



Windsor Works

AN ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY'S FUTURE GROWTH

Who we are and where we started

Public First

Public First is a public policy consultancy with clients in the UK, Canada and the United States. We specialise in economic analysis, policy design and evaluation, and public attitudes research.

Our team on Windsor includes:

- Former advisor to the UK Prime Minister on 'industrial strategy' (sectoral and regional growth)
- Former advisor to the UK Prime Minister on cybersecurity, immigration and home affairs
- Data analytical team
- Qualitative and Quantitative research experts

What we did

Evidence

What works (and doesn't) in comparable cities

Windsor's Position

Take advantage of Windsor's Geography

Actions

10 year Action Plan



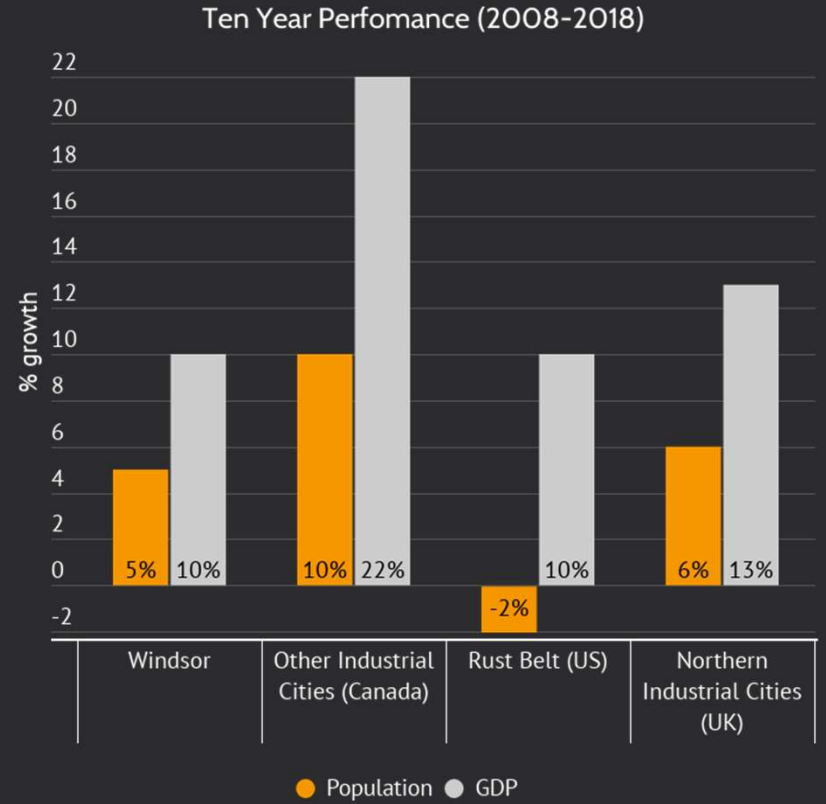
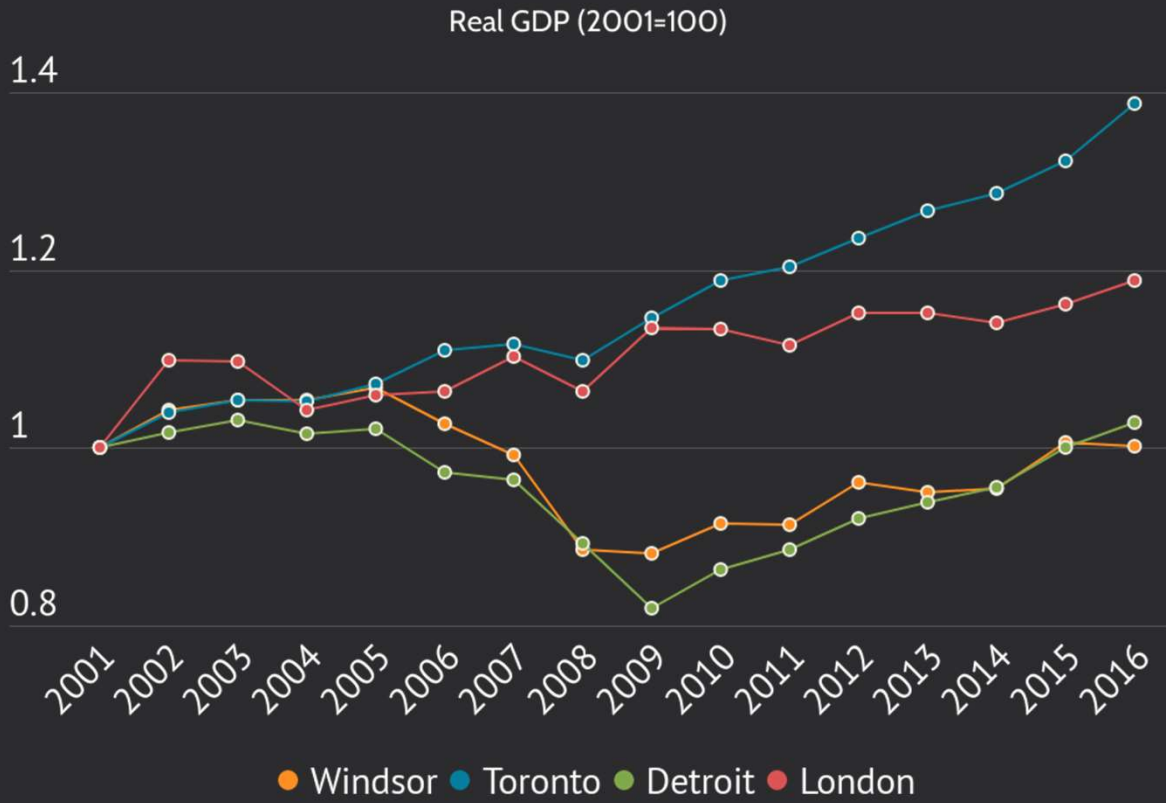
Our Approach



Data

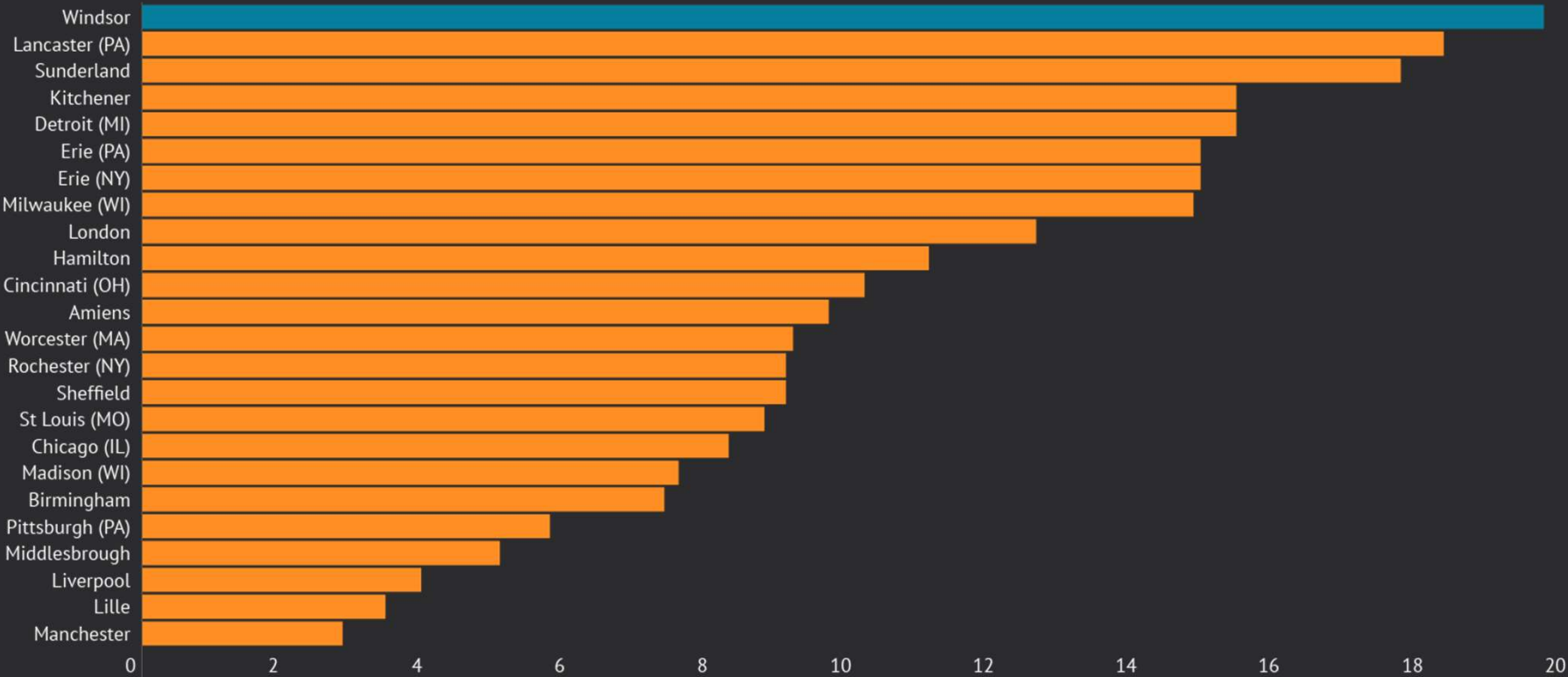


Windsor is already Windsor-Detroit



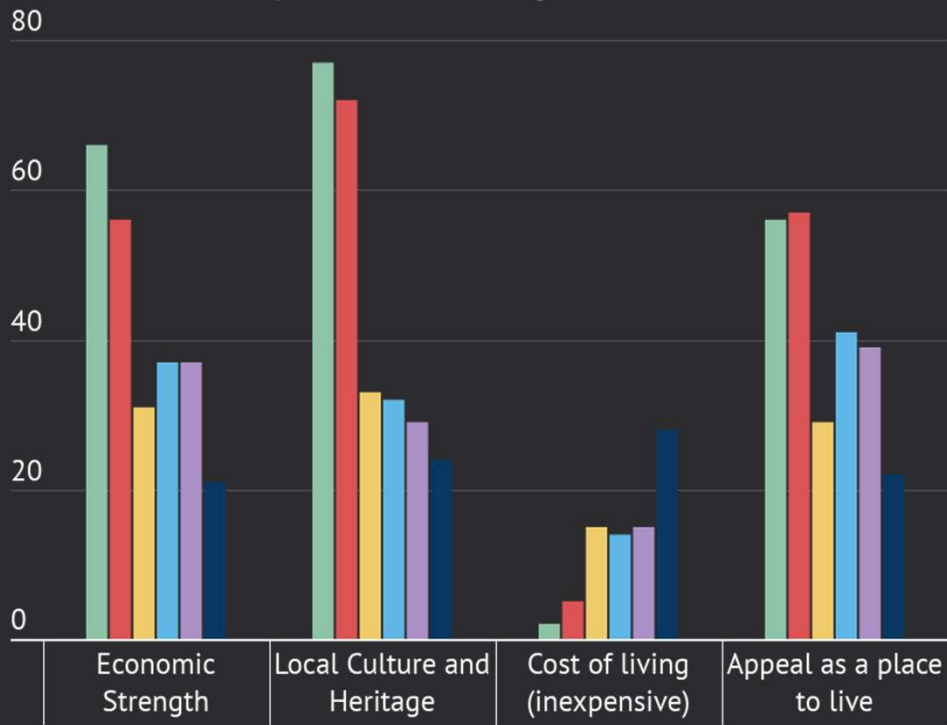
Windsor is unusually undiversified

Manufacturing share of employment (%)



Survey: People think Windsor is affordable but don't know about its cultural amenities

Perceptions of Local Advantages of Six Cities



For each of the following cities, what is your impression of the cost of living? (% saying expensive)



Toronto **Ottawa** **Hamilton** **London** **Kitchener** **Windsor**



In depth review of
other cities and
academic evidence





What we found...

We identified four key factors for growth and prosperity of cities



Scale



People & Culture



Competitiveness



Sectors & Clusters

Interviews



Be attractive to business and talent

“
Why would an entrepreneur/small business owner want to relocate when half the store fronts are empty and where the rent is too high and there is not enough bustling activity of people commuting to and from this place.”

“
We don't do enough to cultivate white collar positions in this town.”

Tell Windsor's story

“
You can live in downtown Windsor and go to anything Detroit has to offer and not even in your own car. We do a poor job at selling that lifestyle.”

“
We need more good new stories. Windsor proper has a reputation as a blue collar and labour focused town, but there's a lot of start-ups and innovation. The lifestyle on offer is really good compared to the rest of Canada, but we're not telling that story enough, and people aren't willing to stay here.”

Manufacturing...

“

I'd like to see investment dollars focused to transition and evolve this sector into the next generation manufacturing in Canada. We're so well positioned to be the focal point of that.
_____”

“The border us a huge part of the Windsor fabric, it defines us... Looking at innovations that ensure that people and goods can move seamlessly across the border will be crucial.
_____”

...and tech

“

They need to start listening to [business] and cutting red tape.
_____”

“

I don't think we're going to get an Amazon situation, but I think we can do tech start-ups and play on some of Detroit's tech start-ups.
_____”



Partnerships are key

The LIFT strategy



Some of Public First's Recommendations



Location

Take advantage of Windsor's position and work more closely with Detroit and Michigan

- Make Windsor a better place for Michigan businesses to operate by offering relocation packages and support
- Establish more structural links between Windsor and Detroit, including through the College and University, by creating a skills and R&D Arc between the two cities.
- Attract businesses into Windsor-Detroit through economic partnerships and joint investment attraction bids
- Use Windsor's and Detroit's rich histories to create targeted cultural events

Infrastructure

Invest in downtown districts, improve mobility and pursue development that allow Windsor to seize forthcoming opportunities

- Build a better more diverse housing stock that appeals to young families, with a housing target for downtown that helps revitalisation
- To attract the best people, Windsor must have enough events and amenities to be desirable. Enhance the appeal and economic potential of Windsor's riverfront by completing the full set of river Beacons as tourism drivers and encourage economic activity through local markets and other cultural activates.
- Improve transport links across the city and demonstrate Windsor's readiness to be a site where low-emission vehicles are used and made.





Future Economy

Build on Windsor's manufacturing strength and become a hub for new innovation and the auto sector of the future

- Establish Canada's first ramp up factory for electric and autonomous vehicles and work with the Province to prioritise the area for battery production by 2025
- Build expertise in software and cyber security for autonomous vehicles
- Advocate for stronger government leadership around electric, hybrid, hydrogen and autonomous vehicles and work with the national labor movements to support the transition into EV manufacturing

Talent

Train, retrain, and attract the best talent from across Canada and the world

- Create local “Talent Steering Committee” with representation from City Hall, academic institutions and the business community
- Support a new incubator and space for tech, linked to the University and training opportunities;
- Attract highly skilled workers, for instance by subsidising visa fees for immigrants serving Windsor/Michigan businesses, advertise Windsor more directly in Detroit, support spin out businesses and graduates from a new R+D arc, while targeting overseas talent.





THANK YOU