AGENDA
of the
DOWNTOWN WINDSOR PLANNING STUDY STEERING COMMITTEE
Monday March 21, 2016
Immediately following the Planning, Heritage and Economic Development Standing Committee Meeting
Council Chambers, 3rd floor, City Hall

1. CALL TO ORDER

2. DECLARATIONS OF CONFLICT

3. NOMINATION OF STEERING COMMITTEE CHAIR

4. BUSINESS ITEMS

4.1 Update on Public and Stakeholder Consultation
The report from Planning and Building Services dated December 17, 2015 entitled “Update on Public and Stakeholder Consultation” is attached.

4.2 Downtown Windsor Planning Study Update
The report from Planning and Building Services dated March 4, 2016 entitled “Downtown Windsor Planning Study Update” is attached.

5. ADJOURNMENT
To: Downtown Windsor Planning Study Steering Committee

Subject: Update on Public and Stakeholder Consultation

1. **RECOMMENDATION:**

City Wide: _____ Ward(s): 3, 4

I. That the Downtown Windsor Planning Study Steering Committee RECEIVE the report titled Update on Public and Stakeholder Consultation.

**EXECUTIVE SUMMARY:**

N/A

2. **BACKGROUND:**

On March 2, 2015, Council directed the Planning Division to initiate a Downtown Windsor Planning Study (the ‘Study’). The purpose of the Study is to update the vision for downtown Windsor and ensure development standards are current to guide future growth and development towards this vision. Council approved a Terms of Reference (see Appendix A) for the Study, which details the Scope of Work that includes:

- updating the vision for downtown;
- undertaking a SWOT (strengths, weaknesses, opportunity, threats) analysis;
- reviewing the current Official Plan policies and land use schedule, and the Zoning By-law provisions for downtown;
- determining where there is a need for a Community Improvement Plan and possible targeted incentive programs and urban design guidelines; and,
- reviewing the public realm and municipal involvement/investment downtown.
In addition, the Terms of Reference outlines extensive public and stakeholder consultation throughout the Study to ensure the final Plan reflects the values of the public and stakeholders.

The Study will result in a Plan for downtown Windsor that will make recommendations for how to implement a framework for revitalization and ongoing investment. Recommendations from the Plan will include proposals for Community Improvement Plans (including incentive programs and design guidelines), Official Plan Amendments and Zoning By-law Amendments. Planning staff have been working through the Scope of Work items and additionally have carried out various public and stakeholder consultations. Next steps for the study include further public and stakeholder consultations, continuing with the items outlined in the Scope of Work, and presenting a draft Plan to the Steering Committee at the end of summer 2016.

The purpose of this report is to update the Steering Committee on the outcome of the public and stakeholder consultation that has taken place to date. The consultations so far in the process have been focused on obtaining comments from the public to determine their impressions of downtown Windsor and what their vision is for downtown Windsor. At this point in the consultation we did not present any findings from the Study or possible recommendations for the public or stakeholders to react to, however, the next consultations will involve presenting draft material for the public and stakeholders to react to.

Staff feel it is important to update the Steering Committee on the outcome of the public and stakeholder consultation at this time because the comments received so far will shape the direction the Plan will take. This report will provide an insight into the overall direction the Downtown Windsor Planning Study is headed.

3. **DISCUSSION:**

At this point in the Study, staff are interested with the public opinion on the vision for downtown Windsor. The vision is an important piece because it will direct the rest of the Study. The last comprehensive study that was undertaken in downtown Windsor was the *Windsor City Centre Revitalization and Design Study* (October 1994) (the ‘City Centre Vision Plan’). This document contained the following vision:

> The City Centre is an environment acknowledged by the people of Windsor as a vibrant, attractive, comfortable, and safe heart of the community and characterized by visitors as an enjoyable and memorable destination. Its special position as an urban environment is nurtured and it is appreciated for the diverse array of urban experiences it offers.

**Public Consultation**

**Public Visioning Session:**

A Public Visioning Session was held on October 28th, 2015 at the Windsor Family Aquatic Complex. The purpose of the session was to inform the public about the goals of the Study, engage the public in the Study and obtain feedback on a vision for downtown Windsor. Planning Division staff led the public through a survey and a mapping exercise. The survey allowed the public to offer comments on the vision from the City Centre Vision Plan and offer other comments on their perception of downtown Windsor. The mapping exercise allowed the public to depict their downtown experiences graphically. Appendix B contains the display boards from the Public Visioning Session and Appendix C contains a copy of the survey and mapping exercise. The survey was also available to complete online for anyone who missed the Public
Visioning Session. Approximately 40 people attended the Public Visioning Session. Overall 49 surveys were completed (this includes the paper copies completed at the Public Visioning Session and surveys completed online) and 12 maps were submitted at the Public Visioning Session.

Survey Responses:

Appendix 'D' contains a summary of the quantitative data collected through the survey. Many of the questions asked the respondents to provide qualitative responses so they could express their vision for downtown, so this report will provide a summary of those opinions and views.

When asked if the City Centre Vision Plan vision captures what they envision for downtown in 20 years 73% of the respondents said 'yes'. Although the respondents mainly agreed with the statement, they still had additional comments and offered their take on the vision for downtown. The following themes were mentioned in the comments put forth by survey respondents:

- Need services to support residents of downtown (hospitals, quality supermarkets, variety of activities);
- Increased activity at all times of day and night for all ages;
- Increased variety of family friendly activities;
- Healthy economy downtown that will include a variety of businesses, including independent retailers;
- Increased walkability, limited vehicle traffic, more pedestrian streets, and increased transit options;
- Intensification of a mix of uses that would lessen our environmental footprint;
- More parks and green space;
- Historic preservation;
- Cultural, economic and institutional hub;
- Places for people to gather – whether just under the shade of a tree or a few benches;
- General maintenance and upkeep such as cleanliness of parking garages, snow removal on sidewalks and streets, garbage pickup and recycling bins;
- Better connection to riverfront; and,
- More patios.

Additionally, the following comments were submitted on how the vision statement should read:

- The vision statement should highlight the unique identity and history of downtown and should be Windsor specific;
- The vision statement should reflect how Windsor is diverse and multi-cultural;
- The vision statement should highlight the importance that downtown gives residents and visitors an impression of the entire city;
- The vision statement should recognize the cross-border connection and that Windsor is a gateway to Canada; and,
- The vision statement should be realistic.

The survey asked the public their impressions of downtown, what they like about downtown, what projects they would like to see and what would attract them to move downtown. Overall the perception of downtown Windsor could have been more positive with many of the comments focusing on some of the challenges facing downtown such as rundown/empty storefronts, perceived crime or danger, too many bars, and downtown not being family friendly. Also,
respondents mentioned elements they liked about downtown, which included the riverfront, the diversity of bars/restaurants/cafes, the farmers market, walkability, the post secondary institutions, historic buildings, entertainment options and the potential that downtown holds.

Mapping Exercise Responses:

By allowing participants to spatially draw out further comments some unique ideas and comments were submitted compared to the comments collected through the traditional survey. The following is an overview of the comments from the mapping exercise.

Current patterns/positive elements identified:

- Downtown currently hosts a hub of important cultural institutions and grass roots culture/arts scene;
- The retail opportunities on Pelissier Street and Ouellette Avenue are important to creating a walkable area with a variety of shopping to appeal to residents and visitors;
- Respondents come downtown to visit the casino, go to work, dine, visit the symphony, and swim at the aquatic centre;
- Proximity to downtown Detroit is an asset and opportunity;
- Library on Ouellette Avenue is an asset;
- Ouellette Avenue was identified as a major walking route for many participants;
- Walking and biking downtown can be difficult with young children;
- Heritage buildings are an asset;
- The new bakery downtown is a positive addition; and,
- Farmers market is an asset downtown.

Ideas:

- Increase the use of the riverfront for active recreation (i.e. – soccer, tennis, etc.) and programming (i.e. – festivals/beer gardens that allow local business to showcase food and drink). Festival plaza is inaccessible and could be put to more use;
- The Civic Esplanade has the potential to connect people with the riverfront and the area on the riverfront could be used as a gathering space by build a feature where Civic Esplanade connects to riverfront;
- The former railway cut that runs north/south just west of Caron Avenue could be used as a walking/bike path to connect downtown to the rest of City and the riverfront;
- Build residential density around aquatic centre;
- Need better connections to riverfront;
- Would like to see deli, grocery store, and pub;
- More street closures for pedestrian use only;
- More civic engagement needed on decisions made regarding parks;
- Greening of new City Hall;
- Use public spaces all year round;
- Focus density on core of downtown (mainly between riverfront and Wyandotte Street);
- Pedestrian ferry to downtown Detroit;
- Former Windsor Arena should be put to use;
- Improve pedestrian experiences along Ouellette Avenue by implementing green buffer between vehicles and pedestrians, provide overhead cover with awnings off storefronts;
- Use incentives to attract developers to build new residential intensification and bring business downtown;
- New hospital should be downtown;
- Opportunity to clean up existing residential downtown and storefronts along Ouellette Avenue;
- Need more community gardens for all the apartment dwellers; and,
- Promote cultural and ethnic diversity.

**Jane’s Walk:**

The Planning Division led a “Jane’s Walk” in downtown Windsor to promote the study. Jane’s Walks are a global movement to pay tribute to urbanist Jane Jacobs who promoted mixed use walkable neighbourhoods. Planning staff put together a walk to promote what downtown has to offer, how the downtown was shaped by the City Centre Vision Plan and discuss how the Downtown Windsor Planning Study can play a role in the downtown. The walk received media attention with staff appearing on CBC news and an article in the Windsor Star. Approximately 20 people attended the walking tour.

**Windsor 180 Summit:**

Planning was asked to participate in the Windsor 180 Summit on June 19, 2015, which was targeted towards the 18-34 age group for the purpose of youth retention in tech, talent and community. Planning staff led a breakout session and were “experts” at round table discussions. Planning staff had the opportunity to ask the roundtable participants one question to discuss in a 10 minute period. The participants were asked to compare the advantages and disadvantages of locating a business downtown. The participants were very positive about downtown Windsor and pointed out the advantages first by noting the mix of customer base, variety of other supporting business, and the proximity of the American market across the border. The disadvantages were related to the lack of support for downtown to thrive as a unique neighbourhood.

**Stakeholder Consultation**

On November 30, 2015 the Planning Division hosted a meeting with various downtown stakeholders. The stakeholders invited were from downtown specific organizations representing the residential community, business community and major institutions. Representatives from the following groups attended:

- University of Windsor (downtown campus specific representatives);
- St. Clair College (downtown campus specific representatives);
- Downtown Windsor Business Improvement Association;
- Downtown Windsor Community Collaborative;
- Downtown Windsor Residents Association; and,
- The Initiative: Glengarry to Marentette.

The group was asked to discuss a vision for downtown Windsor and undertake a SWOT analysis for downtown Windsor. The major themes that came from the session are:

- Downtown should be a series of vibrant, healthy neighbourhoods;
- Downtown is a social and cultural hub;
- Downtown should provide a student experience outside the institutional walls;
• Existing parks, riverfront park, public and open spaces are strengths (i.e. - Charles Clark Square, downtown market is successful, patios, etc.);
• The reputation (for example, higher unemployment, too many cars, strip clubs) of the city to outside visitors and even residents may distract people from visiting downtown;
• The riverfront park is disconnected from the downtown. Better pedestrian connections should be made;
• Underutilized and/or vacant properties are not being used to their full potential;
• Need to determine why businesses are locating in other areas of the city instead of downtown and make it easier for business owners to locate downtown; and,
• More public consultation is needed to really engage the residents, workers, students, and visitors of downtown.

In addition to the items mentioned above, it was evident that there are other ‘small things’ that matter downtown. There were many items brought up that contribute to the entire downtown experience for residents and visitors, for example, the cleanliness of parking garages, wayfinding signage, location of garbage bins, etc. Staff have discussed the idea that the final downtown Plan should include a strategy to tackle the ‘small things’ to contribute to improving the overall downtown experience.

4. **RISK ANALYSIS:**

Public and stakeholder engagement and support are important to ensure the success of the final Plan. The consultation that is outlined in this report was an important step to mitigate the risk of public or stakeholder resistance in future steps of the Downtown Windsor Planning Study. To mitigate future risk and to ensure the final Plan reflects the values of the public and stakeholders we will continue to consult with the public and stakeholders.

5. **FINANCIAL MATTERS:**

There is $539,741 set aside for the Downtown Windsor Planning Study in the capital project account.

A majority of the work outlined in the Terms of Reference will be undertaken by Planning and Building Services staff; however, the funding available in the capital account will be used for consultant fees (for example, for the purchase of background data and funding any expert knowledge or special studies beyond the capabilities of in house resources) and costs associated with conducting public consultations (room rentals, etc.).

The balance of funds not used in the preparation of this Plan will be used to fund future incentive programs and other implementation initiatives recommended as a part of the Study outcomes.

6. **CONSULTATIONS:**

More engagement is planned to reach downtown residents and other stakeholders. Ideas for future engagement may include:

• Partnering with the University of Windsor and St. Clair College to consult with the downtown student population.
• Utilizing social media to discuss certain topics to engage the population that may generally not come out to public meetings.
• Locate consultation events at locations where people gather, for example: libraries, Devonshire mall, YMCA, churches, etc.

7. **CONCLUSION:**

In conclusion, the public and stakeholder opinion is that they see downtown as a unique area of the city that requires special investment to make it a vibrant area for people to live, work and visit. The City needs to pay special attention to the downtown to make it that unique downtown. Staff found that many of the discussions were focused on the ‘small things’ that have to do with the downtown experience (i.e. – the cleanliness of parking garages), and that many ideas were focused on grassroots or local movements.

Laura Diotte
Planner III – Special Projects

Thom Hunt
City Planner / Executive Director
Planning & Building

APPENDICES:

APPENDIX ‘A’ – Downtown Windsor Planning Study Terms of Reference
APPENDIX ‘B’ – Display boards from Public Visioning Session
APPENDIX ‘C’ – Public Visioning Survey and Mapping Exercise
APPENDIX ‘D’ - Overview of Public Visioning Survey Responses

DEPARTMENTS/OTHERS CONSULTED:

Name: Neil Robertson, Manager of Urban Design
Phone #: 519-255-6543 ext. 6461
Downtown Windsor Planning Study

Terms of Reference

1 INTRODUCTION AND BACKGROUND

On March 7, 2011 Council requested that the Planning Department report back to Windsor City Council as to:

- The process to harmonize the two Community Improvement Plans (City Centre West and Glengarry-Marentette) including expansion of the City Centre Planning District; and,
- The creation of incentives geared to specific design guideline standards for the upgrade of both residential and commercial properties.

The last plan that addressed the entire downtown was The Windsor City Centre Revitalization & Design Study: A New Vision for the Heart of Windsor (referred to as the City Centre Vision Plan), which was adopted on October 31, 1994. The City Centre Vision Plan was a guide for the revitalization of the downtown through a 20-year planning horizon. Since then, Council has supported its implementation through the City Centre revitalization program and administered the Plan using resources allocated from the City’s annual capital budget. The City Centre Vision Plan has also formed the principal underpinning for a number of subsequent planning documents pertaining to the downtown.

Considering the time that has passed since the 1994 City Centre Vision Plan was approved, and the recent investments made in the downtown (i.e. Family Aquatic Complex, University of Windsor and St. Clair College downtown campuses), making concepts and recommendations of the Plan no longer relevant, it is prudent to initiate a comprehensive study and propose recommendations for the downtown to guide growth and development over the next 20-years.

Therefore, to address Council’s request, a comprehensive study of the downtown will be undertaken. This Terms of Reference will set out the scope of work for the Downtown Windsor Planning Study (referred to as the Study).

1.1 Goal

The goal of the Study is to update the vision for the downtown and ensure that development standards are current to guide future growth and development in the downtown to achieve the new vision. The result should be a downtown where people desire to live, work and visit.

2 STUDY AREA

Council has requested that the Glengarry-Marentette and City Centre West CIPs be harmonized with the City Centre Planning District. The City Centre Planning District boundary outlined on Schedule E of the City of Windsor Official Plan will be used as the study area. The City Centre Planning District boundary includes both CIPs and the downtown. Through the Study process, the overall area boundaries may be refined for specific purposes, for example, CIP boundaries.
may be recommended for smaller areas in downtown Windsor for specific incentives or design guidelines.

3 STUDY APPROACH

The result of the Study will be a final report detailing a plan for the downtown, and will contain an implementation strategy that may include recommendations for Official Plan Amendments and the preparation of a Community Improvement Plan, etc. The Study will be undertaken in a manner that will take into account the following throughout all the phases outlined in Section 3 - Scope of Work:

- **Market Based** – The recommendations resulting from this Study will be based on a market analysis which will ensure that all recommendations are viable given the current and future market conditions of the downtown. A market based approach will allow us to understand the motivations of private developers and investors and ensure that existing and proposed policies, zoning bylaws, and community improvement plans, etc. are being responded to in a way that results in a desired urban environment. Developers, property owners and investors will respond to government regulations and incentives by pursuing opportunities that they perceive as marketable and profitable. Good land use plans and urban design help to create the incentives (e.g. value, profit, return on investment) that contribute to quality urban environments. Additionally, the study will ensure that the demographic trends will be used to inform the study.

- **Context and Compatibility** – This Study will always consider the existing ‘character’ of the downtown and provide recommendations that result in developments and improvements that are compatible with the existing character. The local pattern of streets and spaces, building styles, materials and ecology will all help to determine the ‘character’, which in turn will determine the ‘context’ for which new developments and renovations should be compatible with. Compatible will not mean “the same as”, although compatible design should include the common characteristics of its surroundings and add to its distinct identity. Design guidelines will consider the effect of proposed development on the City as a whole, on the neighbourhood, and on the immediate surroundings.

- **Heritage and Cultural Resources** – The decisive action of City Council as it relates to many of the downtown cultural facilities and organizations has solidified the downtown as the cultural hub of the community. As such, this Study will put forward recommendations that will continue to support and expand the strong cultural presence in downtown Windsor.

Additionally, there are a number of properties on the Windsor Municipal Heritage Register located in the downtown. The preservation and re-use of the heritage buildings located in the downtown will be viewed as a contributing factor to the downtown’s existing ‘character’ and its ongoing physical and economic growth. The Study will include recommendations about how to best preserve and incorporate the heritage buildings.

- **Pedestrian Focused** – The Study will make safe pedestrian navigation a primary consideration for reviewing new developments, public realm improvements, and changes/improvements to the existing transportation network.
• **Best Practices** – The Study will verify its recommendations against a review of the ‘best practices’ related to the particular issue being addressed. Similar studies from other downtowns will be reviewed to determine what is working and why, with specific focus on how these approaches can be applied to downtown Windsor in the areas of the retail, hospitality, office and housing sectors.

4 **SCOPE OF WORK**

This Study will look at developing a new or updated vision for the downtown in light of the many changes and new developments that have occurred in the downtown over the past two decades. The Study will result in realistic recommendations that will set forth a development strategy and urban design framework for the downtown over the next 20 years that are market driven. In order to meet the goal of the Study, the following work will be undertaken:

4.1 **Phase I: Giving the Study a Focus and the Downtown a Vision**

4.1.1 **Confirm a Vision**

The Study will revisit the City Centre Vision Plan vision and determine whether the vision held for the downtown remains valid with the public and foreseeable market conditions for business investment and property development. If the development of a new vision for the downtown is necessary, consultation with stakeholders and the public will be undertaken.

4.1.2 **SWOT Analysis**

A SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis will be conducted to identify the factors that provide current competitive advantage and are currently moving the downtown towards the adopted vision, areas that are currently hindering the achievement of the vision, situations that present opportunities for future success in achieving the vision, and situations that present dangers or threats to achieving the vision. The goal of this analysis is to ascertain opportunities to protect any current advantages, strengthen areas of weakness, take advantage of future opportunities to improve and/or grow the downtown, and to reduce or eliminate threats to achieving the vision.

4.2 **Phase II: Reviewing the Balance of the Downtown**

4.2.1 **Sector Review and Development Opportunities**

The downtown includes many different land uses and activities that all play a role in making the downtown a unique place. Ensuring a balanced approach when considering the appropriate mix of land uses is important to maintain both daytime and night time activity for residents and visitors. Phase II of this Study will review the different sectors keeping in mind how a balance of different land uses contributes to a vibrant downtown. The sectors include, but not limited to: residential, entertainment/hospitality, recreation, open space, institutional, commercial, and office.

Within each sector development opportunities will be explored depending on the economic feasibility. The study will explore and propose potential developments that are feasible considering market conditions on vacant and/or underutilized sites that would contribute to a balanced mix of land uses in the downtown.
4.3 Phase III: Regulatory Review

4.3.1 Policy Review
The current land use plan for the City Centre Planning District included in the City’s Official Plan was based primarily on the findings of the 1994 City Centre Vision Plan. The key question to be answered by this Study is whether the current planning philosophy for the downtown is relevant or desirable given the number of physical, economic and social changes that have occurred since the time of the 1994 study.

Therefore, this study will conduct a comprehensive review of the land use plan contained in Schedule E of the Official Plan and the City Centre policies of the City’s Official Plan, and specifically address the following:

- how the goal of achieving a balanced downtown can be realized given the number of physical, economic, social and cultural changes that have taken place over the past 20 years;
- review the Land Use Plan and policies in the Official Plan to determine if they meet the updated vision; and,
- whether the 11 stated planning objectives as cited in s. 6.11 of the City Centre Planning District remain valid; and
- consider amendments to the Official Plan given changes that have occurred over the past 20 years.

4.3.2 Zoning Review
The intent of the zoning review is to explore and develop a zoning framework to implement the vision for the downtown and implement any Official Plan Amendments that are a result of the Policy Review undertaken as outlined in Section 4.3.1 of this Terms of Reference. The Zoning Review will explore:

- the feasibility of implementing a Development Permit System for the downtown;
- if density bonusing under Section 37 of the Planning Act can be used to secure community benefits; and,
- other appropriate zoning tools to influence the desired development pattern such as form based zoning provisions.

As a result, Zoning By-law Amendments may be recommended to implement the desired zoning framework.

4.4 Phase IV: Design and Public Realm

4.4.1 Design Review
As Council has requested in their motion on March 7, 2011 design guidelines will be prepared for the downtown. Successful downtowns are often characterized as safe and comfortable, pedestrian friendly places that are composed of mixed use and pedestrian scaled buildings. Additionally, design guidelines need to encourage new developments in downtowns to respect or enhance the existing context and character. In recognition of the importance of good urban design to the downtown’s success, the Study will report on the findings of an examination of the urban design features and quality of the downtown, and specifically address the following:
• to revisit the gateway areas identified in the City Centre Vision Plan to evaluate how they have been addressed;
• explore ways to address theme streets in the downtown, that is consistent with the Urban Design chapter of the Official Plan and the new vision for the downtown;
• identify ways to address, incorporate, and expand public open space;
• propose ways to encourage appropriate building façade improvements;
• determine how to ensure that the built form of new construction is compatible and complementary to the existing built form and character of the downtown;
• community safety and design;
• identify opportunities for sustainable design; and,
• will establish the expectations for development occurring in the downtown.

4.4.2 Incentive Programs
A “tool box” of possible financial incentives will be explored for the highest priority issues (as determined by the Project Team) by reviewing the incentives being offered by other Ontario municipalities to encourage the desired type of investment, land use and/or redevelopment. Incentives can only be made available through an approved CIP, therefore, where appropriate this Study will make recommendations for a CIP.

4.4.3 Public Realm and Municipal Investment/Facilities
Municipal leadership is important to maintaining the vision of the downtown. Municipal investments in facilities including the design, maintenance and stewardship of city owned properties in the downtown should be strategic in order to stimulate investment in the downtown.

The Study should identify opportunities where the municipality can play a role at enhancing the public realm, whether it be through streetscaping elements, supporting connecting links between various institutional uses, or the design of new municipal buildings such as the new City Hall.

Other investments that a municipality can make are related to infrastructure (streetscaping), destination development (riverfront, aquatic centre) and creative partnerships and uses.

4.5 Phase V: Transportation and Parking

4.5.1 Transportation and Parking
The Engineering Department of the City of Windsor is undertaking a Transportation and Parking Review of the downtown. Representatives from Planning and Building Services will be a part of the project team. Transportation and parking is directly related to land use, and as such, this Study and the Transportation and Parking Review will inform each other. As a result, this portion of the Study may influence zoning changes and make other recommendations for implementation.

5 PUBLIC AND STAKEHOLDER CONSULTATION
An important part of the process will be consulting with the public and stakeholders. Stakeholders include, but not limited to the Downtown Windsor Business Improvement Association (DWBIA), Downtown Collaborative, University of Windsor, St. Clair College and the Downtown Residents Association. There will be other stakeholders identified throughout the Study process and they should be included as necessary. The important stages where
consultation is necessary are during the visioning, and before recommendations are made to Council.

6 IMPLEMENTATION AND MONITORING

The Study should provide detailed implementation measures (i.e. – CIP preparation, Official Plan and Zoning By-law Amendments) for all of the recommendations. A set of indicators or benchmarks, from which success will be evaluated, will be developed and incorporated in the Study. The purpose of the indicators is to demonstrate progress from a predetermined baseline. The indicators are expected to be easy to understand and collect information on, and must be Specific, Measurable, Achievable, Realistic and Time-bound (SMART).

7 PREVIOUS STUDIES AND REFERENCE DOCUMENTS

- City of Windsor Official Plan
- Zoning By-law 8600
- The Windsor City Centre Revitalization and Design Study: A New Vision for the Heart of Windsor, 1994
- Windsor Civic Square Urban Design Study, November 1991
- Central Riverfront Implementation Plan, September 2000
- Glengarry-Marentette Waterfront Village Community Improvement Plan
- City Centre West Urban Village Community Improvement Plan

8 STUDY ADMINISTRATION

8.1 Steering Committee

The Councillors on the City’s Planning, Heritage and Economic Development Standing Committee, along with the Ward 3 and 4 Councillors will serve the function of a Steering Committee for the purposes of this Study. The Steering Committee will be responsible for providing guidance on the overall strategic direction of the Study, but more importantly they will be instrumental in providing and maintaining a common vision for the downtown. The Standing Committee will also review all findings, and draft and final reports prior to them being submitted to Council and/or released to the community.

8.2 Project Team

The Project Team will be led by city staff from the Urban Design Section of the Planning Department, and will consist of other city staff members from Planning and Building Services. City staff from other departments will be consulted and used as resources. The Project Team will prepare a work program and provide interim reports to the Steering Committee at appropriate intervals.

8.3 Study Timing

It is anticipated that this Study will take approximately 18 months to complete. A more detailed timeline including specific tasks will be developed in consultation with the Project Team.
October 28, 2015

DOWNTOWN WINDSOR PLANNING STUDY
Public Visioning Session

4-7 pm, Windsor Family Aquatic Complex
401 Pitt Street West, Windsor, ON, N9A 0B2

Urban Design, Planning and Building Services
Suite 404, City Hall Square East
Windsor, ON, N9A 7K5
Phone: 519-255-6000
Email: planningdept@citywindsor.ca
Welcome to the first public visioning session for the Downtown Windsor Planning Study!

Planning and Building Services is undertaking a comprehensive study of the downtown to update the vision for the downtown. This is to ensure that development standards are current and to guide future growth and development in the area to achieve the updated vision. The purpose of this session is to commence the visioning process for the study.

- What would you like to see for our downtown in the next 20 years?
- What role should it play in our community?

We would like to welcome your comments regarding different topics and issues surrounding the downtown.
BACKGROUND

PREVIOUS STUDIES

- The Windsor City Centre Revitalization & Design Study: A New Vision for the Heart of Windsor (1994)
- City Centre West Urban Village Community Improvement Plan (2006)

RECENT DOWNTOWN PROJECTS

- St. Clair College Centre for the Arts & MediaPlex (2007-2009)
- Windsor Family Aquatic Complex (2014)
- University of Windsor Downtown Campus (commenced 2013)

Given the time that has passed since the downtown has been studied and the recent investment in this area, it is an opportune time to reimagine the future of downtown Windsor.
GOALS

- To update the vision for the downtown, and;
- Ensure that development standards are current to guide future growth and development in downtown to achieve the new vision.

"The result should be a downtown where people desire to LIVE, WORK, and VISIT."

-Downtown Windsor Planning Study Terms of Reference (March 2015)

STUDY APPROACH

MARKET-BASED
The study will consider current market conditions to ensure recommendations are realistic.

HERITAGE & CULTURAL RESOURCES
Continue to support and expand downtown's cultural presence and preserve and incorporate vital heritage buildings.

PEDESTRIAN-FOCUSED
Make safe pedestrian navigation a primary consideration for the review of new development/infrastructure projects.

CONTEXT & COMPATIBILITY
Consider new development that respects the existing 'character' of the local area and the City as a whole.

BEST PRACTICES
Undertake a review of 'best practices' and their application to downtown in the areas of retail, hospitality, office uses, and housing.
**SCOPE OF WORK**  To meet the goal of the Study, the following work will be undertaken:

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<thead>
<tr>
<th>Phase</th>
<th>Description</th>
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<tr>
<td>One</td>
<td>Reviewing the balance of the downtown</td>
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<td>Two</td>
<td>Sector review and development opportunities</td>
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<td>Three</td>
<td>Policy Review</td>
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<td>Four</td>
<td>Design Review</td>
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We are here!

Results will be a Plan for downtown that may make recommendations for implementation of:

- Community Improvement Plan
- Official Plan Amendment
- Zoning By-law Amendment
- Design Guidelines
VISIONING // conceptualizing a vision for the Downtown

1994 City Centre Plan vision statement

“The City Centre is an environment acknowledged by the people of Windsor as the vibrant, attractive, comfortable, and safe heart of the community and characterized by visitors as an enjoyable and memorable destination. Its special position and identity as an urban environment is nurtured and it is appreciated for the diverse array of urbane experiences it offers.”

What elements of the 1994 Vision do you like? What is your vision for downtown?
VISIONING // examining the existing Downtown & ideas for the future

Please indicate on the provided map (frequented stops, favourite routes, areas of interest).

Where and why do you come downtown? Is it a place where you want to spend time or do you usually just pass through?

What mode of travel do you use to get downtown? Is there a frequent route you prefer taking? Why?

How can the downtown be made more attractive? (ie. Streetscaping, accessibility)

Are there certain features or uses you would like to see develop? Show us where!
VISIONING // future leadership and governance

What role should the municipality play in the downtown?
Municipal leadership is important to maintaining the vision of downtown. To stimulate downtown revitalization, the municipality can allocate resources in a variety of ways:

<table>
<thead>
<tr>
<th>STREETSCAPING</th>
<th>ACTIVE TRANSPORTATION</th>
<th>PARKS &amp; OPEN SPACE</th>
<th>REGULATORY REVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the public realm by enhancing streetscape elements</td>
<td>Promoting and providing options for an accessible active transportation system (i.e., walking, cycling, etc.)</td>
<td>Provide more or enhance existing parks and open space</td>
<td>Overseeing Official Plan and Zoning Amendments as needed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESIDENTIAL DEVELOPMENT</th>
<th>DESTINATION FACILITIES</th>
<th>FINANCIAL INCENTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of residents downtown by attracting residents and providing incentives for residential development</td>
<td>Build or provide funding for destination-type facilities such as entertainment venues or cultural attractions</td>
<td>Provide funding to private landowners for redevelopment or updating of properties</td>
</tr>
</tbody>
</table>
downtown windsor planning study VISIONING survey

Welcome!

Planning and Building Services is working on a Downtown Windsor Planning Study that will update the vision for downtown and recommend a framework to guide growth and development over the next 20 years.

The purpose of this survey is to gather your thoughts on downtown Windsor. The information collected in this survey will be used to inform the vision for the Downtown Windsor Planning Study.

The survey will take approximately 10 minutes to complete. Thank you for taking the time to complete the survey!

The information collected on this form is collected under the authority of section 10, Municipal Act. The information will only be used to improve the City of Windsor’s commitment to customer service and is subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act, 1990. Questions about this collection may be made to the Customer Service Coordinator, Suite 410, 400 City Hall Square East, Windsor, Ontario, N9A 7K6, 519-255-7474 ext. 831.
PART ONE - Demographics

1. Are you male or female?

☐ Male  ☐ Female

2. Which category below includes your age?

☐ 20 or younger  ☐ 21-40 years  ☐ 41-60 years  ☐ 61 or older

3. Please check off all that apply. (For the purposes of this survey, 'downtown' means the Study Area as shown below.)

☐ I work downtown  ☐ I live downtown  ☐ I attend a post-secondary school downtown

4. What is your occupation?
PART TWO - Visioning: Conceptualizing a vision for the downtown

One of the goals of the Downtown Windsor Planning Study is to update the Vision Statement for downtown.

In 1994, Council approved the Windsor City Centre Revitalization and Design Study with the following Statement:

The City Centre is an environment acknowledged by the people of Windsor as the vibrant, attractive, comfortable, and safe heart of the community and characterized by visitors as an enjoyable and memorable destination. Its special position and identity as an urban environment is nurtured and it is appreciated for the diverse array of urbane experiences it offers.

5. Does this statement capture what you envision for downtown Windsor in 20 years?

☐ Yes  ☐ No

Comments:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
PART THREE - Visioning: Examining the existing downtown and ideas for the future

6. What is your perception of downtown Windsor?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

7. What do you like about downtown Windsor?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

8. What amenities do you feel are missing or could be improved in downtown Windsor?

☐ Public transportation  ☐ Active transportation (ie. Bike lanes)
☐ Medical facilities/pharmacy  ☐ Shopping/retail
☐ Supermarkets/grocery  ☐ Other (please specify)
☐ Parks/recreation

________________________________________________________________________

9. How could the downtown be made more attractive?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
10. What specific developments or projects would you like to see downtown?

________________________________________

________________________________________

________________________________________

11. If you do not already live downtown, what changes could be made to attract you to move downtown?

________________________________________

________________________________________

________________________________________

PART FOUR - Visioning: Future leadership and governance

12. What role should the municipality play downtown? (Please rank the following options in order of importance, in your opinion, from 1 to 6.)

   1. Improving the public realm by enhancing streetscape elements, such as lighting, street furniture, sidewalks, etc.

   2. Building or providing funding for destination-type facilities, such as entertainment venues or cultural attractions

   3. Improving or creating new parks and open spaces

   4. Offering incentive programs to private landowners or developers to improve their properties

   5. Offering incentive programs to bring residents downtown/build more residential units downtown

   6. Implementing regulatory changes such as design guidelines or zoning amendments
Please return by mail, drop off, or email to:

Laura Diotte, MCIP, RPP
Planner III - Special Projects
lbdiotte@citywindsor.ca

Urban Design, Planning and Building Services
400 City Hall Square East, Suite 404
Windsor, ON, N9A 7K6
Office Hours: Monday to Friday, 8:30 am to 4:30 pm
Get creative!
Start drawing!

Use the markers provided to draw on the map!

IDEAS!

SHARE YOUR IDEAS!
How can the downtown be made more attractive?
Are there certain features or uses you would like to see develop? Show us where!

FREQUENTED stops &
areas of interest
Where and why do you come downtown?

FAVOURITE ROUTES
What mode of travel do you use to get downtown?
Is there a frequent route you prefer taking? Why?

DOWNTOWN WINDSOR PLANNING STUDY
Public Visioning Session - October 28, 2015

If you need more time, you can take the map home!

Please return by:
November 13, 2015
by email, drop-off, or mail to:
Laura Diotte, MCIP, RPP
Planner III - Special Projects
Email: ldiotte@citywindsor.ca
Phone: 519-255-5543 ext. 6396

400 City Hall Square East, Suite 404,
Windsor, ON, N9A 7K6
Office Hours: Monday to Friday, 8:40 to 4:30 pm
PART ONE - Demographics

1. Gender of survey respondents.
   - Male
   - Female

2. Survey respondents by age.
   - 21 to 40 years
   - 20 or younger
   - 41 to 60 years
   - 61 or older

3. Relation of survey respondents to downtown Windsor.
   - I work downtown
   - I live downtown
   - I live and work downtown
   - I attend a post-secondary institution downtown
   - No response

4. Occupation of survey respondents.
   - Sales and service
   - Arts, culture, recreation, and sport
   - Education, law, and social, community and government services
   - Health
   - Natural and applied sciences
   - Business, finance, and administration
   - Management
   - Retired
   - Student
   - Non-response

Total respondents: 49

Last updated: December 16, 2015
PART TWO - Visioning

5. Does the 1994 City Centre Plan Vision Statement capture what you envision for downtown Windsor in 20 years?

8. What amenities do you feel are missing or could be improved in downtown Windsor? *

12. What role should the municipality play downtown? (Please rank the following options in order of importance, in your opinion, from 1 to 6.)

Offering incentive programs to bring residents downtown/build more residential units downtown.

Building or providing funding for destination-type facilities such as entertainment venues or cultural attractions.

Implementing regulatory changes such as design guidelines or zoning amendments.

Improving the public realm by enhancing streetscape elements, such as lighting, street furniture, sidewalks, etc.

Offering incentive programs to private landowners or developers to improve their properties.

Improving or creating new parks and open spaces.

*Many respondents indicated more than one option.
MISSION STATEMENT:
"Our City is built on relationships - between citizens and their government, businesses and public institutions, city and region - all interconnected, mutually supportive, and focused on the brightest future we can create together."

LiveLink REPORT #: Report Date: March 4, 2016
Author’s Name: Laura Diotte Date to Steering Committee: March 21, 2016
Author’s Phone: 519-255-6543 ext. 6396 Classification #: 
Author’s E-mail: lbdiotte@citywindsor.ca

To: Downtown Windsor Planning Study Steering Committee
Subject: Downtown Windsor Planning Study Update

1. RECOMMENDATION: City Wide: _____ Ward(s): 3, 4

1. That the Downtown Windsor Planning Study Steering Committee RECEIVE the report titled Downtown Windsor Planning Study Update.

EXECUTIVE SUMMARY:
N/A

2. BACKGROUND:

On March 2, 2015, Council directed the Planning Division to initiate a Downtown Windsor Planning Study (the ‘Study’). The purpose of the Study is to update the vision for downtown Windsor and ensure development standards are current to guide future growth and development towards this vision. Council approved a Terms of Reference for the Study, which details the Scope of Work that includes:

- updating the vision for downtown;
- undertaking a SWOT (strengths, weaknesses, opportunity, threats) analysis;
- reviewing the current Official Plan policies and land use schedule, and the Zoning By-law provisions for downtown;
- determining where there is a need for a Community Improvement Plan and possible targeted incentive programs and urban design guidelines; and,
- reviewing the public realm and municipal involvement/investment downtown.

In addition, the Terms of Reference outlines extensive public and stakeholder consultation throughout the Study to ensure the final Study reflects the values of the public and stakeholders.
The final document that will be produced from the Study will be a draft Community Improvement Plan (CIP) that will include a vision for downtown, a profile of development opportunities, urban design guidelines, recommend zoning and official plan policies and financial incentives. Staff are currently drafting the final document to be presented to the Steering Committee at the end of summer 2016.

The purpose of this report is to provide an overview of what the final document will contain.

3. DISCUSSION:

Staff have been collecting and reviewing background data such as census data, land and building vacancy data, CIPs from other municipalities, mix of current land uses and activities, and current policies/provisions in the zoning by-law, official plan, and provincial documents. A draft CIP is being prepared with the following main areas of focus:

DEVELOPMENT OPPORTUNITIES

A section of the Plan will detail the development opportunities that exist downtown. Staff have reviewed the vacant and underutilized land and buildings in the downtown to determine appropriate locations for redevelopment. Along with this review, staff are reviewing the appropriate land use and building form for new development/redevelopment.

Development opportunities will be recommended in the report and potential opportunities have been identified on the vacant land west of the Windsor Family Aquatic Centre (north of University Avenue, south of Riverside Drive, east of the former railway cut that runs west of Caron Avenue and west of Bruce Ave, informally known as the ‘Olde Town’ area) and the area east of the Caesars Windsor between Glengarry Ave and Marentette Ave. Both of these areas have current CIPs in place; however they need to be updated to reflect current conditions and objectives.

The other area of focus will be along University Ave West and Park St West where vacant or underutilized land exists and intensification would help to build the community. Additionally, potential development opportunities will be the conversion of underutilized upper storey units to residential along Ouellette Avenue and other commercial streets.

URBAN DESIGN GUIDELINES AND PUBLIC REALM

Urban design guidelines are currently being drafted and will be included in the final document. The purpose of the urban design guidelines is to ensure that new development will be consistent with the existing context downtown, and will ensure that new development will contribute to the overall vision for downtown. The urban design guidelines will work in conjunction with the development opportunities discussed above and any of the financial incentive programs proposed.

Public realm improvements are important to improve the overall experience for residents and visitors within public areas such as sidewalks and parks. The following areas of focus for public realm will be explored:

- ways to leverage public sector investments made in the public realm to private property investments;
- enhancements to the areas around the post-secondary institutions downtown;
• the use of alleys as pedestrian walkways;
• working with the Downtown Windsor Transportation Strategy to make the best use of road ways for active transportation where appropriate; and,
• improvements to wayfinding signage to make downtown easier to navigate.

ZONING AND LAND USE

The Zoning By-law controls the land use and form of development. The zoning categories that apply to land downtown are the same categories that apply elsewhere in the city and do not reflect the unique characteristics of downtown. The following has been identified for possible amendments:

• establishing a zoning category unique to downtown that will reflect the unique land use and built form of downtown and to implement the vision of the downtown Study;
• reduction in parking provisions for residential and entertainment/restaurant uses; and,
• reduction in the amenity area provisions.

INCENTIVES

Incentives will be used to encourage developers and private owners to invest in downtown and to focus the flow of resources into the downtown. This is an important piece of the puzzle to the revitalization of the downtown. The following programs are examples of what is being explored to determine the type of financial incentives that will have the most impact:

• Grants or loans for upper storey conversion to residential units (i.e. – underutilized storage or former office space above commercial business on Ouellette Ave.);
• Grants or loans for residential unit creation on vacant land within the Olde Town area or along Riverside Drive between Glengarry Ave and Marentette Ave;
• Grants or loans for facade and building improvements to commercial properties; and,
• Grants or loans for new residential unit infill or small exterior repairs on existing buildings within the existing low density residential area.

4. RISK ANALYSIS:

Public and stakeholder engagement and support are important to ensure the success of the final Study. The consultation that is outlined in this report was an important step to mitigate the risk of public or stakeholder resistance in future steps of the Downtown Windsor Planning Study. To mitigate future risk and to ensure the final Study reflects the values of the public and stakeholders we will continue to consult with the public and stakeholders.

5. FINANCIAL MATTERS:

There is $539,741 set aside for the Downtown Windsor Planning Study in the capital project account.

A majority of the work outlined in the Terms of Reference will be undertaken by Planning and Building Services staff; however, the funding available in the capital account will be used for consultant fees (for example, for the purchase of background data and funding any expert knowledge or special studies beyond the capabilities of in house resources) and costs associated with conducting public consultations (room rentals, etc.).
The balance of funds not used in the preparation of this Plan will be used to fund future incentive programs and other implementation initiatives recommended as a part of the Study outcomes.

6. **CONSULTATIONS:***

Staff will continue to consult with the public, stakeholders and other departments during the drafting of the Study.

7. **CONCLUSION:**

In conclusion, the Steering Committee can anticipate a draft CIP at the end of summer 2016 for downtown Windsor providing recommendations that were discussed above in this report.

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**APPENDICES:**

N/A

**DEPARTMENTS/OTHERS CONSULTED:**

**Name:** Neil Robertson, Manager of Urban Design  
**Phone #:** 519-255-6543 ext. 6461