



## Windsor – Revised 20-Year Vision

DRAFT – Report by StrategyCorp Inc.

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## Statement of Due Diligence

The recommendations contained within this report were developed based on findings from stakeholder interviews, appropriate research and analysis within the scope of the engagement, and was supported by decades of relevant experience on the part of the StrategyCorp team in working with municipalities and other governments.

Any final decisions with respect to the recommendations contained in this report properly rest with elected representatives and management. The City of Windsor should conduct its own due diligence and verification in order to ensure optimal outcomes, both in adopting and in implementing any of the report's recommendations.



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## Overview

The City created a draft 20-Year Strategic Vision, received by City Council on July 6, 2015, in order to guide the municipality's decision-making process with respect to both growth and operations. The plan was developed through extensive consultation and working sessions with City Council and administration. It identifies key themes, unique to the City of Windsor's current situation, that have the potential to significantly improve the future of the City for both residents and businesses.

The City engaged the public in a robust consultation process on the Strategic Vision through targeted stakeholder sessions and an online survey. The Vision was also presented to the community at the Ward Meetings held by each Ward Councillor in Fall 2015.

We have proposed revisions to the Strategic Vision following our review of the feedback from the staff and community leader consultation sessions on November 23-25, in combination with the results from the City-lead survey.

There are several organizations and sectors that have a key role in the City of Windsor. The themes and pathways are intended to be inclusive of these various groups. In addition to consultation through the survey, many were invited to attend targeted consultation sessions from various areas including:

- Arts and culture organizations
- Construction
- BIAs
- Conservation Authority
- Education
- Health
- Non-profit
- Social services
- Labour organizations
- Manufacturing
- Retail
- Tourism
- Transportation interests
- Entertainment
- Other local advisory and citizen groups

In the sections provided below, we outline the changes to the themes and pathways recommended through the consultation process. The following tables outline the original themes and pathways, what we heard through the consultation process, and the recommended adjustments.



# Theme 1 - Jobs

We heard overwhelming support in both the targeted consultation sessions and the survey results for focusing on jobs as a key theme. Feedback related to requests additional clarification or emphasis.

## A. Jobs

Jobs		
Original Sub-Heading	What we heard from the consultation process	Revised Sub-Heading
Windsor will support a new economy, creating jobs for its residents	<ul style="list-style-type: none"> <li>• Include ensuring that existing jobs stay in Windsor</li> </ul>	Windsor will support a new economy, creating <b>and maintaining jobs</b> for its residents
Original Pathway	What we heard from the consultation process	Revised Pathway
Streamlined and local economic development initiatives, coordinated with other bodies where appropriate	<ul style="list-style-type: none"> <li>• Encourage cooperation</li> </ul>	<b>Supporting</b> streamlined and local economic development initiatives, coordinated with other bodies where appropriate
Diversifying its economy and encouraging all sizes of businesses in many different sectors	<ul style="list-style-type: none"> <li>• Include attracting investors</li> <li>• Attract small businesses</li> <li>• Diversify the economy</li> </ul>	Diversifying its economy and encouraging, <b>facilitating and attracting</b> all sizes of business in many different sectors
Partnerships—major institutions, business community, County	<ul style="list-style-type: none"> <li>• Identify intended partnerships</li> <li>• Encourage regional thinking</li> <li>• Retain students through improved partnerships with educational institutions</li> </ul>	<b>Leveraging</b> partnerships with major institutions, the business community and the County
Embracing a technology mindset	<ul style="list-style-type: none"> <li>• Rather than “embracing a technology mindset” – innovative</li> <li>• Lifelong learning mindset</li> <li>• Support entrepreneurship</li> </ul>	Embracing an <b>innovative mindset, encouraging life-long learning and supporting entrepreneurship</b>



## Theme 1 – Jobs (Cont.)

Collaborating on programs to ensure labour force readiness	<ul style="list-style-type: none"> <li>Promote labour force readiness</li> </ul>	Collaborating on programs to ensure labour-force readiness
Windsor will support a new economy, creating jobs for its residents	<ul style="list-style-type: none"> <li>Include ensuring that existing jobs stay in Windsor</li> </ul>	Windsor will support a new economy, creating and maintaining jobs for its residents
Representing Windsor’s interests in a fair and consistent manner	<ul style="list-style-type: none"> <li>Better explain what falls under “Windsor’s interest”</li> </ul>	Representing Windsor’s interests in a fair and consistent manner to other levels of government
	<ul style="list-style-type: none"> <li>Encourage philanthropic donations/ private equity</li> </ul>	Convening charitable, not for profit and business sectors to promote civic leadership in Windsor
Focusing on making the border “work” for Windsor	<ul style="list-style-type: none"> <li>Build partnerships with Detroit</li> </ul>	Focusing on making the border “work” for Windsor
City Council and staff making all municipal decisions through an economic development lens	<ul style="list-style-type: none"> <li>Add “City Council and staff making all municipal decision through a <i>sustainable</i> economic development lens”</li> <li>Reference to environmentally sustainable growth (e.g. green tech, bike tourism)</li> <li>Balance economic growth with social and environmental improvements</li> </ul>	Making all municipal decisions through a sustainable economic development lens
New Pathway	<ul style="list-style-type: none"> <li>Creation of long-term, living wage jobs</li> <li>Focus on job creation that appeals to youth</li> <li>Further promote youth retention</li> </ul>	Encouraging the development of diverse, long-term and meaningful employment for youth



## Theme 2 - Reputation

Many participants expressed concern that the term “image” implied a superficial effort to rebrand through advertising, rather than making substantive changes to the City. It should be noted, however, that a significant number of participants agreed that Windsor has an image problem that needs to be rectified. Edits are designed to emphasize that improvements in reputation would result from substantive improvements in the City and not through a “PR exercise.”

### B. Reputation

Reputation		
Original Sub-Heading	What we heard from the consultation process	Revised Sub-Heading
Windsor will change the perception of the City, of both our residents and outside	<ul style="list-style-type: none"> <li>Remove “Image” from theme title</li> <li>Instilling community pride</li> <li>Rather than “rebranding” – reputation, profile building, planning for new young families and graduates</li> <li>Address family needs</li> </ul>	Windsor will be a dynamic place of civic pride and a hub for innovation, culture and creativity and attractive for youth and young families
Original Pathway	What we heard from the consultation process	Revised Pathway
Rebranding to promote Windsor and create a new sense of place	<ul style="list-style-type: none"> <li>“Don’t like ‘rebranding’”</li> </ul>	Deleted
Strengthening the City as a whole through innovative strategies that support its downtown, neighbourhoods and other districts	<ul style="list-style-type: none"> <li>Significant support for a revitalization of the downtown</li> </ul>	Strengthening the City as a whole through innovative strategies that support and build a vibrant downtown
Continuing to emphasize fiscal sustainability	<ul style="list-style-type: none"> <li>Support for continued fiscal responsibility</li> <li>Promote Windsor’s positive features</li> <li>Increase taxes for value for service</li> </ul>	Ensuring fiscal sustainability and competitive levels of taxation
Planning for integrated transit and transportation options		Moved to Quality of Life



## Theme 2 – Reputation (Cont.)

Promoting walking and cycling as healthy and environmentally-friendly modes of transportation		Moved to Quality of Life
Promoting walking and cycling as healthy and environmentally-friendly modes of transportation		Moved to Quality of Life
Making infrastructure decisions to improve quality of life	<ul style="list-style-type: none"> <li>• Significant concern about the state of infrastructure and support for upgrades</li> </ul>	Making infrastructure decisions to ensure long-term sustainability
Promoting the excellent value in housing costs and range of housing options	<ul style="list-style-type: none"> <li>• Highlight Windsor’s positive features</li> <li>• Celebrate victories</li> </ul>	Leveraging the City’s existing strengths to attract and retain people
Moved from Quality of Life	<ul style="list-style-type: none"> <li>• Need an aspirational vision</li> </ul>	Being a city with a “we can make it happen” attitude
New pathway	<ul style="list-style-type: none"> <li>• Instill community pride</li> <li>• Focus on tourism</li> </ul>	Encouraging Windsor’s sense of civic pride as a key part of its regeneration and approach to tourism
New pathway	<ul style="list-style-type: none"> <li>• Build partnerships with Detroit</li> <li>• Include reference to Windsor’s strategic location</li> </ul>	Promoting Windsor as a small city with big city advantages due to its strategic border location
New pathway	<ul style="list-style-type: none"> <li>• Encourage regional thinking</li> <li>• Shared amenities in the region</li> </ul>	Encouraging regional thinking with respect to service delivery
New pathway	<ul style="list-style-type: none"> <li>• Ensure transparency in Council</li> </ul>	Continuing Council’s commitment to a fair and transparent municipal government





## Theme 3 – Quality of Life

Overall, participants felt that quality of life was a key issue, but the previous title, “Population Growth in Windsor”, was an outcome, rather than a theme. As such, we adjusted the title to better reflect their input.

### C. Quality of Life

Quality of Life		
Original Sub-Heading	What we heard from the consultation process	Revised Sub-Heading
Windsor will grow in a sustainable manner, retaining and attracting new residents and businesses	<ul style="list-style-type: none"> <li>Remove “Valued” from theme title</li> </ul>	Windsor will provide a high quality of life for all, supported by sustainable growth and a vibrant, caring community
Original Pathway	What we heard from the consultation process	Revised Pathway
Planning for development to connect the city together—both green spaces and built form	<ul style="list-style-type: none"> <li>Improve walkability</li> </ul>	Planning for development to connect the city together—both green spaces and built form
Ensuring sensible and sustainable use of City’s infrastructure		Moved to Reputation
Continuing to support citizens with diverse needs	<ul style="list-style-type: none"> <li>Ensure that City is physically accessible to people in all phases of life</li> </ul>	Continuing to support citizens with diverse needs in all stages of life and create an accessible environment
Being a city with a “we can make it happen” attitude		Moved to Reputation
Celebrating the arts, and the City’s heritage and cultural diversity	<ul style="list-style-type: none"> <li>Include the arts as an economic driver</li> <li>Rather than “celebrate” – support the arts</li> </ul>	Encouraging the arts as both an economic driver and an essential part of life in Windsor
	<ul style="list-style-type: none"> <li>Focus on the City’s built heritage</li> <li>Should be inclusive of First Nations and cultural groups</li> </ul>	Promoting the City’s unique culture and heritage
	<ul style="list-style-type: none"> <li>Arts, city heritage and cultural diversity should be separate pathways</li> </ul>	Celebrating and furthering cultural diversity within the City



## Theme 3 – Quality of Life (Cont.)

Promoting choices to support a healthy environment		Promoting choices that support a healthy environment
Encouraging regional thinking—County, Province, Detroit, Great Lakes Region		Moved to Reputation
City Council and staff will continue to dedicate itself to the satisfaction of existing residents and improving the efficiency of service delivery		City Council and staff will continue to dedicate itself to the satisfaction of existing residents and improving the efficiency of service delivery
Moved from Reputation Planning for integrated transit and transportation options	<ul style="list-style-type: none"> <li>• Consider regional transit options</li> <li>• Shared amenities in the region</li> <li>• Support infrastructure and transportation upgrades</li> </ul>	Planning for integrated transit and transportation options with consideration for regional opportunities
Moved from Reputation	<ul style="list-style-type: none"> <li>• Include promoting active transportation</li> <li>• Improve walkability</li> </ul>	Promoting walking and cycling as healthy and environmentally-friendly modes of transportation
New pathway	<ul style="list-style-type: none"> <li>• Support neighbourhoods</li> <li>• Improve community safety</li> <li>• Improve local access to public space</li> </ul>	Strengthen neighbourhoods to ensure that they are safe, caring and meet the needs of residents
New pathway	<ul style="list-style-type: none"> <li>• Support the most vulnerable populations</li> </ul>	Creating the conditions to alleviate poverty and ensuring a high quality of life is accessible for all



## Additional Feedback

While we were diligent in capturing the major themes from the consultation sessions and responses to the survey, there are certain types of feedback that are not directly reflected in the revised Vision. We have provided the detailed feedback to City Staff, who also attended the Community Leader sessions. City Staff also has full access to the survey results through Survey Monkey.

### Already Reflected in the Vision

In many cases, the feedback provided was already included in the Vision. Overall, we took these suggestions as an affirmation of the existing pathways. Some examples of the feedback that was already reflected in the Vision include:

- Making reference to the City's existing Strategic Master Plans
- Supporting general wellness, which is captured under all three themes through a number of pathways

### Beyond the Control of the City

In certain cases, feedback was provided that while constructive, is outside the control of a municipality. Some examples include:

- Expanding the types and availability of retail outlets
- Stopping negative media
- Immigration

### Tactical Suggestions

Some of the feedback also captured tactical suggestions. In many cases, these types of suggestions are more appropriately captured in a finer-grain strategic plan, and are outside the scope of the 20-year Vision. We ensured, however, that the overarching pathways that detailed suggestions would fall under were captured in the Vision.

### Isolated Suggestions

In a small number of cases, we received feedback that did not align with other input that we received.

