to Council: 2/22/2016
	Clerk's File #: APR/10711

To: Mayor and Members of City Council

Subject: 20 Year Strategic Vision - Consultation Feedback & Proposed Project Allocation - City Wide

RECOMMENDATION:

THAT the 20 Year Strategic Vision document contained in Appendix C, as proposed by Strategy Corp, based on public consultation **BE APPROVED**; and,

THAT the allocation of projects to each of the successive terms of City Council as shown in Appendix E **BE APPROVED IN PRINCIPLE**, subject to annual funding review through the annual budget process;

AND / OR

THAT City Council **PROVIDE ANY ALTERNATIVE DIRECTION** as desired, including City Council's interest in amending the vision and mission statements.

EXECUTIVE SUMMARY:

N/A

BACKGROUND:

Members of City Council and Administration began the visioning exercise in April 2015 with the assistance of the project consultant Strategy Corp. The first of two Council Strategic Planning Sessions was held on April 22, 2015 and included facilitated briefings by Senior Staff to Council and an overview of the strategic visioning process

by Strategy Corp. This session was followed by one on one meetings with City Council and the Corporate Leadership Team, and a facilitated session with the Senior Management Team. Feedback received through these exercises was used to set the context for the vision. On May 7, 2015 a second Council Strategic Planning Session was held to communicate the feedback received to date and to gather further input to develop the draft vision document.

At the July 6, 2015 meeting, City Council approved the draft 20 Year Strategic Vision document. As part of next steps Administration was requested to populate current and approved projects (generally found within the 5 year capital plan or operational plans or grants) under the respective strategic themes. A series of consultation sessions were then held by the Mayor with individual Members of Council to identify additional projects to occur within the 20 year time frame. These projects were provided to Administration and added to the City Councillors' Proposed Projects List and were assigned a very preliminary estimated cost range.

At the September 8, 2015 meeting, (see report attached as Appendix A) City Council approved the City Councillors' Proposed Projects List as the official document for the 20 Year Strategic Vision consultation sessions. (Please note: the approved list of City Councillor's Proposed Projects, which includes the additions identified by Council at the September 8th meeting, is provided in Appendix D). Public consultation activities were undertaken in the fall of 2015 and have now concluded.

This report will summarize the consultation process and feedback received, and will present the recommendations for changes to the draft 20 Year Strategic Vision document as provided by Strategy Corp. Finally, this report provides a mathematical ranking of the projects that were proposed by City Councillors based on the responses to survey questions that asked participants to rank what was important to them in several different ways. In addition to the ranking, Administration has provided input into the various projects and has proposed an estimated timing of the various projects over the next 20 years.

DISCUSSION:

Public Consultation Process

The public consultation process for the 20 Year Strategic Vision commenced in September 2015 and encompassed a variety of consultation activities in two phases. As part of phase one in September, October and November 2015, one hour sessions were held at the beginning of each fall ward meeting to allow members of the public to provide input on the draft strategic vision document. Members of Administration and City Council were in attendance to answer questions and receive feedback from residents. Copies of the draft 20 Year Strategic Vision and projects list, feedback survey

and a brochure outlining the process to date were also available to participants. An additional consultation session was held at Devonshire Mall on Saturday November 7 for all residents. Attendance figures for the ward meeting sessions are listed below. These figures only capture those attendees who signed in and are not necessarily an accurate number of people in attendance.

<u>Ward #</u>	<u>Meeting Date</u>	<u># of Attendees (as per sign in list)</u>
Ward 1	Thursday September 24	68
Ward 2	Thursday October 15	58
Ward 3	Wednesday October 7	70
Ward 4	Tuesday October 6	91
Ward 5	Tuesday September 22	54
Ward 6	Thursday November 5	57
Ward 7	Wednesday October 7	46
Ward 8	Thursday October 1	35
Ward 9	Wednesday September 30	55
Ward 10	Thursday October 22	44

An online version of the feedback survey was active over a two month period concluding November 30. A total of 498 survey responses were received over the consultation period (includes all online and paper submissions). A detailed outline of the survey responses is available upon request, through the City Clerk's office.

The second phase of consultation occurred on November 24 & 25 as four targeted consultation sessions were held with various community leaders and facilitated by Strategy Corp. A list of the stakeholders that participated in the sessions is attached as Appendix B. Some additional stakeholders were invited to participate, however were unable to attend. As part of the sessions, stakeholders were asked to provide feedback on the three main themes within the draft vision document as well as the proposed mission and vision statements.

Following the review of the feedback from the community and stakeholder sessions, and the online survey, the consultants from Strategy Corp have prepared a report attached in Appendix C. The report outlines suggested changes to themes and pathways as recommended through the consultation process. The final product as proposed by Strategy Corp is recommended by Administration. Upon approval or further amendments by City Council, the plan in final form will be posted to the City's website.

Ranking of City Councillors' Proposed Projects

Upon concluding the consultation process, Administration developed a prioritization matrix, as attached in Appendix D, to rank the projects that were proposed by City Councillors across three categories. Two of the categories were derived from the data collected from questions 4 and 5 of the feedback survey and the third was the estimated

range of capital investment required. Questions 4 and 5 from the feedback survey are listed below for context.

Question 4

In guiding the decisions for the next 20 years, do you think the City of Windsor should be planning to do more, about the same or less on each of the following services?

Attracting new jobs

Delivering better roads

Delivering better transit

Supporting citizens with diverse needs

Supporting local businesses and industries

Protecting the environment

Celebrating the city's heritage and cultural diversity

Strengthening the city as a whole through innovative strategies that support its downtown, neighbourhoods and districts

Investing in new technologies to help build the economy

Improving Windsor's image

Ensuring that growth is sustainable

Maintaining sustainable City infrastructure

Question 5

Please indicate how important the following considerations are in terms of investment in vision projects.

Impact on budget/taxes

Impact on the environment

Impact on economy

Impact on the image of the City

Impact on quality of life

Impact on civic beautification

The responses for the two survey questions were compiled and a ranking was assigned according to the preferences of the majority of survey respondents (Maximum of 12 points for question 4 and 6 points for question 5). The proposed projects were then mapped against the criteria and received the designated number of points associated with each category that was satisfied. For example, projects that would contribute to the highest rated category, which was “*attracting new jobs*”, were assigned 12 points. A total number of points were then calculated for each proposed project and an overall ranking was assigned. The estimated capital investment required was ranked according to the associated dollar value (inexpensive to most expensive) and a score was assigned. Each proposed project received three different rankings, as listed in Appendix D. A weighted score comprised equally of the three rankings, provided guidance to Administration when preparing the proposed project allocation.

Project Allocation over the 20 year time horizon

In accordance with the Municipal Act (2001), the operating budget for the City is approved annually. The capital budget dealing with the first 2 years of the 20 year strategic vision window has been established by City Council. Therefore the capital budgets for the years 2015 (approved by Council in January 2015) and 2016 (approved by council in December 2015) have been approved. The capital budget for the years 2017 through 2020 have been approved in principle but can be amended and reprioritized or added to with additional tax levy, as City Council may decide during each year's budget process.

Notwithstanding the above mathematical rankings, the noted City Council approvals form the direction that will at least preliminarily guide Administration in the delivery of its service for at least 2016 and in some cases for the succeeding 4 years as the budget approval in principle has established some expectations in the eyes of the public.

Therefore Administration has proposed an allocation of City Councillors' proposed projects to various terms of Council based on what is already funded either in whole or in principle. Projects allocated to later years/later terms have been so allocated either based on their ranking or based on their projected costs which are not currently in the funding plan. All proposed projects are accompanied by an estimated cost range to inform the discussion and planning process, however, comprehensive analysis of the proposed projects has not occurred.

City Council may wish to reallocate, or reprioritize the budgets or alternatively, may wish to levy funds to deliver on projects not currently funded.

Administration's proposed allocation of projects over the 20 year time horizon is provided in Appendix E. The allocation was informed by the prioritization exercise, existing funding allocations and previous decisions of Council. City Council is at full liberty to make changes to the proposed allocation of projects. Staff will conduct additional analysis and prepare reports back to Council for those projects which are confirmed for the 2015-2018 term. Projects where funding has already been allocated will proceed, unless otherwise directed by Council.

Some additional explanatory comments with respect to the rationale for the proposed allocation of projects are included below.

2015- 2018 Term

- A number of the projects listed have already been allotted funding within the 5 year budget and will proceed as planned. The reconstruction of Cabana Road is one example of a project which did not rank high on the prioritization matrix (along with other road renewal projects), but has been moved up to this term as it was deemed as a Council priority and funding has been identified and/or committed to the project. North Service Road Improvements are another project

which has been placed within this term as it is funded and scheduled to be completed in 2016.

- The Publishing City Council Voting Records Online project has been placed within the current term as there is no cost involved. Additional details about the nature of information that City Council wishes to have published online would be required to direct staff resources. Currently, the minutes of Council meetings, which contain all recorded vote records, are publically available. The Clerk will present a follow-up report on this item to seek Council direction.
- A Wayfinding Signs program was highly ranked in the prioritization exercise and has been placed for consideration within in the current term of Council. Options for the program would be presented in a report back to City Council and would be dependent on the approval of funding.
- The Hospital Infrastructure Impact Study has been placed in this term as any studies required as part of the planning and development process for the site will occur once approval has been granted for the Acute Health Care Facility.
- Earlier discussions at City Council considered that an incubator and/or maker space could be established in conjunction with a move of the Central Library. Therefore these projects were grouped together to enable full consideration of the opportunity. Assuming the allocation of projects is confirmed, a report would be forthcoming to Council to provide options in this regard. While the projects have been placed in the current term of Council for consideration, they would require significant funding to proceed.
- Administration is currently in the process of researching options for Parking Technology Improvements (e.g. enabling mobile payments, multi-space meters, enforcement technology enhancements, etc.) and will be following up with a report within this term of Council.
- With respect to the proposed branding project, specific feedback was received through the stakeholder consultation sessions that a new identity for the City was not considered to be a priority. Instead it was suggested that the City should focus on promoting its strengths through profile and reputation building. Therefore, Administration would propose that appropriate stakeholders be brought together within the current term of Council to determine next steps for building the City's profile. The project can occur initially at a low cost with further reports to Council to seek direction on how to proceed.

2019 – 2022 Term

- Investment in Life Sciences / Health Sciences Sector Research and Innovation and Education Initiatives was relatively highly ranked on the prioritization matrix due to its potential to contribute to the economy and job creation. Recognizing that the City is not in the health care business, it may be better suited to prioritize the sector as an economic catalyst. This can be achieved through giving priority

to projects of a health sciences nature through the Community Improvement Plan (CIP). Opportunities under the CIP will be considered on an ongoing basis as they are presented.

- Ongoing progress and completion of the Riverside Vista Project and Central Riverfront Implementation Plan (CRIP) project, which have been placed during this term, are dependent on available City funding.
- The Lauzon Parkway Extension project will require significant funding commitments from upper levels of government and will be considered after a funding decision is made for the Acute Health Care Facility.

2023 – 2026 Term

- A large number of the projects listed within the later time horizons were quality of life improvements to municipal facilities and existing infrastructure. These items fell in the mid to lower range of the prioritization exercise and have been allocated accordingly.
- The Alley Repurposing Program was placed within this term as the City is currently executing a program to sell alleys to abutting residents at a low cost. Following conclusion of this program, Administration would examine the remaining alleys and bring back options to Council.

2027 +

- The Ouellette Community Campus Hub project is being led by Hotel Dieu Grace Health Care and is dependent on the timing of the New Acute Health Care Centre. Consultation for the project is ongoing and the City has been a participant in the process.
- Municipal operation of a Pedestrian Ferry across the Detroit River would require substantial funding and the City would be required to seek a federal permit to enable operations. Therefore, the project has been allocated to the 2027-2030 time horizon as a result. Unless City Council is willing to dedicate significant funds, it may be preferable to seek private sector interest in the opportunity.
- Despite placing in the high range of the prioritization matrix, the Rail Rationalization project has been listed in later years due to the associated costs and dependence on a third party. The City continues to work with rail companies on an ongoing basis to evaluate opportunities for rationalization.
- Improved transit is seen as a quality of life issue that can be accomplished in many ways. The proposed Street Car Loop from University to Via Rail fell mid-range in the prioritization exercise due to the quality of life and improved transit criteria. In dealing with this item, it is recommended that City Council decide whether the goal is improved transportation or to achieve the aesthetic charm of a street car. Significant funding is required for the project, thus it was placed in the 2031 time horizon.

Ongoing

- Maintaining Competitive Tax Rates has been listed as ongoing, as this relates to the pathway of *Continuing to emphasize fiscal sustainability* within the 20 Year Strategic Vision document. It is noted that this objective will conflict with (in terms of the ability to undertake, at the very least, the speed of achievement) those 20-year strategic vision initiatives that will require significant new funding allocations.
- The E-Government Electronic Enhancements project has been listed as ongoing, as there are several ongoing initiatives across service areas which are aimed at achieving this objective. To expand on our existing work, the City will focus on the following items:
 - Making government activity easier to access by developing additional public-facing web applications that will provide 24-hour service.
 - Improving our transparency, increasing opportunities for citizen participation in government decisions, and laying the groundwork for business opportunities by sharing a greater amount of the Corporation's valuable information resources with the public. The City is moving forward with an Information Management Program which will provide the guidelines for publicizing non-sensitive corporate data. This information can be used to verify the integrity of government actions and for businesses to develop additional services for the public which may consequently help to expand our economy.
 - Providing for a more mobile workforce by increasing the number of options for employees to perform their job duties without being anchored to a desk. Having a mobile workforce can improve productivity as well as decrease corporate facility operating costs.
 - For each of the above items ensuring appropriate security is in place to protect the Corporation from external threats that increase as you expand the availability of services and information electronically.

City of Windsor Vision and Mission Statement

In the 2007 Community Strategic Plan exercise, City Council adopted vision and mission statements as follows:

Current Vision

Windsor is a quality city full of history and potential, with a diverse culture, a durable economy and a health environment where citizens share a strong sense of belonging and a collective pride of place.

Current Mission

Our City is built on relationships- between citizens and their government, businesses and public institutions, city and region- all interconnected, mutually supportive, and focused on the brightest future we can create together.

City Council may choose to re-affirm its commitment to the vision and mission so that these can continue to provide over-arching guidelines to the City as we move forward. Alternatively, City Council may wish to provide direction as to if they wish to amend these in any way.

A revised vision and mission statement was drafted by the consultant for use during the targeted consultation sessions and some general feedback was received from stakeholders. Should City Council undertake to update the vision and mission statements, it is recommended that this review take place in a facilitated informal session.

RISK ANALYSIS:

There are no significant or critical risks associated with the recommendations set out within this report. An open, transparent and accessible public consultation process is an important part of the strategic planning process and contributes to reputational risk management for the City. The engagement of a third-party consultant to facilitate the focused stakeholder sessions and compile the feedback received, also contribute to greater objectivity.

The 20 year vision document and proposed project allocation will provide Administration with a long-term strategic direction, thereby mitigating the risk of unexpected changes in strategy. This has been previously identified as a significant enterprise risk, assigned to the Chief Administrative Officer. Mitigation of this risk will continue through annual reporting activities on the Strategic Vision and Corporate Strategic Action Plan.

FINANCIAL MATTERS:

There are no immediate financial impacts associated with the recommendations. Any new expenditures (i.e. projects, programs or services) proposed as part of the 20 Year Strategic Vision process will be considered as part of the annual operating budget and 5-year capital planning processes.

It is important, however, to keep the fiscal realities in mind when considering these very worthwhile new initiatives. It is noted, for example, that even just the items listed in the 2015-2018 timeframe will very likely present significant funding challenges. These initiatives total in the range of \$150 million to \$230 million based on very preliminary and

high level estimates (that will clearly require significant refinement prior to the potential projects and related scopes being considered for actual implementation). Of that amount, only \$24.1 million has been identified in the combined funding found in the approved 5-year plan or the supplementary funding reported as part of the Cabana Road project report (report #18030).

As a frame of reference, the typical 5-year capital funding plan normally reflects total funding availability of approximately \$500 million. Furthermore, much of the \$500 million funding is restricted to certain uses only (e.g., sewer surcharge revenues, gas tax funds, development charges, other restricted reserves, etc.). Therefore undertaking those more expensive new or enhanced services initiatives identified in the 20-year strategic vision will face very significant funding challenges unless non-municipal grants can be leveraged.

Finally, it is noted that funding for significant new and or expanded services will negatively impact the ability to continue to fund/maintain existing municipal services and infrastructure, unless additional municipal funding is allocated.

CONSULTATIONS:

This report summarizes the public consultation activities undertaken for the 20 Year draft Strategic Vision document during the fall of 2015 which included members of the public, community leaders and city staff. All members of the Corporate Leadership Team have reviewed this report. A subcommittee consisting of the CAO, Corporate Leader Public Engagement City Clerk, City Treasurer, City Planner and Manager of Corporate Initiatives actively liaised with Strategy Corp throughout the consultation process.

CONCLUSION:

The 20 Year Strategic Vision document and proposed allocation of projects will guide the activities of Administration over the 20 year time horizon.

Annual reporting on the status of approved vision projects will occur as part of the Corporate Strategic Action Report Card. The report card will be revised to include all of the projects approved in principle through the project allocation exercise, categorized by strategic theme and pathway. As the 20 Year Strategic Vision document will replace the Community Strategic Plan (CSP), a revised version of the CSP report card will be developed to align with the themes and pathways in the approved Strategic Vision. Both report card documents will be brought back to Council in the fall of 2016. Council is invited to share any input on the preferred format for the revised report card document.

APPROVALS:

Name	Title
Brittney Yeats	Manager, Corporate Initiatives (A)
Mark Winterton	City Engineer / Corporate Leader – Environmental Protection and Infrastructure Services
Carolyn Brown	CEO Your Quick Gateway & Windsor Detroit Tunnel Corporation / Corporate Leader – Transportation Services
Onorio Colucci	Chief Financial Officer & City Treasurer / Corporate Leader – Finance & Technology
Jelena Payne	Community Development & Health Services Commissioner / Corporate Leader – Social Development, Health, Recreation & Culture
Valerie Critchley	City Clerk & License Commissioner / Corporate Leader – Public Engagement & Human Services
Shelby Askin Hager	City Solicitor / Corporate Leader – Public Safety & Economic Development
Helga Reidel	Chief Administrative Officer

NOTIFICATIONS:

Name	Address	Email
John Matheson & Jocelyn Deeks Strategy Corp		Matheson@strategycorp.com jdeeks@strategycorp.com

APPENDICES:

1. Appendix A - Report to City Council of September 8, 2015
2. Appendix B - Participant List - Targeted Consultation Sessions
3. Appendix C - Strategy Corp - Recommended Final 20 Year Strategic Vision
4. Appendix D - Prioritization Matrix of City Councillors' Proposed Projects
5. Appendix E - Allocation of City Councillors' Proposed Projects 2015-2034

Additional background documents from Strategy Corp have also been provided to members of City Council.