

WINDSOR WORKS

| Report back on implementation plan

ACKNOWLEDGEMENTS

THANK YOU

FOR YOUR TIME!



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CONTENTS

CHAPTER 1: INTRODUCTION	4-5
CREATING THE IMPLEMENTATION PLAN	6-7
DOCUMENT STRUCTURE.....	8
CHAPTER 2: TIMEFRAME AND KEY ENABLERS	9
TIMEFRAME	9
CURRENT CONSTRAINTS	9
KEY ENABLERS	10
Key Enabler 1: Senior municipal leadership, with a city hall team focused on delivery of the strategy.	10
Key Enabler 2: Recruit key external players to the mission.....	10
Key Enabler 3: Define, update and report key metrics regularly	11-12
MARKETING AND COMMUNICATIONS	13
Communications Plan.....	13
Investor Attraction Materials.....	13
CHAPTER 3: TAKING THE STRATEGY FORWARD	14
LOCATION	14
Strategic Goal: Attract Michigan.....	15-17
Strategic Goal: Sell Windsor-Detroit.....	18-20
INFRASTRUCTURE.....	20
Strategic Goal: Improve infrastructure and revive downtown.....	21-23
FUTURE ECONOMY.....	24-25
Strategic Goal: Become the site of Canada’s future auto sector.....	24
Strategic Goal: Diversify via building up adjacent sectors.....	25-26
TALENT	27
Strategic Goal: Attract and retain more national and global talent.....	27-28
CHAPTER 4: NEXT STEPS	29
KEY ENABLING PROJECTS	29-33
Location Projects	34-37
Infrastructure Projects	38
Future Economy Projects.....	39-41
Talent Projects.....	42
CHAPTER 5: REQUIRED RESOURCING	43-44
APPENDICES	
Part 1: Activity by Partners That Supports Windsor Works	
Part 2: Investing in Data – Why and How	
Part 3: Communication Planning	

INTRODUCTION

In the summer of 2020, the City of Windsor engaged a consultancy firm to create a new economic development strategy for the city. The product of that initiative, **Windsor Works: A Strategy for the City’s Future Growth** (the “Windsor Works Report”) was returned to Council on February 8, 2021.

Public First developed the strategy put forth in the Windsor Works Report based on input provided by development and policy consultants. In commissioning Public First, the City sought an outside perspective on its relative strengths and an objective assessment of how best to achieve its economic development goals based on a review of literature and case studies of urban development and economic regeneration.

The report argued for a strategy based on four key pillars distinct to Windsor’s geography, culture and history:



Location: when borders reopen, Windsor should take more advantage of its geographic position and work more closely with Detroit and Michigan. Windsor should forge closer connections at all levels between both cities, create new incentives for businesses, foster a cross-border culture and promote the Windsor-Detroit region with more joint events and initiatives that build the rich heritage and shared identity of the two cities.



Infrastructure: Windsor must invest to meet the needs of a growing city. The City needs to improve its downtown district, complete riverfront developments and provide new and enhanced mobility options. Planning for these investments now will allow Windsor to seize opportunities that flow from major infrastructure projects like the Gordie Howe Bridge and new hospital that should be completed in the coming decade.

Future Economy: Windsor should build on its manufacturing strength to become a hub for the auto sector of the future. By promoting innovation, the City can also diversify into technology-adjacent sectors where it already has a presence like border and healthcare services. Electric vehicles and automobility present huge opportunities for Windsor if efforts encourage growth in more niche sectors that support this transition, including cyber security, artificial intelligence, and advanced manufacturing.



Talent: Windsor should work more closely with community partners to attract, train and retain the top talent needed by local employers. The city's post-secondary institutions should be more directly engaged as part of Windsor's economic development agenda. New partnerships should seek to attract new skilled residents, focus on research and development and implement projects and programs that will support local entrepreneurs and businesses in sectors primed for future growth.



The City of Windsor's new economic development strategy was endorsed unanimously at a Special Meeting of Council on February 8, 2021 through CR69/2021:

That Council **RECEIVE** the external advisory report and **ENDORSE IN PRINCIPLE** the recommendations enclosed in *Windsor Works: An Economic Development Strategy for the City's Future Growth*; and further,

That Council **DIRECT** Administration to undertake the work required in order to prepare a detailed implementation plan as soon as practical and provide quarterly updates to Council on progress.

Due to several shifts in administrative staff and structures, including the transition to a new Chief Administrative Officer, preparatory work on this implementation plan began in April 2021.

CHAPTER 1:

CREATING THE IMPLEMENTATION PLAN

This document outlines how City Administration is approaching the Windsor Works Economic Development Initiative (the “Windsor Works Initiative”) based on the strategy and recommendations given in the Windsor Works Report. It includes internal actions already underway, planned actions to achieve “key enablers” critical to the overall initiative’s success and proposed next steps in 2021-22.

Since April, Administration has been working to form Windsor Works strategy into cohesive initiative with clear governance. Administration established a team to service this initiative and draw together information and activities from different business units and external parties.

Between April and August 2021, people from the following organisations have been engaged with directly (phone, email and or virtual meeting) by Administration regarding Windsor Works:

- **InvestWE**
- **University of Windsor**
- **St. Clair College**
- **Chamber of Commerce**
- **WETech Alliance**
- **Downtown Accelerator**
- **City of Detroit**
- **Windsor International Film Festival (WIFF)**
- **Tourism Windsor Essex Pelee Island (TWEPI)**
- **YQG and Windsor Tunnel**
- **Several businesses in Windsor**



Administration commissioned additional clarification from Public First to triage the report's recommendations into an implementation plan.

Over the last two months, Public First provided advice on moving the strategy forward, particularly regarding data and metrics (see **Chapter 2** of this implementation plan and **Appendix Part 2**).



In addition, Public first referred CrestView Strategy to lead the preparation of the Windsor Works Communications Plan (see **Chapter 2** of this implementation plan as well as **Appendix Part 3**) and create investor attraction materials. Once this plan and associated materials are completed, the City can begin to publicize the Windsor Works Initiative more broadly.

The Windsor Works Report proposed a range of policy ideas to help achieve the goals of the strategy. The report noted its recommendations were, “high-level ideas ... still requiring legal, financial and administrative input” (p. 100). It also acknowledged that the policy actions recommended varied in complexity and cost and were not the only way of delivering the initiative’s goals:

The authors hope they serve as a catalyst for ideas that might achieve the stated objectives, even if the exact recommendation is not followed to the letter. They reflect the authors’ judgment of what would turn this strategy into a practical plan of action, but they are not the only way of achieving the desired objectives. (p. 113)

In preparing to implement the Windsor Works strategy, Administration has begun to examine options for how certain goals could and should be pursued in detail. Some policy ideas proposed in the Windsor Works Report are not viable actions for the City at this time. Some may be achievable in alternate ways, while others may only be possible with significant buy-in from agencies and jurisdictions outside of the City’s direct sphere of control.

Although the report returned by Public First does not specifically identify inclusion, diversity, arts or culture in its pillars, Administration recognizes these considerations as essential to the success of the Windsor Works Initiative. Robust and inclusive community engagement must be embedded in strategic planning processes to ensure that impacts and benefits are equitable, vulnerable populations are protected and community support for projects is strong. Considering opportunities to integrate arts and culture into many of the projects can also increase community buy-in and create a more vibrant and welcoming overall result.

CHAPTER 1:

DOCUMENT STRUCTURE

This document contains an implementation plan in five chapters and an appendix in three parts.

Chapter 2 outlines timeframes and the City’s progress on three key enablers; identified as critical for the strategy’s implementation.

Chapter 3 outlines activity to date on the initiative and recommended activities over the next twelve to eighteen months tied to the four pillars of the strategy.

Chapter 4 provides an overview of next steps requiring Council agreement.

Chapter 5 outlines the required resources to allow any of the noted work to proceed.

PART 1 of the appendix describes some activities led by others, such as InvestWE, University of Windsor or St. Clair College, that fits squarely with the goals articulated in the Windsor Works Report.

PART 2 of the appendix includes advice from Public First , on how to improve the City’s data gathering and analysis capabilities, which are vital to support the Windsor Works Initiative and many of its parts.

PART 3 of the appendix provides a detailed communication plan, from Crestview, to publicize the Windsor Works initiative.

Administration expects that this report, and future ones like it, will form part of an annual progress report to Council on the Windsor Works Initiative. Future reports will contain more detailed information as the many moving parts of the initiative are confirmed and implemented by the City and its partners.

The City welcomes the engagement and enthusiasm that has resulted from the publication of the Windsor Works Report and will continue to support any external initiatives that align with the four pillars of the strategy – especially those with strong levels of community support – to further accelerate achievement of the strategy’s goals.

TIMEFRAME AND KEY ENABLERS

Timeframe: Economic diversification that drives successful urban regeneration can take years or decades. The foundations for future success can take many months or years to create, even in the best of times. The Windsor Works Report envisaged a multi-year strategy that would unfold progressively over the next decade as various new initiatives are funded and rolled out. Some of the strategic goals will take many years to see to fruition and others will only be delivered in the long-term (beyond 2030).

This implementation plan focuses on an initial five-year time horizon, with planned metrics that measure progress against the strategy's goals stretching to 2030. Some actions recommended in the report can be addressed in a short timeframe, while others, such as growing Windsor's population, are only measureable over a longer period and require verification by official data sources, such as the Census.

Current Constraints: The ongoing COVID-19 pandemic impacts the City's ability to proactively engage with key stakeholders in order to scope joint initiatives, especially those in Detroit and Michigan. Virtual engagement has been necessary, but, as public health restrictions ease, the City intends to redouble its efforts to meet with key local partners and build a community of advocates for the Windsor Works Initiative.

Staffing changes have affected progress on this report since it was endorsed in principle by Council. Between Council's adoption of CR69/2021 in February 2021 and the writing of this implementation plan, the City has brought on new staff in the established Corporate Leadership roles of Chief Administrative Officer, Commissioner of Community Services and Commissioner of Infrastructure. Over the same period, the City's administration has been re-organized, including the creation of a new Commissioner and Office of Economic Development and Innovation that will become a cornerstone of the Windsor Works Initiative.

Staffing uncertainty also currently limits the capacity of Administration to develop further plans within the Windsor Works Initiative. Administration's team leading the implementation plan's development were not involved in the creation of the Windsor Works Report, requiring time and consultation in order to review and analyze the report's findings. The working team is also comprised of experienced City staff who have taken on this project in concert with their regular duties, limiting their ability to focus and dedicate all time to this initiative while still fulfilling the duties of their regular positions.

Recruitment for the Commissioner of Economic Development and Innovation is underway but is not yet completed. Council Report C 109/2021, to which this document is attached as Appendix A, has been submitted in order to secure approval for base operational and capital funding for the Office of Economic Development and Innovation. Once this funding is approved and these positions filled, Administration will have capacity to enhance this implementation plan and pursue the Windsor Works Report's goals.

KEY ENABLERS

Three key enablers have been identified as foundational to the success of the Windsor Works Initiative and essential for all future work being considered.

1

KEY ENABLER: Senior municipal leadership, with a city hall team focused on delivery of the strategy

Unlike cities in the United States, Windsor does not have all the levers it might want in order to control its own destiny, and any plan for the future of the city is dependent not just on other agencies and tiers of government, but on the sustained political leadership of the Mayor and the Council themselves. (p. 113)

The Windsor Works Report was clear that the City needed to secure political consensus and sustained support and leadership from Council to ensure the strategy has the right environment to succeed. This includes the creation of an in-house team, reporting to the Mayor and Council, dedicated to the economic development of Windsor in particular rather than as part of the broader Windsor-Essex County region. The report recommends empowering this team to create project-specific working groups across various municipal departments in support of the Windsor Works Initiative (p. 109). City Council’s decision to approve the creation of a Commissioner and Office of Economic Development and Innovation aligns directly with this key enabler.

2

KEY ENABLER: Recruit key external players to the mission

The Windsor Works Report recommends the City “use [its] convening power and leadership” to establish groups of support for the report’s strategy (p. 109). Aligned with this, the Mayor has committed to the creation of new forums where the City can work directly with key local stakeholders to realize the Windsor Works vision.



The Talent Taskforce has been identified as the first group to proceed. Efforts are currently underway to establish Memoranda of Understanding (MOU) between the City and the University of Windsor and one between the City and St. Clair College as foundational steps to establish the Talent Taskforce. **Chapter 4** of this implementation plan includes a specific project to define and develop this taskforce, with a goal of a first meeting for in 2022. The timing of this goal is dependant on the successful recruitment of the new Commissioner of Economic Development and Innovation.

3

KEY ENABLER: Define, update and report key metrics regularly

The Windsor Works Report identifies the ability to measure progress as “essential” to pursuing its recommended strategy. To monitor the initiative’s movement towards its ten-year goal, the City needs to identify appropriate key success metrics to serve as indicators of progress and direction. For example, the report suggests Windsor’s population should continue to increase in order to support growth and diversification, both as a catalyst for new investment as well as an indicator that the city is continuing to attract talent. To give indication of success in pursuit of this goal, the report suggests evaluating Windsor’s population growth against the Ontario average (p. 110).

The City intends to commission an analysis of existing and potential data sources to define a suite of metrics that will support the delivery of the Windsor Works strategy. Initial assessments indicate that many metrics will be difficult to monitor based on currently available data. Information about many possible indicators is either not collected, incomplete, or only available through third parties.

Existing municipal record systems also lack key elements that could allow the City to monitor progress towards particular goals better, especially over time. As an example, a focus on reviving Downtown Windsor will require good measures of investment and business, which could be made by comparing historical and current build values from municipal records like building permits. However, current datasets representing these records are not set up to allow for more specific geographic boundaries than the City’s ward boundaries as they are currently defined. Because of this, generating reports to answer questions about the growth of distinct geographic areas that do not match existing ward boundaries will require significant manual analysis, which is also subject to an inevitable rate of human error.

Creating a meaningful dataset to enable Windsor Works’ strategy will take time, but the exercise is very necessary if demonstrated progress is going to be shown. From this, the City can develop its first data strategy and begin to invest in the people and tools needed to generate meaningful metrics for all areas of its operations (see **Appendix Part 2**).

In 2019, the City engaged a consultant, Information Builders, Inc. (IBI), to assess its capabilities to use data analysis to drive service improvements. As part of their review, IBI identified a number of opportunities for improvement across the City. Their findings also included an assessment of our current data analysis capacities and possible barriers to success. Council received the resulting IBI report, C 200/2019, on December 16, 2019 with the following recommended actions:

- Develop an integrated information management strategy to meet the City’s strategic goals;
- Adopt and implement a de-siloed business intelligence and analytics architecture in phases as described in the report;
- Create a Business Intelligence Centre of Excellence (BI CoE) to support this new architecture and improve the effectiveness of data use across City service areas;
- and Invest in business process re-design and change management that is essential to the success of the overall plan.

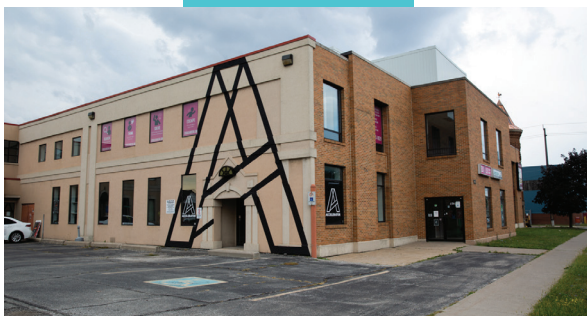
KEY ENABLER 3, continued...

Appendix Part 2: Investing in Data- Why and How, identifies a three-fold purpose of investing in data: understand your community better; improve the efficiency of city services; and innovation to support growth and diversification. Below are two specific examples, which tie to the three-fold purpose of investing in data:

The City of London has built a new artificial intelligence (AI) tool to predict whether people will become chronically homeless. By examining data such as age, gender, family and shelter history, the Chronic Homelessness Artificial Intelligence model (CHAI) predicts whether individuals will become chronically homeless within the next 6 months or seek shelter services. Using data and Artificial Intelligence (AI) tools such as this is a viable tactic to help take preventative measures and reduce the overall strain on the shelter system.



Internal City staff are recommending the second example as a pilot project. It is also recommended this pilot project is done in partnership with the University of Windsor, and St. Clair College, building on the talent recommendations as well. Utilizing sensors to collect data to help drive business decisions, logistics, etc has become a popular trend over the last several years. In the Parks department there are over 500 hundred large garbage bins located throughout various parks that are sunken into the ground. Based on a predefined schedule, staff are deployed to check the status of a bin and determine if it must be emptied. Often, the checking of bins results in no action needed. By placing sensors in the garbage bins to measure capacity the City should be able to leverage an environmentally friendly solution that reduces fuel costs and more effectively utilizes employees and vehicles.



To move forward towards a data-driven decision-making model, the adoption of IBI's recommendations will be critical to ensure the proper structure, talent, and processes necessary for success are in place.



The new Office of Economic Development and Innovation cites a clear need for the creation of data analytics for the City. The Information Technology Department has been working to define the needs and ways in which the City can start to build the foundation necessary to develop a robust data analytics strategy, including the resourcing required (see **Chapter 5** of this implementation plan).

MARKETING AND COMMUNICATIONS

The Windsor Works report also acknowledged that a new economic development strategy would depend upon effective communications, and for the City to improve how it markets itself to those outside:

COMMUNICATIONS PLAN

The **Windsor Works Communications Plan**, developed and delivered by Crestview Strategy, with input and direction from the City of Windsor, outlines a strategic approach to connect the initiatives and recommendations contained within the Windsor Works report.

The Windsor Works Communications Plan, divided into individualized tactics in three phases, will deliver an integrated communications strategy that engages key stakeholders and the public with the Windsor Works Initiative.

The implementation of these tactics will begin with a branding exercise. A comprehensive branding exercise is suggested to craft a public-facing message to market the Windsor Works plan to different audiences, including prospective investors, tourists and residents. Integrating a strategic branding exercise into the communications efforts will ensure that the overall project has a cohesive, attractive, and creative approach to generate interest and engagement.

The Communications Plan reflects the four pillars of Windsor Works' LIFT strategy by communicating it in three themes - LIVE, WORK and GROW. **Live** focuses on the quality of life in Windsor, **Work** focuses on business and the benefits of working in Windsor and **Grow** focuses on ways in which Windsor, and those who live there can continue to improve. This tactical approach focuses on core themes to showcase and draw investment and talent to the city, both nationally and internationally and will position the City of Windsor on a provincial, national and international stage as a future home for students, working professionals, entrepreneurs, and families.

INVESTOR ATTRACTION MATERIALS

Crestview Strategy is developing public facing materials to support investment attraction as part of Windsor Works. In addition, the City also plans to improve how it presents its services online with a program to refresh the website and put more services online. As part of the deliverables for the investor attraction materials, Crestview Strategy will create a Windsor Works micro-site (windsorworks.ca) to serve as a single 'online home' for all Windsor Works content. The details of the content and functionality of the micro-site are being developed with City Administration.

Crestview Strategy will provide the City of Windsor with pitch materials, a short promotional video and corresponding online creative content to help attract job creators to Windsor. Together, these investor attraction materials will cite the Windsor Works Report's key findings and align with the Windsor Works Implementation Plan (see Appendix A) to make Windsor an even more attractive place to live, work and grow.

[M]any of Windsor's strengths – the assets that make it attractive as a place to study, invest and settle – are either not widely known or are just under-appreciated. In this regard, the city could achieve some important parts of the strategy simply by more effective and sustained efforts at civic marketing, in an alliance with existing agencies and local partners. It is in this respect that the city may not have done enough in recent years: proactively communicating what makes Windsor special – both to the rest of Canada and beyond. (p. 112)

TAKING THE STRATEGY FORWARD

The Windsor Works Report endorsed the City’s original desire to diversify its economy. It also acknowledged that “unlike many post-industrial cities that have seen key industries downsize or depart, Windsor continues to grow its population and attract new investments.” It recommends a strategy to achieve the goal of economic diversification based on four pillars so the city was “able to leverage infrastructure investments, exploit new economic trends, and attract more of the skilled people that will drive future growth” (p. 70).

This chapter summarises some of the activity taken in the last four months around the four pillars of the L.I.F.T. strategy. A further listing of activities, particularly those led by other organisations, is included as **Part 2** of this implementation plan’s appendix.



LOCATION

OUR PRIME POSITION CLOSE TO THE USA IS OUR MAJOR STRENGTH -

Windsor-Detroit is our future. Windsor Works will forge deeper connections, attract Michigan residents, and sell Windsor-Detroit. New civic events will improve the quality of life in our city and showcase our rich heritage. (p. 83)

The Windsor Works Report stressed the importance of scale and of finding new ways of leveraging Windsor's unique location. This forms the first pillar, Location, focused on attracting more investors, jobs and ultimately residents to Windsor with the particular qualities of its geography and physical spaces. The report noted that for this strategy to be successful, the "interconnectedness" between Windsor and Detroit should be fostered "with a thousand separate actions, all happening in the same direction but led by a varied group of actors" (p. 84), including municipal politicians and officials, private businesses, community organizations and non-profit groups.

The report commented that "a good level of collaboration [is] already happening ad hoc" (p. 84) but that it needed to be increased and made more systematic. With ongoing border restrictions due to COVID-19 health measures, this objective has been greatly impacted. While some restrictions eased in August 2021, the volume of tunnel traffic within those first two weeks, is still only 26% of what was experienced in 2019. As a result, further action towards this strategy has proven more challenging to initiate. When public health restrictions ease, this pillar will come back into focus.

Strategic Goal: Attract Michigan

Establish better links between Windsor and Detroit/Michigan

The City continues to seek ways in which to collaborate and exchange ideas with Detroit and Michigan. While the pandemic and border closure has created challenges in this space there are things the City can proceed to work on to be better positioned as the restrictions change.

City of Windsor staff have met with officials from the City of Detroit and economic development partners in Michigan to discuss the Windsor Works strategy and there was general agreement that creating a formal partnership of some kind would be beneficial. The example of the close economic ties between Seattle and Vancouver may provide inspiration, and the opportunities that may come from the new Gordie Howe International Bridge, opening in 2024, was agreed on as a focal point. The City believes the appointment of a new Commissioner will provide new impetus to a partnership with Detroit and allow for the development of more tangible options to discuss with them.

In advance, the City is undertaking work to map out the economic development landscape in order to better understand existing roles and relationships. In addition, the City also needs to better understand the relationships and or agreements the Chamber of Commerce and or InvestWE have already started with parties in the Detroit and Michigan area – for example, the Bi-National Mobility Partnership signed in May 2020. There is likely opportunity for the City to further engaged through these established relationships and then expand further. Expediting this initiative will require the use of **government relationship experts**.

The Windsor Works Report also recommended that the City seek opportunities to participate in joint bids with Detroit. On May 15, 2021, the City, along with Detroit, provided letters of support for the University of Windsor's joint submission with Wayne State to the United Nations' program to become a **Regional Centre of Excellence (RCE) network member**. RCE is a network of individuals, organizations and experts, currently 181 globally, who are committed to using education as a tool for building a sustainable future. The City will continue to lend its support to such initiatives, as well as seek out other opportunities the City should directly pursue for joint international programs.

Creating a competitive business environment

The City is renewing its ambition to be more business friendly. The Windsor Works Report noted the City must be an attractive location for existing businesses to expand their operations to or for new businesses to start in. It recommends establishing a new **Business Attraction Centre** that would serve as a "one-stop-shop" for development and planning, and new business grants (p.85). The City shares this ambition and recognises that some of its inherent strengths are not always recognized by businesses looking to locate in the region. Windsor also faces stiff competition among mid-size Canadian cities all seeking to attract new businesses.

The City also understands the importance of supporting employers already in Windsor to grow and seize new opportunities to expand, including by successfully taking advantage of funding channels available to them. In recognition of this, the Administration has begun to plan a variety of streamlined channels for new or established businesses to seek out and apply for funding from various public and private granting bodies through an **online funding portal**.

Administration has already initiated public/private partnerships to make engaging with vital development processes easier. In 2018, the City's Development Services partnered with Finnish company Evolta to develop Canada's first fully-digital e-permitting platform for building, planning and right-of-way permits. This undertaking launched in July 2021 as **Cloudpermit** in order to make navigating building permit processes as fast, easy and simple as possible. City staff worked closely with developers in Finland and Canada on the design and deployment of this solution, which provides an always-accessible online tool for submitting permits, monitoring their progress, paying for completed permits and sharing documents with contractors, designers and City staff. By partnering City expertise on municipal processes with the creativity and innovation of private business, the resulting solution has received strong positive feedback from industry and residents on its ease of use. Cloudpermit's integrated project and document management functions also makes permitting more transparent by ensuring all parties involved in a development project – City staff, landowners, contractors, project managers and others – can see exactly where their application is in the development process, what needs to be done next to move it forward and who needs to take those actions.

Improvements to further shift to a user-focused building permit process have been reviewed by Chief Building Official and are being returned to Council in an upcoming report. In this report, Administration explains the ‘gatekeeper’ role of building permits as the final check that all relevant requirements, including City policies, regional authority (e.g. ERCA) requirements, and provincial legislation, are met. While Cloudpermit makes these requirements and how to satisfy them clearer for developers, Building suggests a realignment of frontline staff towards a ‘named-person’ approach where staff develop relationships with applicants and help liaise between developers and other departments to ensure processes move forward smoothly. Building anticipates that, in addition to improving customer service, this will also reduce duplication, streamline processes and ensure applicants have confidence their project is getting dedicated attention from knowledgeable individuals who understand the details.



Together, these actions are early steps towards creating a virtual single Business Engagement Centre for the City of Windsor. Further work will be undertaken to outline the function and goals of this Centre, and metrics established to track its activity.



Windsor Works’ strategy recognized the importance of the City’s Community Improvement Plans (CIPs) in attracting new businesses in the technology or professional services sector. Administration has initiated a review of its existing CIPs to ensure they provide reliable incentives that secure investment and jobs in Windsor, with particular focus on incentive accessibility to new companies not engaged in traditional

manufacturing seeking out brownfield sites for industrial uses. The current Economic Revitalization CIP applies city-wide and includes the Small Business Investment Grant Program available to small and medium enterprises. The current program only pays the tax increment (using the existing taxes as the baseline), and does so for 10 years. An expanded incentive requires exploring an alternative funding model to provide grants for up to 100% of the municipal property taxes.

Any reforms to CIPs can be implemented via an amendment to the existing incentive programs or the creation of a new program under the existing CIP. Planning has committed to amend the Economic Revitalization CIP by May 31 2022. Once the terms of the amendments are approved, funding for them will be needed. Administration recommends allocating approximately \$500,000 as an initial investment in the potential uptake of the various CIPs noted in this section. Additional resources will be required for administration to manage the new CIPs. For more information, please refer to **Chapter 5** of this implementation plan.

Strategic Goal: Sell Windsor-Detroit

Attracting international investment

In order to diversify the City's economic base, Windsor must continue to attract investment. Windsor Works' strategy places an emphasis on attracting businesses from Michigan to consider Windsor as their location of choice for a Canadian business. As Administration identifies appropriate metrics to track progress, the City will work with InvestWE to measure the volume and type of new investment from outside Windsor. Tracking these metrics will allow the City to monitor its success in increasing the rate of investment like the recent investments described below:

Soothsayer Analytics, a U.S.-based ICT company, is excited to announce its expansion into the Canadian market. Over the last year, Soothsayer has grown to 100+ employees globally and Canada marks their sixth expansion. The company expects to be established in Windsor-Essex within two to three months, hiring both technical and sales representatives with projections for 20+ data scientists working in Canada. Soothsayer will offer data science consulting and training services to the Canadian market.

Online mortgage firm Edison Financial, which arrived in Windsor in 2019, has expanded during the pandemic. From 10 employees at the start of 2020, the Windsor-based business – backed by Rocket Companies in Detroit – is expecting 70 staff back in their office as public health guidance on remote working is lifted. Based out of the Rocket Innovation Studio in downtown Windsor, the company reportedly expects continued growth in 2021 and will have as many as 100 employees by the end of the year.

The City continues to explore how to use its own resources to encourage more private investment into the Windsor economy, including how best to support promising high-growth start-ups in sectors like technology and automobility. The Windsor Works Report proposed that the City should mirror the approach of other similar cities and create a venture capital fund:

If the city were to follow the example of Buffalo, NY, it could further catalyse the start-up ecosystem locally by creating its own entrepreneurial fund focused on businesses within the municipality. This could be used to invest in the Windsor-based small business sector, using an independent organisation to award grants based on a rolling competition, with the city investing dollar-for-dollar with private or philanthropic backers into the companies with the greatest potential for growth. (p. 69)

Although venture capital investments are not traditionally something municipalities engage in. Under the right structure and with clearly defined outcome goals, they can be valuable to cities and attractive to investors. There is limited information for municipal venture capital investment, however Administration was able to obtain some information. Municipal venture capital investment tends to be focused on ensuring a percentage of the funding is spent or the company itself is located within that municipality. Pursuing this recommendation will take additional investigation in order to fully understand if venture capital investment is appropriate for our community, and if so how such an investment would be structured.

The Windsor Works Report also proposes the creation of a dedicated Windsor-Detroit Board of Trade. Depending on how discussions develop around a formal partnership between the two cities. Promotion of international trade and foreign direct investment could still become tangible options for collaboration, but no decisions have been made yet.

Sell Windsor-Detroit through marketing and targeted events

The City recognises the value that targeted events can offer as a showcase of Windsor's rich cultural life and as a way of appealing to potential new residents. The City will renew its engagement with partners in Michigan to examine how future joint events could serve to market Windsor-Detroit to the world. For example, the City plans to review the cultural partnerships and joint events with Detroit that have been undertaken in the past and consider their feasibility for 2022 and beyond.



The Windsor Works strategy also saw a place for the City to sponsor or convene other types of events that play into the wider economic development space, for example, it proposed convening an international conference on 21st Century borders tied to the opening of the new international bridge. In a similar vein, the City's partner agency InvestWE has announced their sponsorship of a conference in September 2021 in partnership with City Age to focus on the Great lakes region and its potential dominance in the battery and EV manufacturing sectors. As well, Windsor will be host in 2022 to the US Canadian Police and Fire games. This international event will draw in people from both countries to watch these competitive events. The CAN-AM event typically has 800-1000 participants plus spouses and family who come to spectate. It is a biennial multi sport event held in North America and runs for 6 days.

Other private-sector events can be powerful ways to promote Windsor. The City will continue to engage with civic and cultural partners to further develop a showcase of the region's history and culture. The City is also reviewing what other steps could be taken to attract artists to the Windsor area to expand local film and performing arts opportunities once public health restrictions are fully lifted. This includes the potential creation of a **film officer** who understands the needs of this growing industry and how Windsor can align with the professional and educational resources it has in this field. Windsor's location, its proximity to US film production and students from local post-secondary institutions lend themselves well to supporting this.

To pursue this, the City will need to determine the feasibility and potential business case for this. This would not only tie to the Windsor Works strategy around the future economy and talent retention, but it could create opportunities for additional local art and theatre events, which creates even more reasons to want to live, work and play in Windsor.

INFRASTRUCTURE

WE MUST CONTINUE

... TO INVEST IN INFRASTRUCTURE AS OUR POPULATION GROWS

Windsor Works will revive districts, improve mobility, increase housing supply to meet modern demands, and pursue development that seizes the opportunities from the new bridge and hospital. (p. 83)

Strategic Goal: Improve infrastructure and revive downtown

Build the housing stock that meets incoming demand

With a growing population, demand for housing of all types continues to exceed supply in Windsor and the surrounding areas. In order to continue to attract talent and investors, Windsor Works encourages the City to further investment in infrastructure that better matches the solutions that will actually address this demand – not just in terms of volume, but also the types of housing that meet the needs of buyers who may be relocating to the Windsor area. The City should continue to encourage densification and diversity of housing stock growth in the downtown core in order to support regeneration and attract more residents who want to live in a vibrant urban centre.

The City has already approved key tools to apply this strategy with. In September 2017, City Council approved the establishment of the **Downtown Windsor Community Improvement Plan**. As of July 2021, this CIP has approved the creation of 545 residential units through the grant programs designed to incentivize diverse infill housing in the downtown area. The Windsor Works Report urged the City to aspire to create 3,000 new residential units in the downtown core by 2030, with current CIP activity contributing towards that goal.

Additionally, study is already underway as part of the **Deep Energy Retrofit Program** to determine how the City could provide opportunities to residents to fund efficiency improvements to their homes like high efficiency windows, supplementary insulation, lighting upgrades, or programmable controls. These changes may include the installation of in-home EV chargers, creating more opportunities for people to consider purchasing an electric or hybrid vehicle.

Residents living in denser urban neighbourhoods still demand certain modern amenities like options for charging electric vehicles. In response, the City recently announced that it is currently installing **11 EV charging stations** with 22 total charging ports in various public spaces across the City. The project will monitor usage of these charging stations and return vital data on further expansion of the network in the future. All of the units will be installed by no later than March 2022, with the first locations starting in September 2021.



Riverfront revitalization

A key element of making the downtown core more appealing is to continue to invest in the riverfront. The City continues to put in place elements of the **Central Riverfront Implementation Plan** (CRIP) in phases. The design of the new festival plaza area is completed and was before Council on October 4, 2021 with Report C 123/2021.

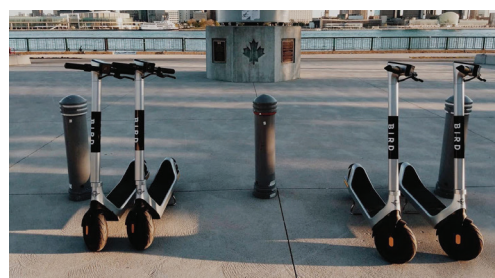
As well, Council approved the implementation of a **Waterfront Beacon** in 2020 and the consultation and design work on the **Civic Plaza and Esplanade** is currently underway to create a tie between City Hall and the riverfront.

Improve urban mobility

Windsor Works was explicit that for cities, selling yourself as a destination for investors and for new residents was also about showing that Windsor was vibrant and liveable, and a good choice for young professionals and working families with cultural and leisure opportunities to support a good quality of life. Active transportation is an important infrastructure priority for the City that will also contribute to liveability.

More **cycling infrastructure** is planned and the Windsor-Detroit Bridge Authority (WDBA) is investing in improvements to Sandwich Street as part of the Gordie Howe International Bridge project. Cycling facilities, including a combination of bike lanes and multi-use trail connections, will be incorporated into the project to connect the Sandwich Street corridor to the Gordie Howe International Bridge multi-use path at the Canadian port of entry.

Following the adoption of the Active Transportation Master Plan (ATMP), an **online map** shows all active transportation infrastructure the City has installed to date as well as upcoming investments either planned or currently under construction. City staff will continue to update the map to illustrate the City's progress on this multi-year plan. The City will continue to pursue grant opportunities from sources from other levels of government as well as other agencies to help drive more progress on the plan when and where opportunities present themselves.



There continues to be upgrades to **public transit options** for Windsor residents. New bus routes have been added since 2020 and additional routes are coming forward as part of 2022 Budget process. Feasibility study for a new garage is underway along with plans for upgraded Transit Windsor bus fleet and opportunities to deploy EV buses is also being explored as well as on-demand service options.

The Windsor Works Reports cited improving urban mobility as a key ingredient of downtown revival. In spring 2021, the City took the first step to improve mobility with the launch of an **e-scooter rental pilot**. The City has a 1-year pilot agreement with Bird Canada to provide 500 e-scooters and 100 e-bikes within a pilot area from Riverside Drive to Tecumseh Road and Prince Road to Drouillard Street. In the first three and a half

months, Bird recorded approximately 90,000 trips, averaging about 4.2 km / 27 minutes per trip. Bird also reports around 16,000 unique riders since May and a 50% increase in rides taken since July. Bird offers a community pricing program to enable low-income residents and employees of pre-approved non-profit groups to receive a 50% discount. Bird has held several safety and education events in partner Business Improvement Areas and have participated in various tourism events like weekly graffiti tours.

Future projects around city infrastructure should, wherever possible, be ‘smart’ investments. The envisioned Innovation Corridor is a good example of this approach. Efforts are underway to establish an MOU among St. Clair College, the University of Windsor, InvestWE and the City to support some preliminary initiatives and explore the feasibility and available support for the project. This project will require a great deal of collaboration with public and private organizations as well as ongoing community engagement and guidance. As the idea is further developed, the City and other partners will need to assess feasibility, risks and what, if any, additional costs the City or other partners may incur to create the necessary infrastructure. Many of the City’s existing projects already align with this ‘smart city’ concept, such as the environmental assessment currently being conducted by Transportation Planning for University Avenue, the Engineering Traffic technology RFP and Transit Windsor’s plans to develop “on-demand transit”.

The City will continue to explore proposals to extend and expand services to lands suitable for commercial, residential and industrial development in future. A primary focus should be to evaluate the current inventory of land compared to potential demand projections expected to be generated as the Windsor Works efforts progress. The ability to respond quickly and efficiently to inquiries and opportunities is essential to attracting and securing these significant investments in Windsor. This requires the City to have access to appropriate and available inventory. Based on recent inquiries and initial review, there is an indication that the City should actively investigate current and future demands primarily in the industrial land category understanding it is likely to generate a need for investment. Without proper industrial land inventory, the City loses its ability to grow and offer service enhancements.



Another means of attracting investment for such areas is for the City to be able to immediately engage with potential investors and advise on what land and sites are available that would suit their needs. Undertaking an **Airport Lands Secondary Plan and related studies** would allow the City to provide more certainty to potential investors around species at risk, geotechnical, traffic and servicing implications for a particular site. Developing this plan and the studies that will inform or correlate to it will give the City an advantage when discussing locations with potential business. These studies should be completed in conjunction with the secondary plan for the airport lands to boost the attractiveness of those areas as places where the City is demonstrating its commitment to encouraging growth.

FUTURE ECONOMY

Our manufacturing strength and skilled workforce means we can become a hub for innovation, new tech enterprises, and the auto sector of the future. Windsor Works will spearhead this transition and win new investment. (p. 83)

Strategic Goal: Become the site of Canada's future auto sector

Ontario is already North America's second largest auto cluster, and the City will continue to work closely with InvestWE to sell the advantages of the area for more investment in this high growth sector, especially where that leverages Windsor's proximity to the US market and cross-border partnerships on new innovations as part of the integrated supply chain under the CUSMA for trade.



Invest in future auto manufacturing infrastructure and skills

Since February 2021, InvestWE has confirmed publicly that an EV ramp-up factory or battery production plant in the Windsor region are two bids being pursued, and either would help to cement the area's importance to the future auto sector here in Canada. National initiatives, like Project Arrow, are also progressing with Federal support and they help to raise the profile of the EV revolution as a key opportunity for the auto sector, and for Canada's green economic future, and one that Windsor must continue to benefit from.

The City sees an important role in helping to catalyse a trend towards small start-ups choosing Windsor as a base in order to benefit from the network effect of clustering close to where larger strategic industry investments are happening. Electric Vehicles (EVs) is one such area, where recent announcements from Federal and Provincial partners, along with Stellantis (previously Fiat Chrysler Automobiles) have shown the wider manufacturing sector the advantages of building Canada's future auto sector in Windsor.

One tool available to the municipality is to provide incentives for new firms choosing to locate in Windsor. Companies in the EV space are currently eligible for incentives under the City's Economic Revitalization CIP. A comprehensive update of this CIP is underway which will place increased importance on **EV research and development and manufacturing** and this will align closely with the Windsor Works recommendation. A new CIP that directly benefit companies working in the future auto sector could be in place by May 31 2022, with council approval.

Build up expertise in software and cyber-security

InvestWE and the City's post secondary institutions will be vital partners in this shared endeavour in terms of attracting investor dollars and skilled employees to provide the innovation and talent pipeline for the EV sector of 2030 and beyond. One recent example is the **St Clair College Innovation Hub**. Under the recently approved Fed Dev application, Invest WE will support the creation of an Innovation Hub at SCC, with \$1.7m secured over three years to develop this initiative.

The purpose is to develop a talent pipeline/workforce development in the areas of automobility entrepreneurship and the associated advanced manufacturing technologies. This initiative will create a hub to streamline industry engagement with students and graduates from post-secondary institutions, align the curriculum to emerging technologies in the automobility space, and conduct small-scale commercialisation projects with local industry partners.



Strategic Goal: Diversify via building up adjacent sectors

Healthcare will continue to be a major local employment sector. With the anticipated arrival of a new regional hospital within this decade, the Windsor Works Report clearly indicated that the City should see healthcare as an important adjacent sector to support the local economy's diversification away from traditional manufacturing.

Through a partnership with the University of Windsor and Western University's Schulich School of Medicine and Dentistry, Windsor Campus opened as a formal Regional Medical Campus in 2008. The City continues to provide annual support its **physician recruitment program** in Windsor-Essex. Robust economic development requires a healthy population and Windsor, like many other regions of Ontario, needs to undertake efforts to attract new doctors to care for its growing and aging population.



Windsor's future economy must be home to a diverse range of new businesses and also accommodate new ways of working. Small start-ups in the professional services or e-commerce space, along with technology-driven businesses in key growth sectors like healthcare, cyber, and logistics are part of the future of Windsor's local economy – alongside the City's established and historic strengths in the automotive industry. These businesses often need and expect different options for commercial office space.

FUTURE ECONOMY, continued...

Windsor Works recognized the contributions of existing organisations like WETech Alliance, the Downtown Accelerator and the University of Windsor's EPICentre in providing a space for entrepreneurs, but also argued that Windsor's size could justify a larger-scale venue purposefully geared to technology start-ups. In this vein, the City is open to exploring opportunities with philanthropists, private sector sponsors and post secondary institutions to potentially set up and or invest in a dedicated **tech hub space**. This space could be used by start-ups in sectors critical to Windsor's economic future like automobility, cyber security and medical technologies. It may require further investigation to determine a viable set up and create the collaboration and space.

The Windsor Works report noted the lack of a co-working hub location of sufficient scale to be attractive to start ups, new firms or smaller companies. Work has progressed on a new plan to renovate and repurpose the vacant space under the **Goyeau Parking Garage** to create a commercial hub designed to host start-ups and pop-up ventures in the City's downtown.



Recent months have seen a preliminary community engagement with representatives from the City, InvestWE and the Downtown Windsor Business Improvement Association to explore space opportunities and ideas. The vacant space under the garage runs along Goyeau and Chatham Street and is approximately 13,000 sq ft. Partners believe there is great potential to use this space for start ups, pop-ups and other ideas. The ability to tie in art and culture to the exterior is also a potential for this project.

Bringing together a larger community group, including but not limited to the University and College, will provide ideas not only for the space but also funding, purpose and ways it in which it can further Windsor Works. It will take time and resources to determine ideas and a plan that will keep the space financially sustainable use of existing funding allocated to Goyeau will be leveraged for studies, design work and engineering for the proposed space. Collaborating with other partners also allows for the ability to leverage other grant and funding sources the City may not be able to directly pursue.

Ensuring Windsorites are prepared for the changing job market of the future is vital as advances in automation, artificial intelligence and robotics increasingly disrupt traditional labour models. Invest WE is leading Workforce Windsor Essex, WETech Alliance, St. Clair College and Unifor Local 444 to develop a proposal to the Future Skills Centre (a not-for-profit organization) which seeks to fund projects that “shockproof” the future of work. The objective of this call is to support all industries that face challenges to mitigate future workforce dislocation and look for new opportunities to accelerate skills training and help people to navigate an evolving job market.

TALENT

We must attract and retain more national and global talent. Windsor Works will support new start-ups, and reward entrepreneurs who locate here; so the city becomes a place where smart people want to move to study, work and be trained. (p. 83)

Strategic Goal: Attract and retain more national and global talent

Leverage Windsor's post-secondary educational institutions

The City is committed to supporting all initiatives to train, retain and attract talent to live and work in Windsor. The report identified a persistent complaint of local employers that too much of Windsor's graduate talent is not retained in Windsor. This pillar of the strategy sees a crucial role for partner organisations, including Workforce Windsor-Essex. Given the municipality's limited role in skills provision, this element of Windsor Works is likely to be led by the City's two post-secondary institutions.

Establish a Windsor Talent committee focused on training and retaining highly educated people

The Windsor Works Report noted that, "both the University and the College should play a greater role in the future of Windsor's economy and work closely with the city and other private sector partners to contribute to economic development" (p. 107). Since the Windsor Works Initiative was launched, the Mayor has engaged directly with the leadership of the College of St Clair and the University of Windsor on this theme.

With pending MOUs between the City and Windsor's two largest post-secondary institutions, and the new **Talent Taskforce** to provide a mechanism for engaging with them on our shared skills and training agenda, the City is confident that a set of clear projects can be initiated. A further report to Council on the Talent Taskforce and the areas it has agreed to focus on will be forthcoming in 2022.



Attract highly-skilled workers from across Canada and abroad

The City can advance its talent agenda by engaging with higher levels of government through the programs that Windsor can access. One such program is **Municipal Nominee Program (MNP)**, where municipalities can apply to attract new migrants to settle in them. The Windsor Essex Regional Chamber of Commerce is leading discussions with Provincial entities and will be coordinating a meeting of all local stakeholders to update them on progress and discuss any confirmed next steps. The City of Windsor, along with many others, have provided a letter of support for the need and desire for the MNP.

The information contained in the Windsor Works Report emphasizes our need for skilled immigrants as vital to our pursuit of economic development, but, at this time, there is no clarity on what obligations the City will have if the MNP is pursued and awarded. It also notes the MNP is a regional program. Windsor should pursue opportunities to participate as a pilot location for this program so the City and other partners can help guide the development a more permanent local solution in the future with targeted incentives for newcomers.

Administration has also been investigating the potential use of Mitacs. Mitacs offers funding support in the form of grants for collaborative research between interns and faculty supervisors at Canadian post-secondary institutions. Funding is based on the scope of a given project and the number of people required from a post-secondary institution to complete it. By accessing these types of grant programs, the City can provide direct support to help foster and retain talent in Windsor. Several potential Windsor Works projects, including but not limited to data analytics, are ideal for this type of program. Administration recommends that the new Project Management service area be the co-originators working with administration and post-secondary institutions to pursue these opportunities.



NEXT STEPS

The immediate next step to implement Windsor Works is the establishment of the office of Economic Development and Innovation. The City's ability to implement Windsor Works' recommendations, including its communication plan and data analytics elements, depends on additional resourcing and funding directly tied to this office and discussed in further detail in Chapter 5.

Several projects listed in Chapter 3 have already underway with leadership by areas outside of the Office of Economic Development and Innovation. These projects include but are not limited to: Festival Plaza Improvements, On-Demand Transit and the Bird E-Scooter Pilot. While these projects align with various Windsor Works recommendations and demonstrate progress towards its goals, the focus of this report is on providing an implementation plan for additional projects to move the Windsor Works Report's recommendations forward further.

The following pages outline key projects planning information for each of these new projects. While some projects do not require capital funding to proceed, many of the projects do. In total, there is an estimated capital cost of \$2.99 million required. The Data Analytics (\$300,000), Investment Attraction Material (\$54,000) and Goyeau Commercial Space (\$150,000) have previously identified funding sources reducing the unfunded projects to \$2.49 million. It is recommended these projects be funded from the Windsor Works project identified in the 2021 Capital Budget. There is currently \$1 million in capital funding and an additional \$1 million allocated in both 2022 and 2023 for a total of \$3 million, which can be pre-committed for immediate use.

KEY ENABLING PROJECTS

PROJECT NAME:

Data & Insights (Analytics)

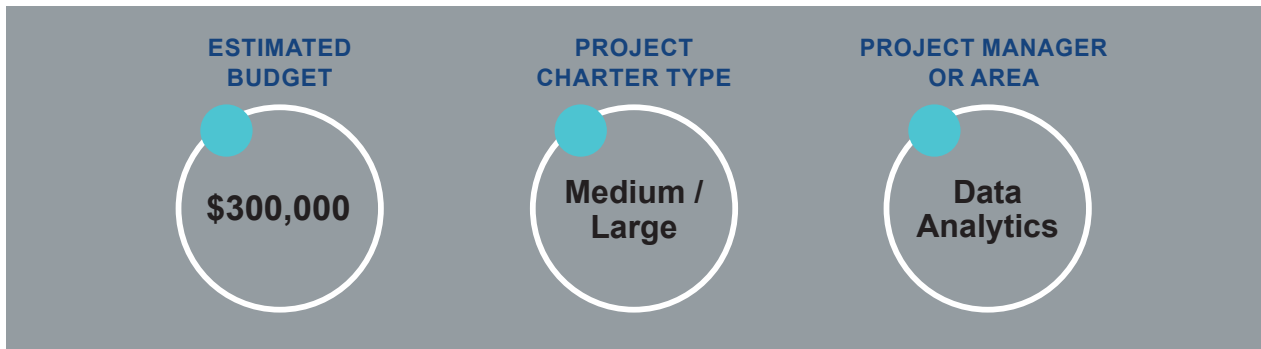
PROJECT DESCRIPTION:

In 2019, the City of Windsor hired Information Builders, Inc. ("IBI") to identify efficiencies that data analytics and information management could achieve. The purpose of this project is to implement the recommendations from their report to Council.

Efficiencies through data analytics will be achieved by completing the following objectives:

1. Develop an integrated data management strategy to align with the City's strategic goals.
2. Design a business intelligence architecture to be implemented in phases.
3. Establish standards that promote "clean" data and a framework for data governance
4. Create and staff a Business Intelligence Centre of Excellence (BI CoE) to be referred to as the Data and Insights division.
5. Create a change management plan and strategy for business process re-design to support the phased implementation of data analytics.
6. Identify "low hanging fruit" initiatives to be prioritized through the data governance framework.
7. Develop a project plan using a phased approach to implement the data management strategy and business intelligence architecture.
8. Identify related costs, resources and software/hardware to implement the data management strategy in a phased approach.

KEY ENABLING PROJECTS, continued...



KEY STAKEHOLDERS:

- INTERNAL TEAM**
- Data Analytics
 - Information Technology
 - Subject Matter Experts (SMEs) from various departments for datasets
 - Executive Directors and management for all departments

- POTENTIAL PARTNERS**
- St. Clair College
 - University of Windsor
 - WETech Alliance
 - InvestWE

KEY PERFORMANCE INDICATORS:

This project will result in being a support mechanism to use metrics and data to guide strategic business decisions through the creation of a culture that encourages critical thinking at all job levels to regularly question and investigate information to discover insights that drive action.

PRELIMINARY TIMELINE:

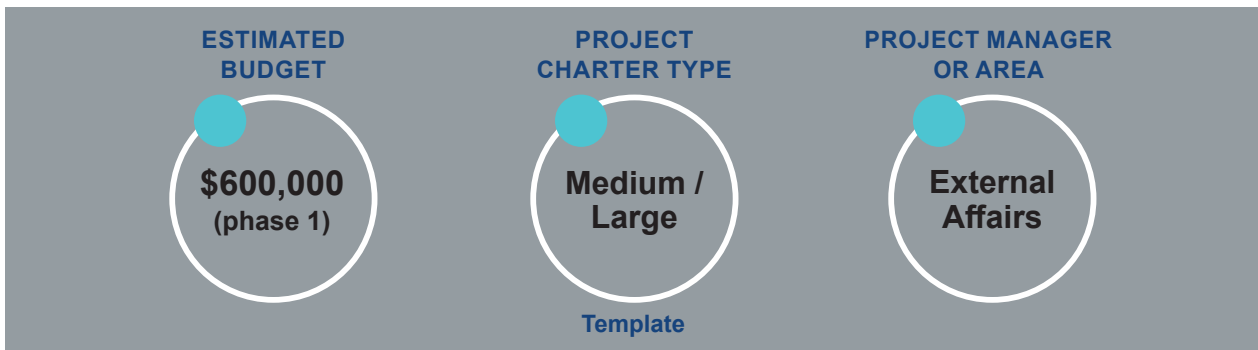
KEY TASKS	EXPECTED DURATION
Create Information (data) Management Strategy/Data Architecture RFP	3-6 months
Create Information (data) Management Strategy	6 months
Develop Data Architecture with framework for Data Governance, and Standards	6-12 months
Create a Business Intelligence Centre of Excellence (BI CoE) referred to as the Data and Insights division	6-9 months
Create a change management strategy	3-6 months
Identify “low hanging fruit” initiatives	On-Going
Develop an implementation plan inclusive of related costs, resources requirements, software/hardware needs, etc.	3-6 months
Report back to Council	Annual Report

PROJECT NAME:

Windsor Works Communications Plan

PROJECT DESCRIPTION:

The Windsor Works Communications Plan outlines a preliminary strategic approach to connect the initiatives and recommendations contained within the Windsor Works Report. This communication plan would be utilized as a starting point for the team hired to action tactics specific to Phase 1 – Launch. The remaining two phases, Phase 2 – Build, and Phase 3 – Sustain, will follow pending metrics which demonstrate expected positive impacts resulting from Phase 1.



KEY STAKEHOLDERS:

INTERNAL TEAM	POTENTIAL PARTNERS
<ul style="list-style-type: none"> • Data Analytics • Communications • IT (Web Team) 	<ul style="list-style-type: none"> • InvestWE • Post-Secondary Institutions • Private Sector

KEY PERFORMANCE INDICATORS:

<ul style="list-style-type: none"> • Web Analytics • Social Media Analytics • Investment Attraction • Expansions Facilitated 	<ul style="list-style-type: none"> • New Jobs Facilitated • Priority Files • Business Startups • Funding Applications/Leads
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PRELIMINARY TIMELINE:

This timeline presumes that one vendor delivers all three phases, noting Phase 3 should result in operationalizing newly established communication and marketing program.

KEY TASKS	EXPECTED DURATION
Project Charter developed	1-3 months
Issue and award RFP for Phase 1	3-6 months
Implement Phase 1	6 months
Assessment of economic stimulus results from Phase 1	1 month
Planning for Phase 2 (parallel with Phase 1)	6 months
Implement Phase 2	6 months
Planning for Phase 3 (parallel with Phase 2)	6 months
Report back to Council	Annual Report

KEY ENABLING PROJECTS, continued...

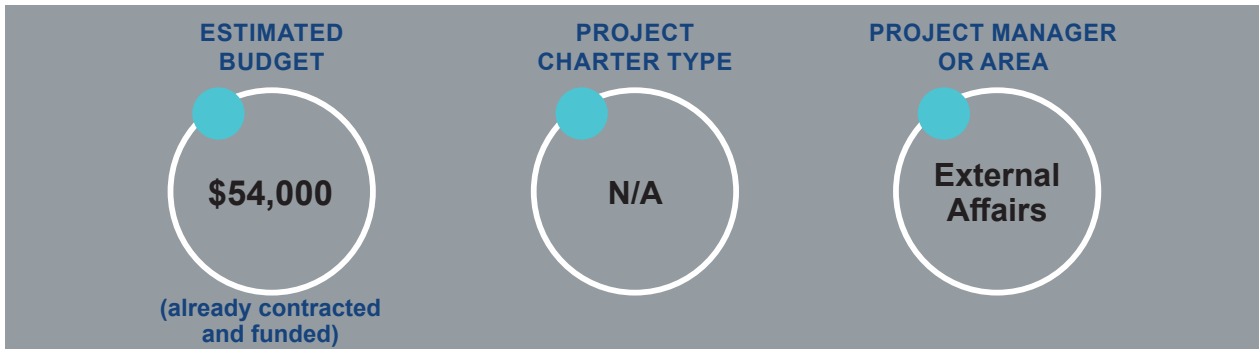
PROJECT NAME:

Investor Attraction Materials

PROJECT DESCRIPTION:

Crestview will develop positive pitch materials and corresponding online creative content to help attract job creators to Windsor region. The approach will leverage the key findings of the WW report such as, current attributes that make Windsor strong, as well as outline the WW-based plan to make Windsor an even more attractive location for job creation. The outcomes will be:

- Quality design pitch Materials for prospective investors
- WW micro-site to house content online
- Short promotional video for micro-site and social media



KEY STAKEHOLDERS:

INTERNAL TEAM

- Economic Development
- IT
- Communications
- CAO's Office
- Planning

POTENTIAL PARTNERS

- InvestWE

KEY PERFORMANCE INDICATORS:

Monitoring of public engagement activity

PRELIMINARY TIMELINE:

This timeline presumes that staffing resources required from External Affairs and other internal and stakeholders are available. In addition, this work has ties to Phase 1 of the Communication Plan, such that the start of this project will need to be determined in concert with the larger Communication Plan project.

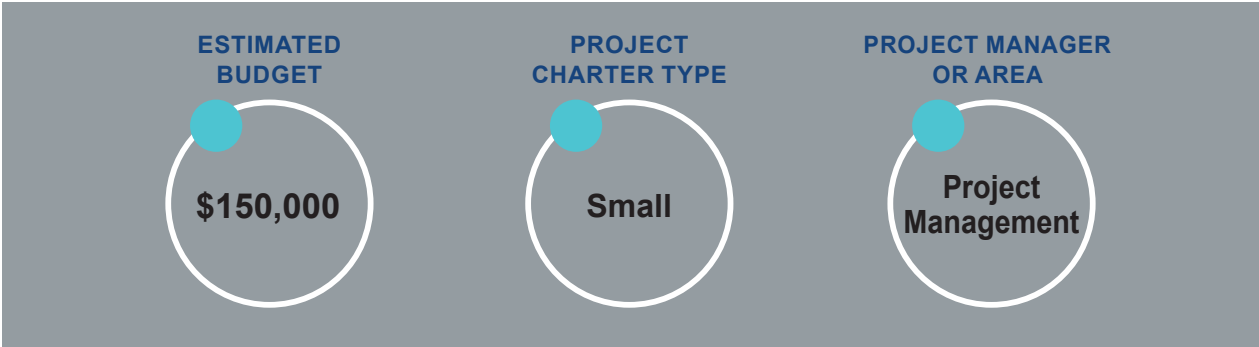
KEY TASKS	EXPECTED DURATION
Creative development phase	2 months
Creative material presentations to Windsor Works team	1 month
Product finalization	1 month

PROJECT NAME:

Community Engagement and Survey Tool

PROJECT DESCRIPTION:

Pilot project with ZenCity, which is a civic engagement platform that attempts to help local leadership understand their residents. Using comparative data gathered anonymously from social media platforms, specialized algorithms and human experts to deliver insights into how municipalities fare compared to each other on key metrics. They also deliver push polling via smartphones that can measure local sentiment on either specific issues or on an ongoing basis. This survey technique allows the City to gain insight into what local people are talking about and the balance of opinion based on social media analysis. These surveys can help monitor progress towards Windsor Works goals and the impacts or outcomes of specific projects and pilots.



KEY STAKEHOLDERS:

- INTERNAL TEAM**
- IT - Analytics and Insight
 - Communications
 - Economic Development
 - Recreation

- POTENTIAL PARTNERS**
- N/A

KEY PERFORMANCE INDICATORS:

Monitoring of public engagement activity

PRELIMINARY TIMELINE:

This timeline is contingent on successful hiring of Data Analytics and External Affairs positions.

KEY TASKS	EXPECTED DURATION
Project Charter developed	1-3 months
Issue Sole Source	1 month
Implement and monitor results	12 months
Report to Council	

LOCATION PROJECTS

PROJECT NAME:

Detroit Economic Development Landscape

PROJECT DESCRIPTION:

The City continues to seek ways in which to collaborate and exchange ideas with Detroit and Michigan. A comprehensive review of the Detroit Economic Office enables us to identify key players and decision makers, as well as how our neighbour and key economic partner handles and processes Foreign Direct Investment initiatives and business development proposals.

<p>ESTIMATED BUDGET</p> <p>\$75,000</p>	<p>PROJECT CHARTER TYPE</p> <p>Small</p>	<p>PROJECT MANAGER OR AREA</p> <p>Sr. Economic Development Officer</p>
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KEY STAKEHOLDERS:

<p>INTERNAL TEAM</p> <ul style="list-style-type: none"> • N/A 	<p>POTENTIAL PARTNERS</p> <ul style="list-style-type: none"> • Detroit Economic Development Office • InvestWE • Post-Secondary Institutions
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KEY PERFORMANCE INDICATORS:

Thorough understanding of Detroit Economic Development Landscape

1. Who are the key players and decision makers, and how do they interact with each other
2. What are the various supporting networks that play a role, i.e. Chamber of Commerce, post-secondary institutions, community partners, etc.
3. How are Foreign Direct Investment (FDI) initiatives pursued
4. How are business development inquiries processed
5. How do the surrounding counties support Economic Development

PRELIMINARY TIMELINE:

This timeline is contingent on available staffing resources required from Project Management and Economic Development departments.

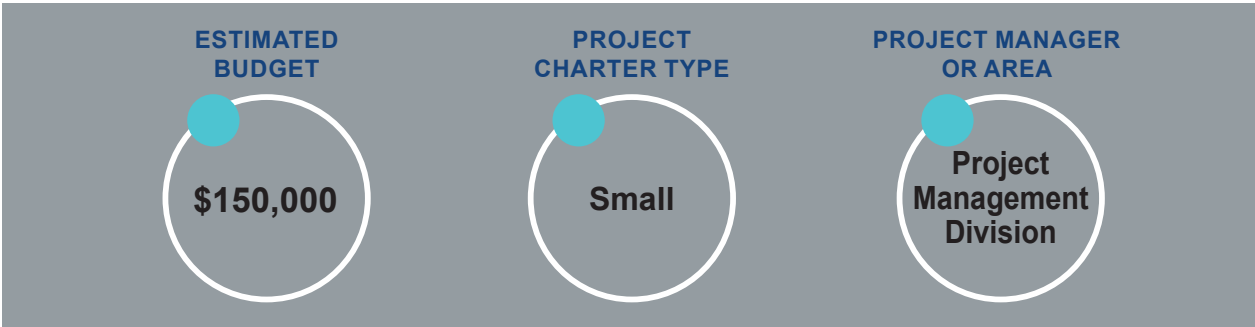
KEY TASKS	EXPECTED DURATION
Project Charter developed	1-3 months
Issue and award RFP	1-3 months
Report development	3-4 months
Report to Council	

PROJECT NAME:

Venture Capital Fund

PROJECT DESCRIPTION:

The purpose of this project is to determine whether a Venture Capital approach would be appropriate for the City to establish. As part of this project, the consultant would consider options for how it would be implemented including, but not limited, to the legal, financial and resourcing considerations as well as requirements and limitations. This project would also define key performance metrics for the fund, which would be used to monitor value for investment.



KEY STAKEHOLDERS:

INTERNAL TEAM	POTENTIAL PARTNERS
<ul style="list-style-type: none"> • Sr. Economic Development Officer • Legal • Finance • Data Analytics 	<ul style="list-style-type: none"> • InvestWE • Windsor-Essex Capital Angel Network

KEY PERFORMANCE INDICATORS:

Business Case Proposal to include metrics as part of value for money proposition.

PRELIMINARY TIMELINE:

This timeline is contingent on successfully securing a third party expert in this field and presumes 12 months is sufficient to complete the work once the consultant is on-board.

KEY TASKS	EXPECTED DURATION
Project Charter	1-3 months
Issue and award RFP	1-3 months
Consultant to develop and deliver report	12 months
Report to Council	

KEY ENABLING PROJECTS, continued...

PROJECT NAME:

Film and Arts Industry

PROJECT DESCRIPTION:

Culture can be an economic catalyst. This project will examine how Windsor could become a more attractive location for the film and arts industry. Municipalities such as Hamilton and Sudbury have leveraged this industry. With Windsor’s proximity to Michigan, the programs offered at our post-secondary institutions and local talents and skills, there is potential for this type of industry.

<p>ESTIMATED BUDGET</p> <p>\$50,000</p>	<p>PROJECT CHARTER TYPE</p> <p>Small</p>	<p>PROJECT MANAGER OR AREA</p> <p>Sr. Economic Development Officer</p>
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KEY STAKEHOLDERS:

- INTERNAL TEAM**
- Planning
 - Legal
 - Finance
 - Building
 - Recreation & Culture (Special Events)

- POTENTIAL PARTNERS**
- WIFF
 - Post-Secondary Institutions

KEY PERFORMANCE INDICATORS:

This project should result in a business case which provides clarity on the benefit and measurable outcomes which can be tracked, should the findings recommend proceeding.

PRELIMINARY TIMELINE:

KEY TASKS	EXPECTED DURATION
Project Charter	1-3 months
Issue and award RFP	2-4 months
Consultant to develop and deliver report	3-4 months
Report to Council	

PROJECT NAME:

Online Funding Portal

PROJECT DESCRIPTION:

The City understands the importance of supporting employers already in Windsor to grow and seize new opportunities to expand, including by successfully taking advantage of funding channels available to them. This funding portal will provide businesses, as well as the City, a means to research funding opportunities for their businesses. In addition, various local grants can be added to the database and weekly reports will be provided on users of the site, which can then be leveraged as lead sheets for follow-up.

<p>ESTIMATED BUDGET</p> <p>\$165,000 (for 3 years)</p>	<p>PROJECT CHARTER TYPE</p> <p>Small</p>	<p>PROJECT MANAGER OR AREA</p> <p>Sr. Economic Development Officer</p>
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KEY STAKEHOLDERS:

INTERNAL TEAM

- Asset Planning
- Communications
- IT

POTENTIAL PARTNERS

- InvestWE
- Chamber of Commerce
- Workforce WindsorEssex

KEY PERFORMANCE INDICATORS:

- Number of businesses accessing tool to find funding
- Number of leads generated for Windsor
- Number of leads which open or expand business in Windsor
- Uptake in CIPs

PRELIMINARY TIMELINE:

This timeline is contingent on micro-site development, which is part of the Investor Attraction Material project.

KEY TASKS	EXPECTED DURATION
Project Charter	1 month
Issue Sole Source	1 month
Design look and feel	2 months
Staff training	1 month (in parallel)
Grant identification and management plan	1 month (in parallel)
Funding portal launch	1 month
Report to Council	Annual Report

INFRASTRUCTURE

PROJECT NAME:

Airport Employment Land Plan

PROJECT DESCRIPTION:

The Airport Employment Land Plan will initiate a comprehensive review of the employment lands to identify the path towards creating shovel-ready sites for business investment. The ability to have sites primed for development provides us with a significant advantage over others as motivated companies want to move quickly with as few roadblocks as possible.




OUTCOMES:

Secondary Plan for the Airport Employment Land:

- Identifies key studies to be undertaken in addition to the ones known
- Provides a clear view of potential economic development hurdles with respect to any investment initiated

Enables us to move forward and complete known studies:

- Species at Risk Study – Assessment for endangered species
- Archaeological Study – Assessment for archaeological resources
- Servicing Study – Functional design for sanitary and storm to determine capability and capacity
- Geotechnical Study – High level quality and characteristic study of soil conditions
- Traffic Study – Transportation impact of proposed developments on surrounding area

<p>ESTIMATED BUDGET</p>  <p>\$550,000</p>	<p>PROJECT CHARTER TYPE</p>  <p>N/A</p>	<p>PROJECT MANAGER OR AREA</p>  <p>Sr. Economic Development Officer</p>
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KEY STAKEHOLDERS:

INTERNAL TEAM

- YQG;
- Engineering;
- Planning;
- Economic Development

POTENTIAL PARTNERS

- N/A

KEY PERFORMANCE INDICATORS:

- Reduced response time to potential investors
- Ability to proactively market land to potential investors rather than just responding to requests

PRELIMINARY TIMELINE:

KEY TASKS	EXPECTED DURATION
Issue study RFPs	1-3 months
Study delivery	6-8 months
Secondary Plan development	8-12 months (in parallel)
Report to Council	Annual Report

FUTURE ECONOMY

PROJECT NAME:

Amendment to Economic Revitalization Community Improvement Plan (CIP)

PROJECT DESCRIPTION:

The importance of Community Improvement Plans (CIPs) was recognised in the Windsor Works strategy and the City has progressed the plans to expand them. The goal is to provide reliable incentives that secure investment and jobs in Windsor, while being accessible by some of the new companies in the technology or professional services sector or others not engaged in traditional manufacturing who are seeking out brownfield sites for industrial uses.

The Economic Revitalization CIP applies city-wide and has the Small Business Investment Grant Program available to SMEs. The current program only pays the tax increment (using the existing taxes as the baseline), and does so for 10 years. An expanded incentive requires exploring an alternative funding model to provide grants for up to 100% of the municipal property taxes.

Any reforms to CIPs must be implemented via an amendment to existing incentive programs or the creation of a new program under the existing CIP. Planning has committed to amend the Economic Revitalization CIP by May 31 2022.

Once the terms of a new CIP are approved, funding will be needed. There may also be additional resource required for administration to manage the new CIPs.

ESTIMATED BUDGET	PROJECT CHARTER TYPE	PROJECT MANAGER OR AREA
<p>\$500,000 (estimated base funding to set up reserve to handle up take on new CIPs once approved)</p>	<p>N/A</p>	<p>Planning</p>

KEY STAKEHOLDERS:	INTERNAL TEAM	POTENTIAL PARTNERS
	<ul style="list-style-type: none"> • Planning • Finance 	<ul style="list-style-type: none"> • N/A

POTENTIAL EXTERNAL STAKEHOLDERS:	
	<ul style="list-style-type: none"> • N/A

PRELIMINARY TIMELINE:

This timeline is contingent on the decisions of Standing Committee and Council.

KEY TASKS	EXPECTED DURATION
Research and analysis	1 month
Draft changes	1 month
Internal consultation	1 month
External consultation	1 month
Administrative report	2 months
Standing Committee and Council approvals	2 months
Final revised CIP	1 month
Support materials	1 month
Report to Council	May 2022

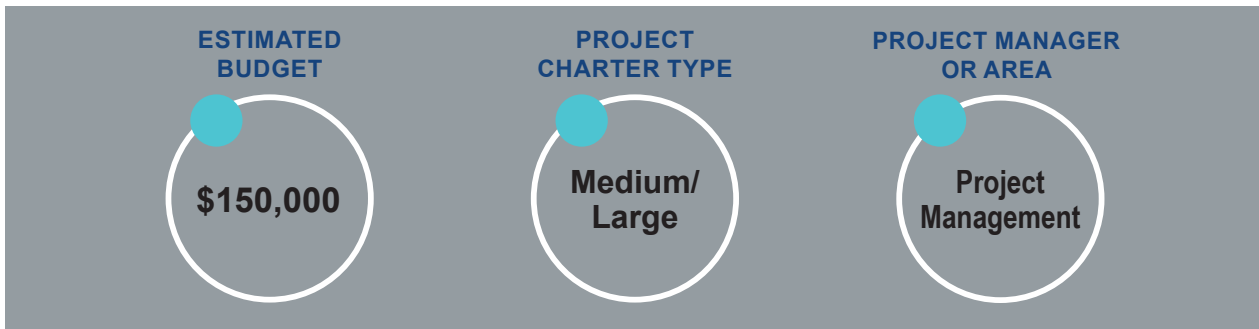
KEY ENABLING PROJECTS, continued...

PROJECT NAME:

Goyeau Commercial Space

PROJECT DESCRIPTION:

This project will renovate and repurpose the vacant space under the Goyeau Parking Garage to create a commercial hub designed to host start-ups and pop-up ventures in the City’s downtown. The vacant space under the garage runs along Goyeau and Chatham Street and is approximately 13,000 sq. ft. In 2017 City Council allocated approximately \$2.4 million to the rehabilitation of the Goyeau Parking garage. Administration has completed a significant portion of this work with some final elements remaining at a cost of \$350,000. There is sufficient funding in this project to complete the structural and design work required for this project. Completion of this would will provide clarity on the cost to repurpose the space, how to activate the space to achieve various Windsor Works recommendations in support of the City’s economic development objectives and partners to assist.



KEY STAKEHOLDERS:

INTERNAL TEAM

- Traffic Operations
- Planning
- Facilities
- Building
- Legal
- Finance

POTENTIAL PARTNERS

- DWBIA
- InvestWE
- Post-Secondary Institutions

KEY PERFORMANCE INDICATORS:

Business Case Proposal to include metrics as part of value for money proposition.

PRELIMINARY TIMELINE:

This timeline presumes that a structural study of the space does not result in any significant findings, which will impact options.

KEY TASKS	EXPECTED DURATION
Project Charter	1-3 months
Engineering study awarded and completed	3 months
Exploring options for the location	8 months
Report to Council	

PROJECT NAME:

Technology Hub

PROJECT DESCRIPTION:

This project is to explore various ways in which technology hubs, such as the one on Kitchener/Waterloo, are structured. It will explore what is currently within the City, identify gaps and opportunities as well as potential partners and funding opportunities.

<p>ESTIMATED BUDGET</p> <p>\$50,000</p>	<p>PROJECT CHARTER TYPE</p> <p>Medium/ Large</p>	<p>PROJECT MANAGER OR AREA</p> <p>Project Management</p>
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KEY STAKEHOLDERS:

<p>INTERNAL TEAM</p> <ul style="list-style-type: none"> • Information Technology • Legal • Finance 	<p>POTENTIAL PARTNERS</p> <ul style="list-style-type: none"> • Post-Secondary Institutions • WeTech Alliance • Downtown Accelerator
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KEY PERFORMANCE INDICATORS:

Business Case Proposal to include metrics as part of value for money proposition.

PRELIMINARY TIMELINE:

It is anticipated that this project can be done in 12 months, however final duration of time and key milestones will be determined via the project charter.

KEY TASKS	EXPECTED DURATION
Project Charter	1-3 months
Investigation and Research	8 to 11 months
Report to Council	

TALENT

PROJECT NAME:

Post-Secondary institution project engagements

PROJECT DESCRIPTION:

This project will evaluate various providers that offer funding support in the form of grants for collaborative research between interns and faculty supervisors at Canadian post-secondary institutions. It will construct a process for the City to internally identify potential projects and which funding program to leverage. The recommended funding is so that the City has a matching funding source to proceed with submissions once projects are identified.

An immediate project is one in the Parks department. The project is being evaluated with the University of Windsor, St. Clair College and Mitacs. The purpose of the project is to pilot the use of sensors in parks garbage bins to measure capacity. The intent is for the data to automatically create workorders to trigger the refuse collection. Presently, collection is done based on a schedule with employees visually determining if a bin has reached capacity. At the onset, it is estimated that the use of sensors on a large scale could result in significant fuel savings, a reduction in effort to manually determine if a garbage bin should be emptied, and an environmental impact resulting from the more efficient deployment of vehicles. An outcome of the pilot will be a business case with the cost-benefit analysis to deploy this technology on a larger scale. It is also an excellent opportunities to further initiatives with the University and College, continuing in helping provide for talent retention.

<p>ESTIMATED BUDGET</p> <p>\$200,000</p>	<p>PROJECT CHARTER TYPE</p> <p>Small</p>	<p>PROJECT MANAGER OR AREA</p> <p>Project Management</p>
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KEY STAKEHOLDERS:

- OTHER CITY ADMIN TEAM MEMBERS:**
- IT
 - Communications
 - Data Analytics
 - External Affairs

- POTENTIAL PARTNERS**
- Post-Secondary Institutions

KEY PERFORMANCE INDICATORS:

Project should also provide KPI's which can be monitored and reported on to demonstrate use of these programs is helping to retain talent locally.

PRELIMINARY TIMELINE:

KEY TASKS	EXPECTED DURATION
Project Charter	1-3 months
Parks Garbage Bin Project	6-12 months
Report to Council	

REQUIRED RESOURCING

As can be seen in Chapter 4, the various initiatives proposed to move Windsor Works forward depend on the creation and staffing of new positions in the Office of Economic Development and Innovation. Through preliminary discussions with the CAO on the new office's form, a target of twelve to fourteen positions were identified that would enable the Windsor Works Implementation Plan.

Administration's ability to implement Windsor Works, including communications and data analytics aspects key to the initiative's overall success, is directly tied to the recently created Office of Economic Development and Innovation and is dependant upon additional resourcing. Under the new commissioner, four new focus areas need to be resourced to implement Windsor Works: Strategic Initiatives PMO, Strategic Land Development, Data Analytics and External Affairs.

STRATEGIC INITIATIVES PMO:

This section will be dedicated to project management resources on strategic initiatives (e.g., investigation of venture capital funds, process re-engineering, Open Data 2.0). This will ensure a committed focus to achieving rapid results on Council's strategic vision, most relevant at this time being the implementation of the Windsor Works strategy. Resources dedicated to project management will facilitate expedited project timelines to achieve results of the Windsor Works report. The necessity of this area was identified in Report C 96/2021, "New Department: Office of Economic Development and Innovation."

STRATEGIC LAND DEVELOPMENT:

The purpose of a strategic land development group under the office of the Office of Economic Development and Innovation is to take on a more proactive development and redevelopment approach dealing with City owned property and preparing land for development. Possible activities include:

- Real Estate/Property: refocusing the land portfolio and disposition of City owned property to achieve community benefits beyond highest market value of the property. This may include exploration of land banking, actively seeking development opportunities, Expressions of Interest, alley and right of ways and review of the Land Disposition Policy.
- Preparing land for development: strategic servicing and land development in alignment with the City's Official Plan.
- Community Improvement Plans: use of existing CIPs to target specific developments to enhance economic development and improve existing neighbourhoods.
- Upfront community engagement for large redevelopment.

Many of these activities are already taking place within the Planning Department or Legal Services. The realignment of these activities under a Strategic Land Development group with the focus of implementing Windsor Works will allow more creative and innovative initiatives to move forward.

DATA ANALYTICS:

Developing capacity to deliver data & insight analytics was proposed in the 2019 Information Builders, Inc. (IBI) report. This aligns with Windsor Works because a comprehensive data strategy will allow Administration to gauge the City’s progress towards meeting the goals outlined in the Windsor Works Report. Building greater capacity to identify, measure and report on relevant metrics will ensure progress is measured. Using evidenced-based metrics will provide a clear indication of the City’s performance and allow for further identification of opportunities and the development of recommendations. Working with community partners such as the University of Windsor and St. Clair College offers opportunities for collaboration that will help to facilitate sharing data, resources and knowledge along with the possibility of creating jobs for students to build talent.

EXTERNAL AFFAIRS:

Relations with Detroit, the University of Windsor and St. Clair College are identified as crucial to the implementation of Windsor Works. The City has already initiated the development of a Partnership Agreement with the University of Windsor and will begin to pursue a similar agreement with St. Clair College. To facilitate these relations, staffing is needed to coordinate initiatives. A connection with the City’s Communications staff is also important to maintain consistent messaging and amplify like-minded efforts. The City’s corporate communications team would also provide identity standards support and local message delivery for campaigns being delivered by the agency hired to deliver messaging provincially, nationally and internationally.

During the 2021 budget deliberations, City Council approved an operational budget increase of \$550,000 for economic development, resulting in a total annual budget of \$950,000. A key driver for this increase, as discussed during the 2021 budget deliberations, was Council’s recognition of the need for funding to implement the recently approved Windsor Works Report. This economic development funding was initially identified under the Mayor’s operational budget until such time as a plan to activate Windsor Works was established. Directing this funding to the Office of Economic Development and Innovation will establish a base budget and allow the Commissioner to proceed with filling approximately six to eight new full time priority positions related to data analytics, marketing and communications, project management, land development and administrative support in order to activate Windsor Works.



APPENDIX PART 1: ACTIVITIES RELATED TO WINDSOR WORKS

Strategy Pillar: Location

Bi-National Forum on Academic and Economic Development Excellence

Lead: St. Clair College

Status: **In process**

To create a vibrant bi-national forum to identify collaboration opportunities within the academic/research fields, along with economic/business development organization through key local institutions and organizations within the Detroit/Southeastern Michigan and Windsor-Essex Regions to increase cross-border collaboration to promote academic excellence and economic prosperity.

To help achieve this vision and goal, the forum will include representatives from key organizations, including: Wayne State University, the University of Detroit Mercy, Lawrence Technological University, the University of Windsor, St. Clair College, the Detroit Economic Growth Corporation (DEGC), the Detroit Mobility Lab (DML), Michigan Mobility Lab, Techtown Detroit, WEtech Alliance, WorkForce Windsor Essex and Invest WindsorEssex. Where possible, this forum will be extended to include other important partners like the University Research Corridor, and the Transborder Research University Research Network.

Draft Memorandum of Understanding (MOU) with Detroit Economic Growth Corporation

Lead: Invest WE

Status: **In place**

Invest WE has completed a Draft MOU between Detroit Economic Growth Corporation and Invest WE to leverage shared resources and partner on complimentary activities include Foreign Direct Investment (FDI), Business Retention and Expansion (BRE), and bi-national initiatives. The MOU outlines key KPIs that could be used to measure the success of the partnership.

The draft agreement has been prepared and is currently awaiting signatures from leadership of both organizations.

The investment attraction team has also leveraged target sectors/countries that align to the overall FDI goals of Michigan. This ensures the team can leverage the US assets where appropriate (access to large market).

Bi-National Mobility Partnership

Lead: Invest WE

Status: **In place**

The WindsorEssex Economic Development Corporation (WE EDC) has signed a partnership agreement with the Detroit Mobility Lab (DML) to create a bi-national mobility partnership aimed at supporting companies on both sides of the border to expand into new markets and create the most powerful mobility node in North America. This partnership will provide one-on-one support to CEOs and founders working on foreign direct investment projects provide access to business development workshops, and virtual/physical space to facilitate networking.

Invest WE Website Redesign

Lead: Invest WE

Status: **In place**

Newly redesigned website focused on site selectors and FDI. Rebranding of the organization puts Investment attraction top of mind within the org. The Website also house key data and tools to leverage such as, EMSI, Gazelle, Site Selection, and local data sets that are updated quarterly.

Physical Location

Lead: Invest WE

Status: **In place**

A physical location can be housed within the Invest WE Office Downtown. It is a short drive from the tunnel and bridge and the Investment attraction team already provides familiarization tours as part of their day-to day work. Depending on the type of the company and their specific business case, office space can be made available to companies that leverage virtual reality at Invest WindsorEssex's Automobility and Innovation Centre.

Detroit Mobility Lab Office Space

Lead: Invest WE

Status: **In place**

Negotiated in the DML contract is a space for Invest WE staff to work out of the DML office. Due to the border being closed for non-essential travel this opportunity has been unable to be leveraged, however the border could be re-opened by the fall of 2021.

Community Events

Lead: Invest WE

Status: **In place**

Invest Windsor Essex's Automobility and Innovation Centre currently hosts community events aimed at upskilling and Professional Development. Specifically events such as "Learn to code, Hackathons, tours of the VR CAVE and challenge events" have all been hosted in person and virtually over the past two years.

Windsor Tech Hub

Lead: University of Windsor

Status: **In process**

Planning and establishment of a physical downtown hub for innovation in information technology and applied technology initiatives. The Windsor Tech Hub will provide a range of innovative programs and services which will be focused on youth, educational and community-based programming; work-integrated learning; industry-public sector-university collaboration spaces; and work/innovation/mentorship spaces for start-ups and industrial partners.

IBLS Logistics and Transportation Committee

Lead: Invest WE

Status: **In process**

Through the Logistics and Transportation committee established by Institute for Border Logistics and Security (IBLS) a key connection with the World Trade Centre Association has been established. There is currently a Detroit/Windsor Location that could be leveraged.

The association is a non-profit, non-political organization dedicated to promoting and supporting international commerce and intercultural communications in our area and throughout the world.

MEMBER BENEFITS:

- Roundtable discussions and training seminars
- Language and cultural training
- Identifying potential markets for your products
- Meeting space available

LOCAL INDUSTRIES:

Automotive, Aerospace: Aviation & Defense, Healthcare & Wellness, Information Technology & Software, Advanced Manufacturing, Agri-Business, Food & Beverage

Processing, Animal Husbandry, Clean Technology, Energy: Utilities & Mining, Hospitality: Tourism & Leisure, Chemicals, Transportation: Logistics & Warehousing, Engineering: R&D: Architecture & Construction, Industrial Manufacturing, Marine: Maritime & Shipbuilding/Sporting Boats, Arts & Design, Fashion, Furniture.

Engage with Windsor International Film Festival (WIFF)

Lead: WIFF

Status: **In place**

For 2021, WIFF included content regarding the Underground Rail Road which directly ties together Detroit and Windsor's history. It should also be noted in 2015 the WIFF program included a Prohibition film. WIFF continues to review content and consider opportunities to align with Windsor Works recommendations where feasible.

Invest WE Update and Branding

Lead: Invest WE

Status: **In place**

Key data and background collateral can certainly be shared from updated branding and website work completed by Invest WE.

Strategy Pillar: Infrastructure

Capital Investment Map

Lead: City of Windsor

Status: **In place**

Capital Investment map provides information from 2016 to 2021 on what has been done and what is planned based on active projects of interest to residents for facilities, recreation, parks, sidewalks, active transportation and roads. It helps to communicate the progress being made as well as how capital funding is being utilized in the community.

Innovation Corridor for Connected Autonomous Vehicles (CAV) Technologies

Lead: Invest WE

Status: **In process**

In partnership with City of Windsor, University of Windsor and St Clair College, Invest WE is leading the development and coordination of an innovation corridor to identify a real world location to test and validate CAV technologies. Leveraging smart traffic equipment along Huron Church.

Regional Public Works Commissioners of Ontario (RPWCO) Innovation and Technology Subcommittee

Lead: City of Windsor

Status: **In process**

Collaboration by several of the larger Ontario municipalities creates opportunities for learning more about new companies and technologies, partnering in RFP and or leveraging other municipal RFP for projects (similar to Metrolinx) and through pilot projects may create opportunities for new business to locate in Windsor.

W.E. Shop Local Show

Lead: Invest WE

Status: **In place**

WindsorEssex Shop Local Show is the premier event for consumers to explore what Windsor-Essex has to offer. The free public event features 50 diverse, independent small businesses products and services such as food and drink, housewares, artisan and wellness products, and local services, as well as demonstrations, door prizes and networking opportunities.

W.E. Shop Local Show was hosted by the Small Business & Entrepreneurship Centre each October from 2015-2019 in celebration of Small Business Month in Canada. The show is currently on hiatus due to the pandemic.

TWEPI Shop YQG

Lead: TWEPI

Status: **In place**

Shop #YQG is a joint initiative between Tourism Windsor Essex Pelee Island (TWEPI) and Windsor Essex Regional Chamber of Commerce (WERCC) aimed at encouraging Windsor-Essex residents to support local restaurants, businesses, professional services and farmer's markets. It is a marketing and awareness campaign aiming to keep retail dollars in the community and drive economic growth. Interested businesses will receive a free branding toolkit that will incorporate the Shop #YQG logo. The accompanying website, www.shopyqg.ca, serves as a one-stop shop for residents to explore local shopping options by category and geographical district.

Capital Investment Map

Lead: City of Windsor

Status: **In place**

The 2020 Holiday Gift guide profiled over 175 local artisans, small businesses, and retail stores in an effort to support local businesses.

Leverage VR Cave for Public Meetings

Lead: Invest WE

Status: **In process**

Support could be provided by way of the VR cave to leverage the tool for public meetings, taking individuals through the site virtually. Funding secured for this type of work under new FedDev agreed starting April 2022.

Strategy Pillar: Future Economy

Facilitate Introductions with Potential Program Providers

Lead: Invest WE

Status: **In process**

Invest WE can facilitate a number of introductions with potential program providers. Introductions have already been made to Detroit Mobility Lab, Chief of Staff Windsor and a proposal from TechStars has been shared. Funding to purchase this service has been secured under new FedDev Agreement. Approx. \$500k total over two years (\$250k each year). In addition the Further to the \$1.5B Green and Inclusive Community Buildings (GICB) program could be leveraged to support the redevelopment of a physical space to house the accelerator and support the programming.

Project Arrow

Lead: Invest WE

Status: **In place**

Invest WE is the official simulation partner for Project Arrow. The Simulation team has worked on taking the initial design and bringing it to life in a virtual experience. As the project moved to the engineering phase, the VR CAVE simulation team partners with the Automotive Parts Manufacturers Association, Project Arrow team to assist with the Computer Aided Engineering work that is currently underway. This initiative is lead by APMA and is tasked with created the first fully Canadian built Zero Emission Vehicle (ZEV).

FDI-led Gen Studies (P3 Group)

Lead: Invest WE

Status: **In place**

Identified 62 companies in the Electric Vehicle supply chain and prioritized 15 of these companies for targeted outreach for FDI. This work will also inform on going lead generation and the targeted FDI strategy in the EV supply chain. In addition to the FDI

list of companies, InvestWE has worked with P# group to develop a regional e -mobility and hydrogen strategy focused on the next generation of the automotive industry, specifically focused on automobility type projects.

Talent Study for EV Value Chain

Lead: Invest WE

Status: **In process**

A report focused on required skills and in-demand occupations in the electric vehicle (EV) and battery production value chain for Windsor-Essex. In order for stakeholders in this sector to be successful and willing to locate operations in Windsor-Essex, they will need to ensure the region has access to the specific type(s) of required talent. How can we grow this talent locally and where is this talent already located around the globe? The overall goal is to identify the talent need and requirements throughout the EV value chain and what strategies could be deployed to transition the local economy from Canada's Automotive Capital to Canada's Automobility Capital. Project Steering Committee includes: City of Windsor, University of Windsor, St. Clair College, IWE

Smart Corridor Study and EV Value Chain

Lead: Invest WE

Status: **In place**

Innovation Science Economic Development Canada contracted Invest WE to lead and complete a Smart corridor Feasibility study. The study focused on developing options for a Cross-Border Smart Corridor to enhance trade opportunities between Canada and the United States and create efficiencies and opportunities for revenue generation both at the border and with the region. The report focused on identify potential partners, technologies, modes of transportation and locations for this technology to be deployed.

St. Clair College Cybersecurity Graduate Certificate

Lead: St. Clair College

Status: **In progress**

It is a 2- year graduate certificate, comprised of three micro-credentials: 1. cybersecurity, 2 automotive cybersecurity, 3. supply chain logistics. A student will need at least a 3-year Computer Science Diploma or work experience. There is a shortage of cybersecurity experts in Canada, especially in the automotive and supply chain.

This programming by St. Clair College would be the first of its kind in North America. To help support this initiative, Invest WE will continue to work with St. Clair College, including having a representative on the Program Advisory Committee.

Future Skills Centre

Lead: Invest WE

Status: **In process**

Invest WE is leading Workforce Windsor Essex, WEtech Alliance, St. Clair College and Local 444 to develop a proposal to the Future Skills Centre (a not-for-profit organization) that is looking to provide funding to projects that address "shockproofing the future". The objective of this call is to support all industries with challenges to mitigate, and also looks for new opportunities that can be further leveraged, accelerating skills training to help many navigate an evolving job market. The project submitted aims to develop an innovative re-training model for those laid-off during the COVID-19 pandemic, specifically those working in the automotive sector within the Windsor-Essex Region, the hardest hit region by pandemic-related restrictions. Through this project, a coalition of local partners plans to re-train those who worked in the automotive sector and use their transferable skills to re-employ them in the automobility sector, focusing on the local/global demand for automotive cybersecurity. Two areas of action: a tailored post-secondary program to support both jobseekers and local employers by developing cybersecurity auditors (including ISO Standard 21434) to help automotive companies be compliant as well as transitioning mechanically-inclined employees to cyber-operational positions; as well as programming to spur individuals to pursue cybreprenurship as an option.

Association Outreach

Lead: Invest WE

Status: **In place**

Canadian Association of Moldmakers, Automate Canada, Automotive Parts Manufacturers Association, Canadian Tooling & Machining Association, Trillium Manufacturing Network, Automotive Policy Research Centre, etc. could help publicize to their membership/contacts. Invest WE has deep partnerships already in place with each of these organizations and can facilitate using these relationships.

St. Clair College Innovation Hub

Lead: St. Clair College, Invest WE

Status: **In process**

Under the recently approved Fed Dev application, Invest WE will support the creation of an Innovation Hub at SCC. \$1.7m has been secured over three years to develop this initiative. The purpose of this proposed initiative is to develop a talent pipeline/workforce development in the areas of automobility, entrepreneurship and the associated advanced manufacturing technologies.

Goals and Objectives:

1. Establish an innovation hub to streamline the process to engage industry and college faculty and students
2. Align curriculum and develop entrepreneurship programs in emerging technologies, automobility and advanced manufacturing
3. Establish a centre focusing on emerging technologies in automobility and advanced manufacturing
4. Conduct commercialization projects with industry partners in automobility and advanced manufacturing

Digital twin of Windsor Detroit Tunnel

Lead: Invest WE

Status: **In place**

Invest WE has created the first digital Twin of an international border crossing in Canada. This project will use the virtual border environment to provide industry, government and researchers with a safe and scalable virtual environment to field-test the deployment of upcoming technologies in key locations without creating a disturbance to the flow of traffic. The first project developed is in partnership with TELUS to determine how a connectivity can be maintained for CAVs in the Tunnel.

Gordie Howe International Bridge Charge Park Feasibility Study

Lead: Invest WE

Status: **In place**

Invest WE has completed a feasibility study to develop a charge park at the base of the GHIB. In partnership with UW and the GHIB partners the study will identify type of charging infrastructure (Hydrogen, battery electric, fuel cell) and locations to manufacture energy.

Joint Support and Development, Schulich School of Medicine – Windsor Campus

Lead: Western University & University of Windsor,

Status: **In place**

Unique provincial example of sustainable medical education for secondary cities and mid-sized universities. Early, highly successful innovator in interactive virtual learning.

- 30% increase in number of physicians in the Windsor-Essex region from first graduating class (2008) to 2019.
- 77% graduate retention rate for family medicine graduates.
- First psychiatric stream graduates 2021: 100% retention rate.

Continue to Support We-SPARK Development

Lead: University of Windsor, St. Clair College, Hotel-Dieu Grace Health Care, Windsor Regional Hospital

Status: **In place**

Multi-organizational, cross-sectoral research network involving health practitioners, clinicians, and scholars pursuing research and knowledge mobilization on key health issues, expanding regional health research ecosystem and infrastructure, and student skill and leadership development opportunities and public health education.

Great Lakes Economy Conference

Lead: Invest WE

Status: **In place**

The Invest WE team is hosting a conference in partnership with City Age to focus on the Great lakes region and its potential dominance in the battery and EV manufacturing sectors.

The Great Lakes Economy is one of the world's major trans-boundary economic engines. It is home to more than 100 million people and a six-trillion-dollar economy. If it were a country, it would be the world's third largest economy. As the world's transportation, energy and infrastructure systems all embark on a massive electric transformation, the Great Lakes region can build on its hydroelectric, manufacturing and renewable energy assets to be the world's energy powerhouse. City Age proposes to run one or a series of events that profiles the leadership emerging from Windsor Essex and Detroit amid a major regional and national audience.

Speakers and Audience:

1. 300+ registration per event
2. Leaders from cities, provinces and states, and the federal government, universities, OEM's and major corporations, leaders in urban and energy technology solutions.
3. Participants to include representatives from across the Great Lakes region, with a focus on bi-national collaboration

Strategy Pillar: Talent

EV Skills and Talent Needs Assessment

Lead: Invest WE

Status: **In place**

A report focused on required skills and in-demand occupations in the electric vehicle (EV) and battery production value chain for Windsor-Essex. In order for stakeholders in this sector to be successful and willing to locate operations in Windsor-Essex, they will need to ensure the region has access to the specific type(s) of required talent. How can we grow this talent locally and where is this talent already located around the globe? The overall goal is to identify the talent need and requirements throughout the EV value chain and what strategies could be deployed to transition the local economy from Canada's Automotive Capital to Canada's Automobility Capital. Project Steering Committee includes: City of Windsor, University of Windsor, St. Clair College, InvestWE

Community Safety & Wellbeing Plan

Lead: City of Windsor

Status: **In place**

City staff from the Human and Health Services department are leading the development of a regional Community Safety and Well-being Plan for Windsor and Essex County. The Provincial government has mandated the development of such plans with the ultimate goal to achieve sustainable communities. This type of planning focusses efforts and investments towards the long-term benefits of social development.

The synergies with Windsor Works revolve primarily around talent attraction and retention. Communities that provide a sense of safety and belonging, and offer residents opportunities for employment, education, health care, food, housing, and social and cultural expression, will be far better positioned to attract economic investment and the skilled workforce to support those investments.

Health Service for Person Experiencing Homelessness

Lead: City of Windsor, Local Physicians

Status: **In process**

In partnership with City administration, local medical professionals have been exploring opportunities to provide coordinated healthcare services to persons experiencing homelessness and the precariously housed. As discussions proceed, those involved have looked to engage students in the Family Medicine and Psychiatric residency programs at the Windsor campus of the Schulich School of Medicine and Dentistry.

Residents are likely to remain in the community where they have trained and the historical partnership between the City and the Schulich School has been very effective to support the retention of these trainees in the community. 77% of Family Medicine residents who have graduated from the program have set up practice in this region.

This initiative further provides the opportunity attract and retain talent, as residents can build connections in the community upon which to establish their career.

Employment & Social Services Bid for Service System Manager (SSM) for Employment Ontario Services

Lead: City of Windsor

Status: **In process**

The City of Windsor is the designated Service System Manager (SSM) delivering income support (Ontario Works) and Employment Ontario programs in Windsor and Essex County on behalf of the Provincial government. In 2019, as part of their Employment Services Transformation initiative, the Province announced their intent to create a new service delivery model integrating social assistance employment services into Employment Ontario, and select service system managers through a competitive process.

In 2020, the Employment and Social Services department's Request for Qualification (RFQ) submission qualified for the second stage of the competitive process to become the SSM. As a qualified RFQ applicant, the City will be invited to participate in the Call for Proposal (CFP) process, expected in Spring/Summer 2022, which is another comprehensive step required to secure the SSM employment contract. If designated as the SSM, the department will be responsible for all Employment Ontario service funding in the Windsor-Chatham-Sarnia catchment area.

Application Assistance

Lead: City of Windsor

Status: **In place**

Invest WE can promote to Windsor automotive companies through existing contacts and assist with application process. Invest WE has a Business Ombudsman in place to support servicing businesses in this capacity and has been offering this support directly to businesses since 2013.

Work with Invest WE's Network of Companies

Lead: Invest WE

Status: **In place**

Working through Lead Gen and Place based marketers connections can be leverage from Invest WE's network of companies and through the data assets/systems already in place.

Industry Liaison Officer

Lead: Invest WE, University of Windsor, St. Clair College

Status: **In place**

Embedded within the University of Windsor, this position will work with academic, government and industry partners to develop training programs/modules/micro-credentials in V2X, simulation, and other associated technologies. This position will work directly with employers to support upskilling and re-training related to new in-demand skills identified by research, conduct inventory of future jobs and skills required to help build a pipeline for the future, and support recruitment campaigns. This position also will lead the Data Science and Mobility work related to the Automobility Ecosystem project. Funding has been secured through 2025 and starts in April 2022.

APPENDIX PART 2: INVESTING IN DATA – WHY AND HOW

The City of Windsor must take steps to improve its data position. There are equivalent cities who have made significant progress in leveraging city data to improve operations and deliver efficient services to residents (see ‘City Case Studies’). There is a good case for seeing investment in data capacity, skills and products as a necessary requirement for a twenty-first century municipality. This need becomes more acute in Windsor’s case because of the city’s ambitious economic development agenda, where major investments are planned, new activity is underway, and social and economic indicators need to be benchmarked and tracked. Windsor’s new LIFT strategy acknowledges that data is one of three key enablers (pp108-109 in Windsor Works reprot) because a strategy without data to underpin it is unlikely to yield results.

Cities that have a clear data strategy can use the data they gather to guide investment decisions, set policy priorities, and demonstrate to stakeholders and the public the progress that is being made. The purposes of investing in data are three-fold:

- **Understand your community better**, and use those insights to shape policy and make budget decisions that reflect those priorities, helping to determine what the city funds and how it runs;
- **Improve the efficiency of city services** and deliver more effective tools that meet the needs of residents and businesses, and at a lower cost to local taxpayers;
- **Innovation to support growth and diversification**, with data allowing new partnerships and innovative projects that attract talented people and new outside investment to address long-standing problems.

Where cities have traditionally neglected data it is because they fail to see data as an asset and the opportunity that it presents. Collecting, hosting and sharing data involves additional scrutiny, and requires proper governance, new software systems, ways of working and access protocols. And often cities do not see the utility of spending additional resources on generating data that then takes time and staff resource to collate, interpret and act upon, when staff are already at capacity delivering business as usual on systems they are already familiar with. The opportunity comes from seeing data as a way to enhance business as usual rather than a distraction from it. In this way data is a driver for behaviour change, not just an output.

Many city services already involve significant data collection and Windsor itself has a large amount of valuable data at its disposal. Some examples included but are not limited to the following:

1. **Financial Reporting:** Automated processes could be used to create an analytics dashboard to empower Finance and departmental managers through self-service access to information.
2. **Transit Self-Service:** The new transit system is a rich data environment. Information from this system is currently being manually compiled for ridership analytics to support various internal business needs in addition to being provided to client organization groups. The demand for this information is expected to continue to grow in the coming years.
3. **“311” Dashboard & Reporting:** Automated reporting with a self-service interface could be used to help provide information collected to a variety of users.

However, Windsor does not have a strategy for how to leverage the data it has, or to generate the data it needs, to improve performance or deliver better outcomes. Key city partners like Invest Windsor Essex, the University of Windsor, St. Clair College, etc. also have valuable data and present an opportunity for collaboration that will help facilitate data sharing, resource, and knowledge sharing, along with the added benefit of possibly building local talent to make smarter decisions and to innovate.

The first challenge is to create a data/information strategy that aligns with the City's goals and objectives. This will then lead to an audit of the data already available to determine its quality and useability, so it can be triaged into data that is necessary to collect as management information but with limited strategic value, all the way up to the data that is optional to collect, and does not flow from traditional city activity, but which is critical to driving strategic decisions. The following are areas where the City of Windsor currently has data obstacles:

- **Data deficits.** Windsor is dependent on national datasets that do not provide the granular detail that would make them especially valuable for city planning purposes. For example, Statistics Canada data is only available at municipal level, rather than ward. Furthermore, census data on population and Windsor's demographics is for the metro area which includes Tecumseh, Lakeshore, LaSalle, and Amherstburg. Crime data also has this limitation, making city comparisons more challenging. The City has an opportunity to expand its collection of data around citizen attitudes and business sentiment. By investing in survey programmes data can be gathered year over year that help produce statistically significant and representative metrics. Compared to some other cities, Windsor does not know enough about what its own citizens and businesses think because it has not made the investment in a survey programme to gather these views. This lack of insight means that Council decisions may become overly dependent on anecdotal feedback from individuals, local media

coverage and seasonal campaigns, along with individualised casework or constituent feedback that may not be truly representative of the views of the population at large. This is the most urgent gap that needs addressing if a suite of metrics is going to be developed to track progress.

- **Legacy systems.** In common with many public agencies and municipalities, Windsor operates a number of legacy software systems that were procured from different vendors over several decades and these systems are primarily designed to audit activity and to supply management data for resourcing purposes. They enable the city to understand its revenue and costs but they are not geared to producing actionable insights. For example, the city's database for permits is not fully geo-coded which means that permit activity over time cannot be easily mapped by location to show trends in where development is happening. Another system can only query results geographically to the level of council ward. There are also inefficiencies in running many legacy systems. The maintenance and in some cases replacement of these legacy system will be an ongoing challenge for the City. Adopting best practices and ensuring adequate funding to keep applications up to date will be an important consideration as part of the overall strategy to ensure meaningful metrics can be produced from these datasets.
- **Fragmentation.** As referenced above in regard to the City's legacy systems, the City does not have a defined governance model to manage the collection, storage, access, and use of its data. Each legacy system has applied its own set of rules and business practices around the data that does not necessarily integrate the information for building data insights. This creates a barrier to being able to fully merge datasets. It will be necessary to establish a data governance model and redesign business processes to overcome this barrier. In some cases, this may prove exceptionally challenging, especially given possible software limitations that could lead to the retirement of certain application or necessitate alternative solutions.

Overcoming these three obstacles will be necessary for Windsor to become a more intelligent customer but also one that can innovate effectively and pursue new initiatives in an efficient way. Modernising the data architecture for a city can come down to a traditional make or buy decision. The right approach is dependent on resources, internal staff skillsets, and the time imperative. In some areas where the city is seeking data which it does not already possess – for example, survey attitudes of businesses and residents – a buy decision means using a third party provider to yield new streams of valuable data quickly. However, the city must have the capacity to interpret and act upon this data in order to integrate the survey findings into how the city decides policy and budgeting, for instance, through establishing a data and insights team. At this time, the City has neither the capacity nor expert-level knowledge.

A top priority is to determine a set of metrics that can be collated based on data already available to the administration or to city-based partners, such as the University of Windsor, St Clair College, Workforce Windsor Essex, or Invest Windsor Essex. For example, to support diversification and the Future Economy pillar, Windsor is seeking to become a destination for the future automotive sector, centred on electric vehicles (EVs). Windsor Works should collate and publish data on the number of charging points installed and use rates and record this as a leading indicator of local EV adoption.

Each of these type of metrics should relate to the pillars of the strategy – Location, Infrastructure, Future Economy and Talent – and represent ‘quick wins’ where a baseline can be set and data tracked moving forwards. More complex metrics will take longer to develop and baselines may not be possible to set this year. Collecting relevant amounts of data can be challenging and require multi-year datasets before meaningful metrics can be created to analyze trends or provide predictive analysis. As an organization, the City is just beginning to take steps towards a more holistic approach to data analytics that is based on a corporate strategy. Building core competencies around collecting, analyzing, and presenting data will evolve over time and during the initial adoption, the outcomes will most likely result in internal savings surrounding effort and higher quality metrics to support decision making.

Over time, new metrics can be developed based on collating city records, gathering new data via surveys, or via data-sharing agreements from a wider set of community partners, and the Windsor business community. For example, to monitor if the city is leveraging their location to forge closer links with Detroit, staff for the Mayor and Councillors should begin to keep a basic record of visits/correspondence between Detroit and Windsor. Another example of data supporting the overall strategy, is to develop a metric to classify businesses and count the number employed in the local EV supply chain. The city could also work with Workforce WindsorEssex to understand if key adjacent sectors are growing, with a new metric to monitor the number and percentage of the Windsor workforce employed in the healthcare sector. Other metrics around talent and the skills pipeline, and graduate retention, are only possible to devise with the joint efforts of the city and the post-secondary institutions who are vital partners in the broader Windsor Works strategy.

Recommendations

1. Resource an internal team to own and drive the data agenda.

The City is recruiting for a new role of Commissioner for Economic Development and Innovation. This senior leader should drive the city’s data agenda to support innovation across the municipal environment. Beneath them, Windsor would benefit from creating a role for a Manager of Data Solutions. This role would provide a single point of

responsibility for the data needs and activities of the city's internal business units, and provide legal authority for the pursuit of new data initiatives with vendors and external partners to ensure full compliance with data protection and privacy requirements. A Data and Insights Division beneath them should be established to devise and own the city's data strategy (see Recommendation 2) and to liaise with all business units as the strategy is developed into concrete projects. This data team would also develop external products and manage relationships with software suppliers (see Recommendation 3).

2. Develop a data strategy.

The City of Windsor needs a bespoke data strategy that addresses the gaps identified and outlines the resourcing needed to deliver an improved data capability for the city in years 2-5 of the LIFT strategy. The strategy should empower city staff to explore the potential for data to improve city services and to make the tasks of administration easier. Whatever Council decides should be the key metrics of economic development to be measured and monitored, the city's data strategy will determine how that will happen, and how partners can contribute. In accordance with the key enablers for the strategy around senior municipal leadership and recruiting key external partners to the mission, this new suite of metrics should be developed in consultation with outside organisations. This exercise could encourage innovation but also signal that the city was taking the progress of the strategy seriously. A clear summary of the gaps and the reason why such data has value – 'Windsor needs this data because...' – will galvanise the community and other partners to help support the City's data mission.

The following principles should guide a future data strategy for the City of Windsor:

- **Community Focus.** The principal beneficiary of Windsor investing in a stronger data ecosystem will be local taxpayers and other city stakeholders like businesses, visitors, and investors. Gathering community input, and feedback, in a manner consistent with the approach to data analytics to create community-based insights must be a key consideration. Even if the short-term demands on a new data capability are internal – servicing the needs of different departments and producing new applications to streamline administrative tasks – the ultimate goal is to improve the experience of people in Windsor, and this requires a community focus.
- **Clear Governance.** The city needs to elevate the importance of data so that staff and internal stakeholders understand how integral it is to Windsor's economic development agenda. To do this successfully, the data agenda needs an internal champion at a senior level who can manage a dedicated team. This team also needs resource – including capital – to pursue data initiatives, fund product development and pilots, and to own the transformation. This team must also be responsible for the compliance issues around privacy and data protection

that will arise, especially in the context of sharing data with trusted third parties or handling data that such partners provide.

- **Actionable Insights.** A data strategy should decide resources based on what is necessary to enable the data architecture to yield actionable insights. The legal obligations around audit and financial reporting decide the basic minimum but a strategy should also aspire to leverage existing data reservoirs to reveal more actionable insights. Even a conventional budget process can be enhanced with survey data, for example, to produce actionable insights to shape resourcing decisions and give Council a clearer view on what expenditure is a priority for local taxpayers.
- **Tracking Performance.** The economic development priorities outlined in the Windsor Works strategy involve many distinct actions that the city, working with partners, will need to deliver. Any metrics agreed by Council for the delivery of these actions will need to be underpinned by data that relates to an agreed baseline (where Windsor starts from), annual or quarterly progress indicators (how it is going) and a defined outcome (the public objective). Some of these could form an online scorecard.

3. **Explore market offerings for third party data partners.** The city is unlikely to have the necessary skills internally to achieve all its goals on data. There will be areas where additional hires are preferred, and where the city can invest in outreach to promote the opportunities to local people. For example, the city should utilise local talent from the university and college to create a pipeline of new recruits to work on data initiatives. The city will also need to explore the range of established products on the market to evaluate which ones can support (a) external data gathering and (b) internal data transformation. In parallel with the development of a comprehensive data strategy, a new data and insights team should complete a needs assessment and commission external data partners against clear business objectives.

City Case Studies in Survey Data

All types of public and private sector organisations use surveys to better understand their customers or those impacted by their product or activities. Municipalities traditionally use surveys to consult residents and those impacted by their policies. Typically, these surveys are time-limited, specific to an issue or single proposal, and self-selecting. This means they are not comprehensive enough to show broad trends in opinion, and too narrow to be representative, and because they are conducted ad hoc, the data they yield cannot be tracked over time.

Traditional surveys involving phone polling or face-to-face interviews are expensive and take longer to commission and conduct, and this can limit their utility and make it harder to show the cost benefit of the investment. Online polling has now become a refined and effective methodology that is significantly cheaper than traditional survey techniques.

New technology like push polling to cellphones can reduce the cost of surveys even more, and still produce statistically robust samples that are broadly representative down to a very local geography. These typically deliver results even more quickly and are well suited to dip sampling to test local sentiment on live issues or topics of concern (see: Example Solutions - ZenCity).

Long term trends around public satisfaction, or demographics, or business activity, can be monitored only with systematic surveying on a regular basis using fixed questions to show how the population is changing or local attitudes are evolving. The City of Windsor, like many municipalities, has not undertaken such projects, but there are examples of cities where the regular use of surveys, either of residents or local businesses, has become established. These surveys plug gaps and/or augment the data produced by surveys commissioned nationally or via other government or statistical bodies.

Local projects need to be carefully designed and procured properly so the provider delivers value for money and the product has wide applicability, and there are multiple vendors with a track record in the Canadian market who could be considered. There is a separate commissioning debate about whether such surveys are commissioned in partnership with other local institutions (such as an economic development agency or university) with a shared interest in the output, or whether the results are shared routinely and/or published.

There is clear potential for producing valuable survey insights to inform the 'Windsor Works' strategy and for using the output to measure progress against the goals of the LIFT strategy. The cities highlighted here use regular surveys of different formats to gauge attitudes and we can provide further information where required.

Kansas City, Missouri

Kansas City (population of ~490 000) has become something of a gold standard for the use of regular surveys of residents and local businesses in municipal policy. Its Citizens Satisfaction Survey has run for nearly two decades, and has assumed an important strategic role in advising local government's long term strategy.

For example, in 2017 Kansas City voters approved an \$800 million infrastructure repair plan - the largest general obligation bond in the City's history. The bond provides for \$40 million a year over the next 20 years to be spent on revamping the city's streets, sidewalks, bridges, flood control and other upgrades. All three of the ballot questions that concerned the allocation of the \$800m general bond obligation were derived directly from wording used in the Citizen Satisfaction Survey, which revealed high levels of dissatisfaction with Kansas City's infrastructure.

Significantly, Kansas City government now also has a dedicated data team - DataKC (previously known as the Office of Performance Management) - whose role is to collect city data for the benefit of other local government department. DataKC ensures that the data collected from the survey is put to good use.

Resident survey

- Administered every year to a statistically significant random sample of residents and businesses (4048 respondents in 2020-21).
- Tracks metrics in key areas such as
 - Satisfaction with the city as a place to live
 - Quality of life in the city
 - Quality of education system
 - Resident priorities (eg. police services, snow removal on residential streets)
 - Satisfaction with city services (eg bus system, trash collection)

The regularity of the survey allows Kansas City government to monitor annual changes in citizen satisfaction. It has become one crucial metric by which to measure the success of municipal policy.

Business Survey

- Administered annually to a statistically significant random sample of businesses in the city
- Tracks crucial metrics such as
 - Size of business
 - Length of time in operation
 - Geographic distribution
 - Impact of COVID-19 by sector
 - Rating of Kansas City Missouri as a place to do business
 - Ratings of safety and physical appearance around business (the surveys have exposed drastic regional differences within the city)
 - Business priorities for city services

Scottsdale, Arizona

Scottsdale (population 250 000) has operated regular resident surveys in their current format since 2003. They utilise the National Community Survey developed by Polco,

which is used by towns across America, giving Scottsdale the opportunity to benchmark their results against those of other towns. The survey takes place every 2 years after municipal elections, and provides incoming city council with important data.

The survey tracks numerous key metrics such as:

- Quality of life
- Sense of community in the city
- Resident priorities
 - Economy
 - Safety
- Quality of health and wellness opportunities within the city

Manchester, U.K.

Greater Manchester held regular business surveys from 2012 through to 2017. These surveys targeted 1500 firms, and provide a key benchmark through which the city can track critical barriers to growth, as well as identify trends among successful businesses.

The survey tracks multiple metrics including

- % of businesses reporting increase/decrease in employment
- % of businesses reporting increases/decrease in turnover
- Top barriers to growth, e.g. “Access to Market” or “Access to Skills”
- Rise and fall of business costs, e.g. raw material prices, energy prices, staff costs
- % of businesses providing training to staff
- % of businesses engaged in international trade

Hamilton, Ontario

Hamilton (population 579,200) began a regular resident satisfaction survey - the Our Citizen Survey - in 2018. Renamed the Our City Survey in 2019, the survey will take place biennially.

The survey tracks the following metrics

- Quality of Hamilton as a place to live/work/play/learn
- Quality of Hamilton as a place to raise a child
- Change in quality of life within Hamilton within the past 2 years
- Quality of city services (e.g. Fire Dept., Parks, Drinking Water)

- % of respondents who think services should be paid for by taxes vs. % of respondents who think services should be paid for through user fees
- % of respondents who think the City engages residents in the decision-making process

Calgary, Alberta

Calgary runs two large-scale surveys: an annual year-long longitudinal Citizen Satisfaction survey (since 2011); and an annual Spring Pulse Survey (since 2017). Together, these surveys provide municipal government with the opportunity to listen directly to the input of citizens. The Citizen Satisfaction Survey tracks multiple metrics including:

- Quality of life in Calgary
- Local priorities (eg. infrastructure; crime, safety and policing; taxes).
- Future of Calgary
- Current economic situation of Calgary
- Issue agenda (eg. snow removal, road congestions, property taxes)
- % of respondents who want to increase taxes and expand services vs % of respondents who want to cut services to maintain or reduce current tax level

It is worth noting that, because the Citizen Satisfaction Survey is longitudinal, it can track citizens' perceptions over time to clearly report differences in perceptions of Calgary's services.

Coquitlam, British Columbia

Coquitlam has run an annual Citizen Satisfaction Survey since 2019, although 2020 was missed due to the Covid-19 pandemic. The results of the survey are used to inform future corporate planning processes, from budgeting to strategic planning.

The survey tracks numerous key metrics including:

- Quality of life in Coquitlam
- % of respondents who would prefer increasing taxes to cutting services
- % of respondents that believe they receive good value for their taxes
- Satisfaction with city service

Toronto, Ontario

Toronto has run the Toronto Employment Survey, an annual survey of businesses, since 1983. Data from the survey is used to monitor the city's economy and aid decision-making.

The survey tracks numerous key metrics including:

- Total number of jobs
- Number of full-time and part-time employment jobs
- Number of new businesses established by geographic region

Example Solutions

ZenCity is a civic engagement platform that attempts to connect local leadership with their residents. It is used by scores of cities, counties, state agencies and law enforcement. ZenCity collects comparative data from over 200 cities and counties, offering their clients insight into how they fare compared to other cities. ZenCity acquired Elucd in 2020 and integrated the push polling to smartphones that Elucd pioneered working for clients such as the NYPD in New York City. This survey technique allows the city to measure local sentiment on a rolling basis and to provide fast and granular results to city officials about how local people feel about issues. Their dashboard feature can also provide insight into what local people are talking about and the balance of opinion by analysing social media and distilling the output into activity reports. In addition to many US customers, the City of Ottawa now uses ZenCity's platform and they are also present in the UK (Durham) and many cities in Israel.

Polco is an online community engagement platform seeking to provide local governments with the information they need to make good policy. Hundreds of organisations, including Scottsdale, use Polco to assist their budgeting and decision-making. Polco has 25 years worth of Benchmark data with which to compare the results of one's own community survey.

Communication Planning for Windsor Works



Executive Summary.

Initial Challenge:

Rising to meet evolving challenges and emerging opportunities, Windsor Mayor Drew Dilkens and Windsor City Council commissioned economic policy firm Public First to develop a wide-ranging economic diversification plan for Windsor (Windsor Works) to guide the city towards long-term development and prosperity. Windsor Works is built on four pillars: location, infrastructure, future economy, and talent; otherwise known as the “LIFT Strategy”.

Upon receiving the Public First Windsor Works report in February 2021, Windsor City Council voted unanimously to adopt the Windsor Works plan.

Implementation Process:

As a next step, the Windsor City Council instructed Administration to develop an implementation plan for Windsor Works.

Throughout the course of the spring and into the summer 2021, members of Administration have considered the communications efforts that are required to support and celebrate this implementation.

Strategic Communications Plan for Windsor Works:

This plan reflects direction from the City of Windsor to deliver an integrated strategic communications strategy that engages key stakeholders and the public with the Windsor Works plan, positioning the City of Windsor on a provincial, national, and international stage, as a future home for students, working professionals, entrepreneurs and families.

By adopting the principles of the Windsor Works Report, the city has determined that the best way to ensure further investment and economic growth and development for the municipality will require that the City of Windsor be heavily involved in implementing and resourcing this initiative. This Windsor Works Communications Plan is designed to help do just that.

How It Works:

The Windsor Works Communications Plan reflects the four pillars of the “LIFT Strategy,” through a communications approach that uses LIFT by communicating it in three themes. These themes are LIVE, WORK, and GROW.

“Live, Work, Grow” takes the LIFT model, and refocuses it as a communication strategy to achieve Windsor Works Report objectives:

- Live (focuses on the quality of life in Windsor)
- Work (focuses on business and the benefits of working in Windsor)
- Grow (focuses on ways in which Windsor and those who live there can continue to improve)



This communications plan emphasises the series of efforts and initiatives outlined in the Windsor Works Report and leverages them into theme-based tactics. This tactical approach focusses on core themes that will showcase and draw investment and talent to the city. It will help position Windsor to be a successful and attractive place to live, work, and grow – where the people, businesses, and culture of the city are encouraged and thrive.

A Tactical Approach:

The Windsor Works Communications Plan outlines a strategic approach to connect the initiatives and recommendations contained within the Windsor Works Report; divided into individualized tactics in three phases.

The outcome and key performance indicators of these tactics are:

1. Advance a series of actions to increase the likelihood that Windsor will secure its position as the site of the future auto sector in Canada through municipal, provincial, national, and international campaigns, earned and paid media, social media, and increased government relations activity.
2. Build up expertise in software, tech, and cyber-security through engagement of external stakeholders, municipal, provincial, national, and international campaigns, earned and paid media, social media, and increased government relations activity.
3. Diversify the City of Windsor through the building of adjacent sectors by leaning into pre-existing strengths including education, borders, and healthcare, so they comprise more of Windsor's economy in the future. This will be actioned-out through engagement of external stakeholders, municipal, provincial, national, and international campaigns, earned and paid media, social media, and increased government relations activity.
4. Attract and retain more national and international talent through a joint accountability framework and partnership among educational institutions, the city, and the private sector, which will be cross promoted and amplified through attendance of trade shows, national and international campaigns, earned and paid media, social media, and increased government relations activity.

The opportunity to observe the impact and growth these tactics will have on Windsor's economic development will take time, however, the purpose of this strategic communications plan and tactical approach towards economic development will help the overall mission by positioning Windsor to leverage underlying strengths.

Branding Exercise:

“Live, Work, Grow” represents the three themes that organize the proposed tactics included in this communications plan. A comprehensive branding exercise is suggested to craft a public-facing message to market the Windsor Works plan to different audiences, including prospective investors, tourists and residents.

The implementation of these tactics will begin with a branding exercise. Integrating a strategic branding exercise into the communications efforts will ensure that the overall project has a cohesive, attractive, and creative approach to generate interest and engagement.

In order to begin phase one, a cohesive understanding of the brand will be required. The branding exercise will focus on:

1. Brand Core (Purpose, Vision, Values)
2. Brand Positioning (Audience, Market, Goals)
3. Brand Persona (Personality, Voice, Tagline)

Key Conditions & Considerations:

The following conditions must be addressed to ensure appropriate execution of the plan:

1. Proper resources and expertise need to be in place prior to the execution of a phased-in approach to fulfilling numerous tactical initiatives from a provincial, national, and international perspective.
2. This communications plan should be executed in tandem with community stakeholder partners, to ensure there is no overlap of work or tactics, and harmoniously join forces when/if an initiative applies.
3. Many tactics and initiatives involve relationship and stakeholder engagement in order to succeed, and these tactics will only be able to move forward when these relationships have been established. As such, proper time to build out these relationships and form these bonds needs to be taken into consideration, ahead of the tactical execution.



Section 1:

What We Need to

Communicate



Objective

Through discussions with City Administration, review of the Windsor Works Report, and additional research, we have identified a plan for the successful implementation of Windsor Works.

The objective of Windsor Works is to:

- Attract investment.
- Generate positive exposure and raise awareness of Windsor's strengths, opportunities, community spirit, and civic pride to a provincial, national and international audience.
- Share Windsor's strengths and opportunities as an attractive city for workers and families, provincially, nationally and internationally.
- Champion Windsor Works' on-going implementation successes to key internal and external audiences.
- Ensure the City of Windsor and the administration behind it are the strongest advocate(s) for Windsor Works. Allotting the proper resources for this plan will not only push it forward but will be the reason it succeeds.

Audiences: The People and Organizations that Can Help Windsor Works

External audiences are potential partners and champions who will require the proper tools and resources to enable them to participate.

Internal audiences share a common goal in the execution of the Windsor Works Report.

External audiences

Municipal government stakeholders

Municipal elected officials and their staff members can be vital advocates for Windsor Works. Frequent communication, issue-specific briefings, and tailored communications materials should be prioritized to mobilize their engagement. See appendix for list of internal and external civic bodies to engage.

Media (print, broadcast, radio)

Windsor has the fourth-largest media market in Canada (following Toronto, Vancouver, and Montreal) and, as a border city, is uniquely positioned adjacent to the larger American media market. Given its proximity to the border, with television signals from nearby U.S. cities reaching Windsor, the Canadian Radio-television and Telecommunications Commission (CRTC) has exempt Windsor's media market from many of its Canadian content requirements. Windsor has also been exempted from the CRTC's concentration of media ownership rules, resulting in a consolidated media market. Recognizing the unique challenges posed by the region's media market, it is imperative to build strong relationships with local print, broadcast, and radio newsrooms that understand Windsor Works and can champion its mission.

Post-secondary institutions

As highlighted in the Windsor Works report, post-secondary institutions are key anchor institutions and must be integral players and co-architects of the city's decisions and actions. Ongoing communication and specialty key messaging will be necessary to engage post-secondary stakeholders. This includes but is not limited to students, faculty, and staff at the University of Windsor and St. Clair College.

Employers/Business Improvement Areas (BIAs)

The Windsor Works report also highlighted relationships with employers. This was a key recommendation that emerged during the interview process. Active stakeholder engagement with major employers and Windsor-based leaders in the green economy, EV innovation and manufacturing will help reach large audiences.

As large talent recruiters in the region, it will be important to develop customizable key messages and communications materials for employers to share with prospective employees. Additionally, business improvement areas will be significant audiences. As the city continues its post-pandemic reopening strategy the BIAs can integrate Windsor Works materials into external and member communications.

Community groups/civic initiatives

Recognizing the pre-existing analysis and strategies of other bodies within Windsor-Essex which contributed to the Windsor Works report, it is important to prioritize community groups and civic initiatives in the communications plan.

This includes, but is not limited to:

- Civic Action Groups
- Professional Associations
- Recreational Groups
- Cultural Community Groups
- Groups Representing Diverse Backgrounds of the Windsor Community
- Labour Groups

Provincial and federal government stakeholders

Frequent government relations and communications activities directed to provincial and federal officials and their staff members will be imperative to raise awareness of Windsor Works. This outreach will help Windsor take advantage of partnerships with other levels of government that will prove to be beneficial to the city. With the support of these stakeholders, Windsor will have the opportunity to achieve some of its larger objectives, like the adaptation to the electric and autonomous automotive industry.

U.S. government stakeholders

Given the proximity to Detroit, and the U.S. border, developing communications for government officials and staff members in Detroit (and surrounding U.S. cities), the state of Michigan, and the federal government will be prioritized. Windsor has a unique opportunity to strengthen ties with its U.S. counterparts, while advancing its Windsor Works objectives.

Groups located in the Detroit/Michigan Region

Detroit, and Michigan more broadly, have been identified as a unique resource to leverage growth and opportunity as an ally and partner. This relationship can and should go beyond government stakeholders and target groups that will be a substantial resource for championing Windsor Works, including, but not limited to:

- Business Groups
- Academia
- Cultural Associations
- Professional Associations
- Labour Groups

Internal audiences

City of Windsor's Employees

With more than two thousand employees, the City of Windsor has many internal audiences to engage. Employees should receive frequent updates and be provided ample opportunity to share feedback. As champions of the City of Windsor, they will be the initiative's greatest advocates. Employees must understand Windsor Works and be equipped to amplify its mission.

City of Windsor's Administration

Senior Staff will be responsible for the implementation of the Windsor Works Report and its communication. Like other city employees, they will also serve as champions and ambassadors of the initiative.



Key Messaging

- Windsor Works is an ambitious project launched by the Mayor, City Council, and Administration of the City of Windsor in February 2021. It aims to meet evolving challenges and emerging opportunities.
- The City of Windsor will deliver an integrated strategic communications plan that engages key stakeholders and the public with the Windsor Works Report and positions the City of Windsor on a local, national, and international stage, as a future home for students, entrepreneurs, and families.
- Communication of the Windsor Works Report will involve a tactical approach that focuses on core themes. These themes will showcase and draw investment, talent, and culture to the city, both nationally and internationally. The communication effort will help position Windsor as a successful and attractive place to live, work, and grow – where the people, businesses, and culture of the city are encouraged and thrive.
- When cities align themselves as attractive places for highly talented or creative people to move, they create new businesses and jobs for the rest of the local economy.
- The execution of Windsor Works focuses on a Live, Work, Grow model. This model provides us with a clear focus to implement the strategy needed to effectively communicate our goals and objectives by focusing on:
 - o Live: The quality of life in Windsor.
 - o Work: The business and the benefits of working in Windsor.
 - o Grow: The ways in which Windsor and those who live here can continue to improve this city.
- The success of Windsor Works depends on the long-term engagement of residents, potential residents, visitors, and new businesses; provincially, nationally, and internationally.
- This ambitious project will make Windsor a 21st century city that thrives – making it not only an example for others but helping to lead and provide benefits to the rest of the country and the world.
- As part of Windsor Works, numerous initiatives are underway to ensure its success.

Section 2: **How Will We** **Communicate**



CITY HALL
CITY HALL SQUARE

Strategy

The Communication Plan outlines a series of recommended initiatives, correlated to the elements of the Windsor Works Plan. Each initiative contains recommended tactics designed to further the communication objectives related to the Windsor Works Report.

The initiatives and tactics have been re-arranged for communication purposes from the original themes in the report.

Some elements of the report were purely operational. Only those items from the Report that would involve communication requirements have been addressed.

Tactical Approach

The tactical approach encompasses three phases:

1. Phase 1 is anticipated to begin immediately (likely in October 2021) and proceed for the first six months.
2. Planning for Phase 2 is anticipated to begin immediately, with implementation to require six months, immediately following Phase 1 (likely April to September 2022).
3. Phase 3 currently contemplates the continuation of certain tactics from Phases 1 and 2. Some of the tactics would continue indefinitely, others would be discontinued after a determined period, based on a review and revision conducted following Phase 2.

Conditions on the timeline include:

- Presumes one vendor will be contracted for all three phases;
- Routine review and assessment of initiatives result in value-add results;
- Phase 3 is the ongoing routine communication.

Categories

The tactics have been created to cover three primary categories and are colour coded:

1. **Live (focus on the quality of life in Windsor)**
2. **Work (focus on business and the benefits of working in Windsor)**
3. **Grow (focus on ways in which Windsor and those who live there can continue to improve)**



Tactics – Phase 1 Launch

Overview

The purpose of Phase 1 of the Windsor Works Communication Plan is to begin the process of engagement with audiences – both internal and external – that should be engaged and informed regarding elements of Windsor Works.

As has been noted, some elements of Windsor Works are operational in nature and will not require a communication effort. The Communication Plan naturally focusses on those elements that require communication as part of delivering Windsor Works.

Phase 1 of the Communication Plan will focus on tactics to communicate those elements of the Windsor Works Report that are already underway, that can begin immediately, or for which planning should start immediately, all with a clear focus on achieving early success in attracting investment and talent.

Phase 1 tactics include (detailed further below):

1. Social Media Ads – Lifestyle
2. Print Ads – Lifestyle
3. Cross Border Calendar (Phases 1 – 3)
4. Two-city social media cross promotion (1 – 3)
5. Job marketing to students and young professionals (1 – 3)
6. Opinion editorial – eco/dev
7. Media profiles – two-city eco-dev (1 – 3)
8. Bridge promotion – eco/dev (1 – 3)
9. Auto Sector GR Advocacy – Local Elected Partners (1 – 2)



Tactics – Phase 2 Build

Overview

The purpose of Phase 2 of the Windsor Works Communication Plan is to build upon the early successes of the communication effort, revise approach as necessary, and develop deeper engagement and information for audiences – both internal and external – regarding elements of Windsor Works.

Some of the tactics in Phase 2 are continued following commencement or development in Phase 1, while others begin fresh in this Phase.

The new tactics in Phase 2 are:

1. Job Fairs – Michigan and USA
2. Cross Border Cultural Working Group (Phases 2 – 3)
3. 3x3 / Two-city bi-monthly cultural events (2 – 3)
4. Two-city business cross promotion (2 – 3)
5. International advertising and earned media (talent, business)
6. Local Auto Sector partners – video and social (2 – 3)
7. Local Auto Sector – Op-ed
8. Earned media
9. Auto Sector Government Relations advocacy (2 – 3)
10. Tik Tok Youth Campaign (2 – 3)
11. International media strategy (2 – 3)
12. Educational website links re Windsor-Detroit (2 – 3)
13. Two-city trade events (2 – 3)
14. National post-secondary partnership – manufacturing (2 – 3)
15. Post-secondary media – manufacturing (2 – 3)
16. National post-secondary partnership – tech (2 – 3)
17. Post-secondary media – tech (2 – 3)

Tactics Continued from Phase 1

TACTIC

Cross border calendar

Two-city social media cross promotion

Job marketing to students and young professionals

Media profiles

Hospital promotion – eco/dev

Bridge promotion – eco/dev

Auto sector Government Relations advocacy



Tactics – Phase 3 Sustain

The primary purpose of Phase 3 of the Windsor Works Communication Plan is to sustain the communication effort started in Phases 1 & 2.

Depending on the analysis during review and revision of Phases 1 and 2, additional tactics may be required.

Tactics Continued from Phase 1 & 2

TACTIC
Cross Border Cultural Working Group
3x3 / Two-city bi-monthly cultural events
Two-city business cross promotion
Local Auto Sector partners – video and social
Auto Sector Government Relations advocacy
Tik Tok Youth Campaign
International media strategy
Educational website links re Windsor-Detroit
Two-city trade events
National post-secondary partnership – manufacturing
Post-secondary media – manufacturing
National post-secondary partnership – tech
Post-secondary media – tech (2 – 3)



Conclusion:

This plan effectively details and provides direction on how to deliver an integrated communications strategy that engages key stakeholders and the public with the Windsor Works plan.

We are excited to present this to Windsor City Council.

We believe this will position the City of Windsor on a local, national, and international stage, as a future home for students, working professionals, entrepreneurs and families.