



Navigating Change in the Public Sector: *Strategic Planning*

University of Western Ontario
Local Government Alumni Society Conference - Nov. 4, 2011



Strategic Location

Where is Windsor-Essex?



- Significant economic region of over 350,000 people
- Canada's most southern point
- In the centre of the North American Great Lakes region

Strategic Location

Quality of Life



- Temperate climate
- 160 km. of shoreline
- Small city lifestyle, big city amenities
- Affordable housing
- Culturally diversified community
- Low crime rates
- Connected to the world
- International, cosmopolitan

Strategic Location

The “Top” of North America is Also The “Centre”

- In the heart of the world’s richest consumer market
- 8-hour drive to half of North America’s population
- Two international and several regional airports
- Next door to 8th largest US market (Detroit, Michigan)
- North America’s busiest border crossing
- Handles over 1/3 of Canada-US trade (over US\$300 million per day)



Strategic Location

Access to Market

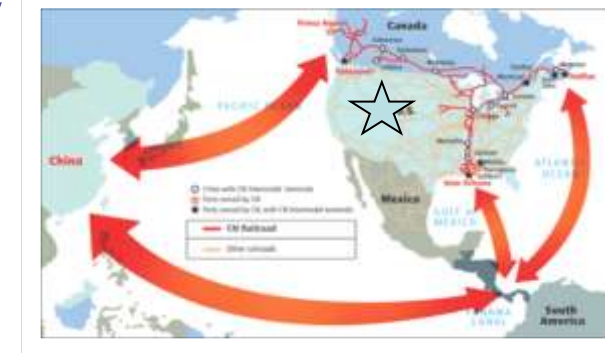
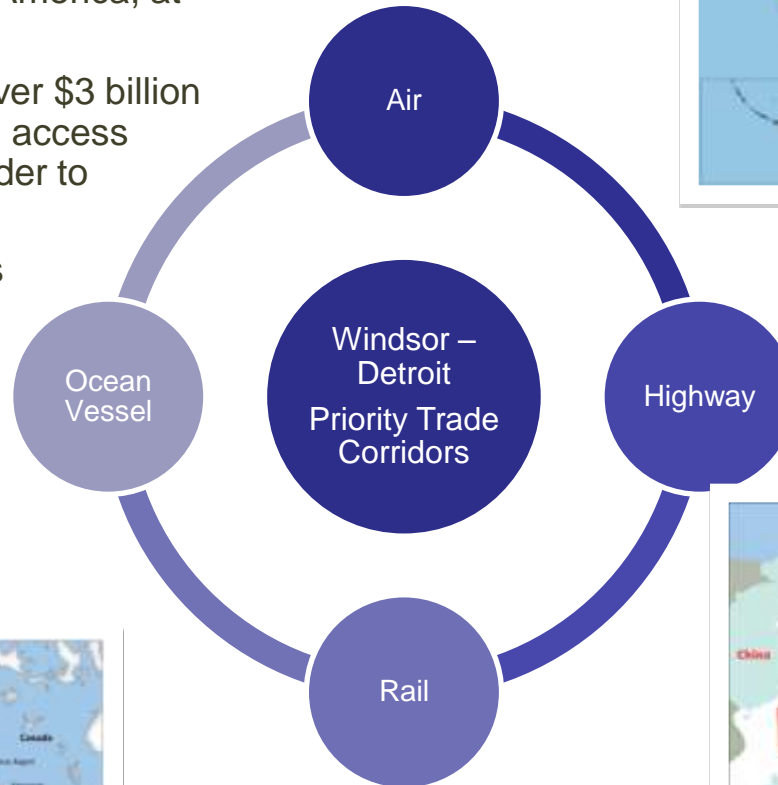
- Strategically located in the heart of North America's business and industrial markets and key population centers
 - ❑ Approximately 4.3 miles (7 km) from the busiest global trade corridor located on the U.S.–Canadian border at Detroit-Windsor;
 - ❑ At the junction of,
 - NAFTA Superhighway (US I-75 and Canada's Highway 401)
 - International CN, CSX and CP railways; and,
 - Within 6.2 miles (10 km) of intermodal shipping terminals in the heart of the Great Lakes waterway;
 - ❑ Adjacent to the US VACIS security screening facility for railroad cars, providing a dedicated and secure rail corridor to the US.
 - ❑ The Region represents the 8th largest metropolitan region in the world.
- Globalization has led to an unprecedented worldwide integration of goods, services and capital markets.



Critical Transportation Link

Apex of Transportation and Trade

- The City of Windsor is located at crossroads of trade in North America, at the apex of transportation
- US and Canada will invest over \$3 billion for a new Federal bridge and access roads at Detroit-Windsor border to support future trade growth
- Supply chain management is becoming increasingly complex and inter-modal. Containerization of shipping has increased our reliance on trade and the need for an efficient and secure border.



Critical Transportation Link

NAFTA Corridor

- More trade crosses the Ambassador Bridge than all U. S. exports to Mexico and twice as much as U. S. exports to Japan
- Two-way trade cross Canada – U. S. border approaching \$1.2 Billion daily; Ambassador Bridge accounts for 40% of this trade (comprised of automotive, machinery/equipment, agriculture, forest products)
- 3.53 million commercial vehicles cross annually, growing to 8 million by 2035; busiest border crossing in the world by dollar volume
- Detroit River International Crossing (DRIC) study forecasts for WE Parkway project; unprecedented \$3B investment in new highway and Federal Bridge
- Recent announcement on \$400 million CP double stacked rail tunnel
- TranslinkeD initiative further supports regional transportation corridor

Building on Strengths

Tourism

- First Caesars international property; a \$400 million expansion of the luxurious Caesars casino, opened in June 2008 includes:
 - ❑ New 100,000sf convention centre and new 5,000 seat Coliseum entertainment centre
- Attracts over 10 million visitors per year to:
- New multi purpose sports and entertainment complex, operated by Global Spectrum
- Major league sports entertainment (Detroit Tigers, Lions, Red Wings) only minutes away
- Home of the 2009 and 2010 Canadian Red Bull Air Race
- Building a large family aquatic centre and library complex downtown (with Olympic size pool to host the International Children's Games in 2013).
- Eco-tourism;
 - ❑ Point Pelee National Park, a major site for migrating birds and Monarch butterflies and significant Wetland at Hillman Marsh
- Major arts, culture, festivals & events and historical sites



Building on Strengths

The “Top” of North America is Also The “Centre”

Rated Top Small City of the Future

- Ranked as North America’s “Best Small City for Investment”
(*Financial Times of London, 2007/2008*)
- Rated #1 for Quality of Life,
(*Financial Times of London, 2009/10*)



- Rated One of the “Top 7” Smartest and Most Connected Communities in The World For Our Leadership in the Broadband Economy
(*ICF, 2011*)



Economic Overview

Key Industries



- Advanced Manufacturing
- Life Sciences
- Transportation & Logistics
- Research & Development
- Information & Communications Technology
- Agri-business

Economic Overview

Windsor – Excellence in Research and Development

- University of Windsor/Chrysler Canada Automotive Research & Development Centre
- AUTO21, a Networks of Centres of Excellence program for research supported by Federal Government
- International Truck and Engine/University of Windsor automotive R&D facilities
- Composites R&D centre under development
- Institute for Diagnostic Imaging Research
- New North America Centre for Diesel and Advanced Powertrain Research and Innovation to be established at Ford's Essex Engine Plant



Economic Overview

Education and Learning



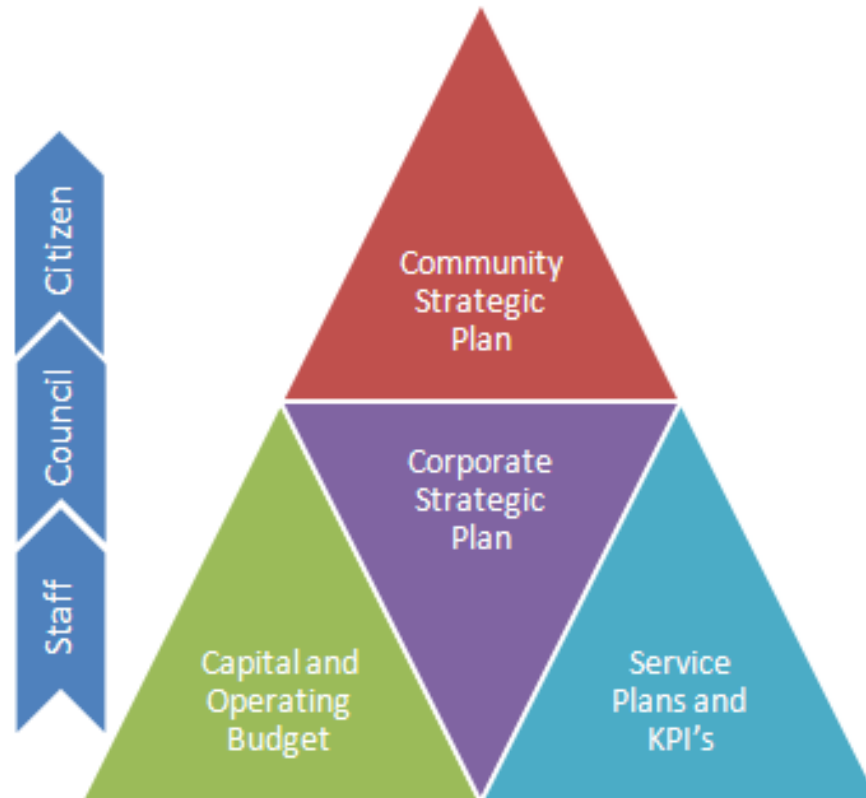
University of Windsor

- 16,000 students; among Canada's highest percentage of international students
- Faculty of Engineering:
1,000 undergrad, 300 grad students
- Centre for Engineering & Innovation
- \$500 million UW/Chrysler Canada Automotive R&D Centre
- Auto21
- Satellite Medical School

St. Clair College

- Eight faculties of specialization,
85 programs
- 6,200 full-time, 15,300 part-time students
- \$32.5 million Ford Centre for Excellence in Manufacturing
- \$32 million Health Sciences Centre

The “Line of Sight”



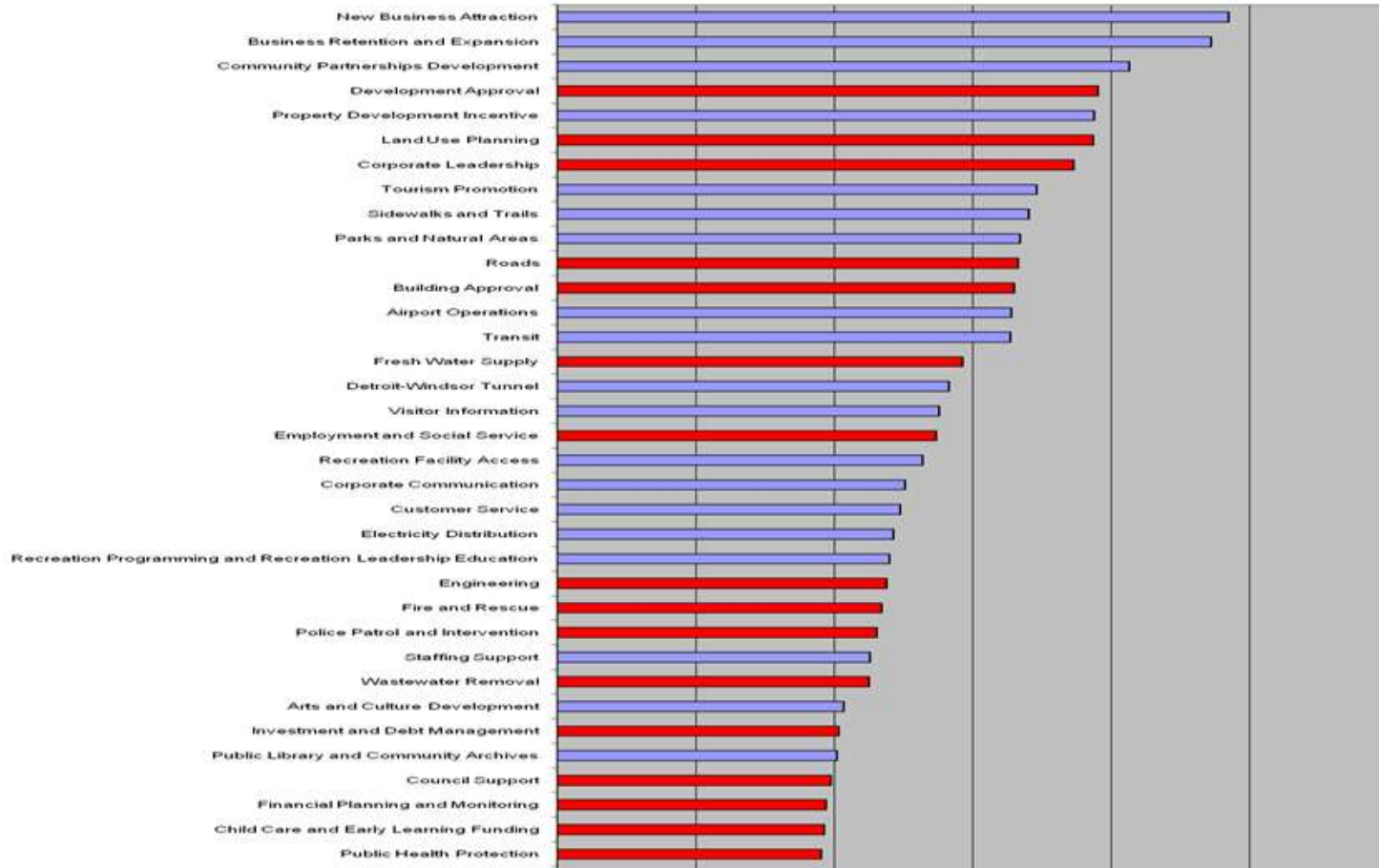
We Started with a Solid Foundation

- Community Strategic Plan
 - Vision
 - Mission
 - Pillars and Objectives
- Council Priorities
- Council Policies
- Master Plans
- Existing Performance Measures (OMBI, MPMP, Good Roads, etc)
- Operating and Capital Budgets
- ❖ Service Plans (in process)

Understanding Performance

- In order to select performance measures, it is necessary to understand the “services” as they are received or experienced by the citizen, business owner or public.
- 2008-2010 Comprehensive Service Delivery Review to identify services rather than departments and start on the journey to effectively measuring the inputs and outputs in relation to public experience.

Connect the Services to the Community



Where we are

- Corporate Strategic Action Plan – approved
- Program and Service Based Budgeting – allocations determined by finance, awaiting Council consideration.
- Service Plans and KPIs – project approved by CAO, launch in November 2011
- 2012 Budget Cycle will be a hybrid of department AND services budgets
- 2013 Budget Cycle will commence with reports on Community and Corporate Strategic Plan.

Council priorities 2011-2014

- Job Creation and Economic diversification
- Downtown Revitalization
- Affordable Attractive City
- Regional Cooperation
- Cultural Capital
- Corporate Opportunities

City-Wide Community Improvement Plan

Incentives for new and existing business

The Proposed Economic Revitalization Community Improvement Plan provides for financial incentive programs and other “community improvement” actions and activities designed to accomplish the following:

- Encourage investment or expansion for business that results in the productive use of lands and/or buildings;
- Encourage capital investments that create and/or maintain permanent jobs, as well as short-term construction jobs that contribute to the reduction of the unemployment rate;
- Support investments that contribute to the diversification of the local economy;
- Provide financial incentive programs that are attractive to potential investors;
- Facilitate the development of the City’s vacant employment lands and other areas that have the potential to be new employment areas;
- Encourage the redevelopment of the City’s historic industrial sites resulting in the continued or renewed productivity of these sites;
- Attract investment based on the community’s strengths and competitive advantages;
- Support the establishment and on-going development of sector clusters and encourage businesses to take advantage of cluster-related synergies; and,
- Support investment and development that results in an increase in property assessment and grows the non-residential municipal tax base over the long-term

Green Energy Program for New Industry

- Attracting Green Energy Projects:

Through the Municipal Renewable Energy Program, the Province of Ontario provides support to municipalities for extra costs associated with new renewable energy projects.

Samsung / CS Wind

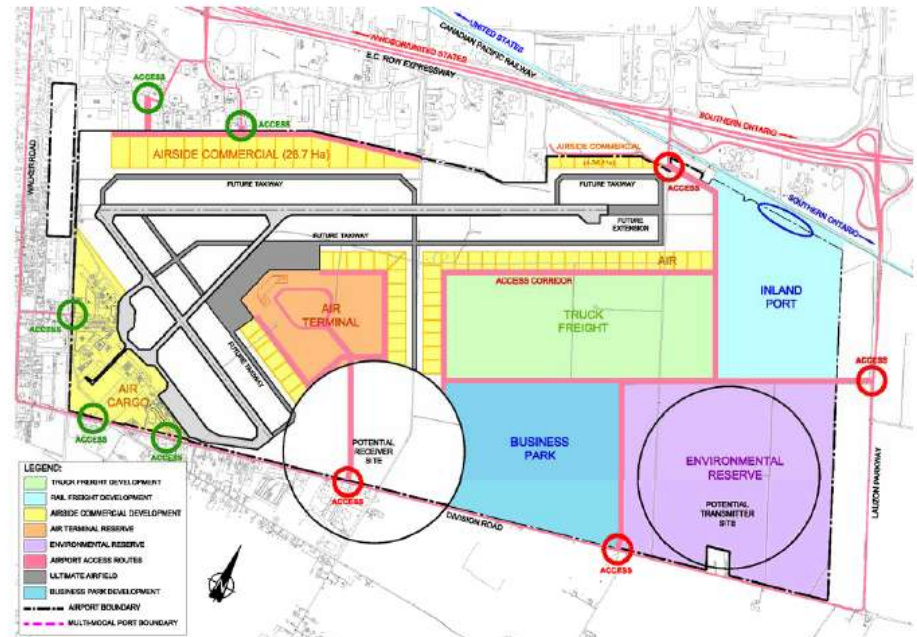
- CS Wind is a global wind tower company now manufacturing in Windsor as part of a \$7 billion energy deal developed by the Province to expand our wind and solar power industries.
- Samsung's investment in Windsor is valued at upwards of \$40 million to convert a former machining plant into a facility for making wind towers.
- 300 new jobs.



Airport Master Plan

Multi Modal Opportunities

- **Airport approved for infrastructure projects of \$50 million to March 2011 for airport servicing, parallel taxiway, building rehabilitation and MRO facility**
- YQG maintains over 2,000 acres of surplus land
- YQG is poised to develop multi-modal facilities and infrastructure to support the safe, secure and efficient transportation of cargo to and from the US for,
 - Air;
 - Road;
 - Rail; and,
 - Ocean
- Recently announced rail-truck terminal to be developed on 150 acres of land

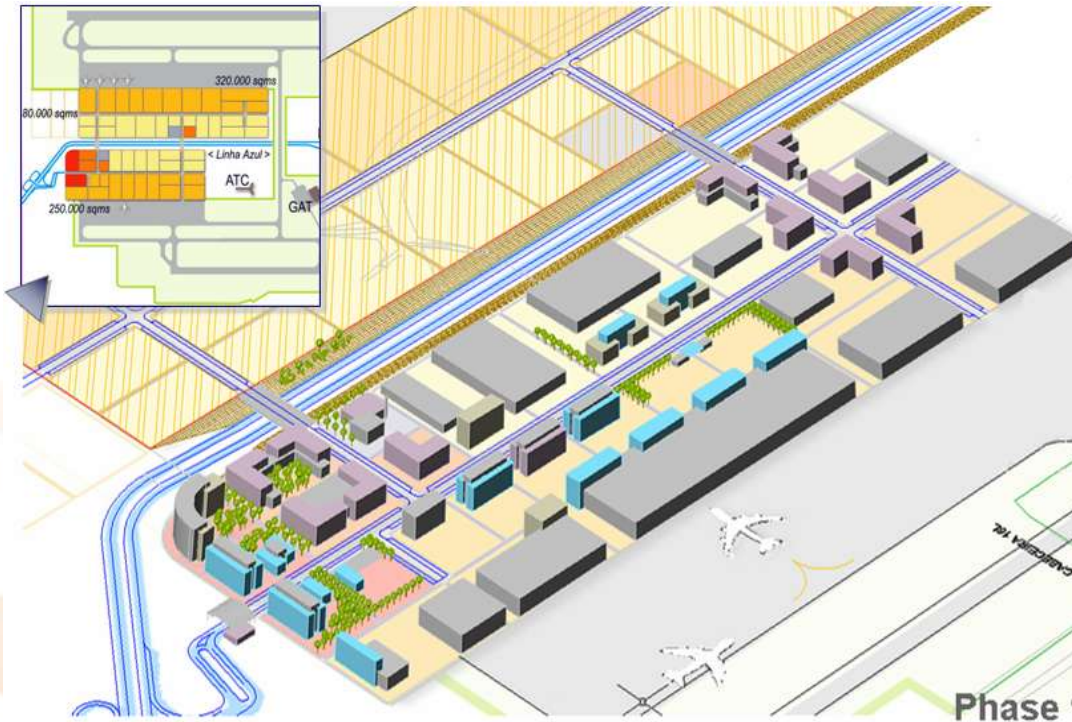


For illustrative purposes only



WINPort – YQG Air Cargo Village

Sample Air Cargo Village



For illustrative purposes only

- Provides a mix of small, medium-sized and large lots
- Provides internal access roads
- Provides a state-of-the-art air cargo terminal
- Provides direct apron access
- Provides intermodal capabilities
- Provides a high level of security
- Provides support services, e.g. repair shops, cafeterias, banking and postal services
- Provides superb administrative support (marketing, leasing, facility management etc.)
- Provides clear guidelines on leasing, construction, operation, interfaces to the airport etc.



YOUR
QUICK
GATEWAY

WINDSOR INTERNATIONAL AIRPORT

Meeting those Challenges

Infrastructure Stimulus and RInC Funded Projects

- Central Riverfront Festival Plaza
- City Centre Streetscape
- Airport Parallel Taxi Construction and Operations Building Rehab
- Ojibway Nature Centre
- Improvements to pools, sport fields and gymnasiums



- Land Servicing and Road Construction
- Roads, Intersections and Trails Improvements
- Bikeways Development
- Border Infrastructure Projects

Windsor: North America's Economic Gateway

Windsor – Essex Parkway

- ❑ The Windsor-Essex Parkway will be the most significant construction project on North America; valued at \$1.6 billion and will serve as the critical link to a new international bridge crossing between Windsor and Detroit.
 - ❑ *The Parkway will consist of:*
 - ✓ 240 acres of parkland
 - ✓ More than 20km of recreational trails
 - ✓ 11 tunnels covering 1.8km of freeway
 - ✓ Reduces truck traffic in urban settings
 - ✓ Additional service roads
 - ✓ Improvement in traffic flow
 - ✓ Reduction of diesel emissions in the City
 - ✓ Will provide a direct connection to all major highways
 - ✓ Will create in excess of 12,000 new jobs in the region

Our Challenges

The Impacts of a Changing Economy

THE GLOBE AND MAIL • TUESDAY, FEBRUARY 1, 2011

NEWS • A3

URBAN LIFE

A city's resurrection: From lunch buckets to laser beams

No longer dependent on building cars, Windsor, Ont., is winning global praise by transforming itself with cutting-edge technologies

SIRI AGRELL

In just a few weeks, a group of visitors from Honolulu will arrive in Windsor, Ont., where they will be greeted by the mayor and toured around town by a selection of the city's best and brightest.

It's not a place on many Canadians' must-see list, a former automotive centre ingrained in the national psyche as a kind of northern Detroit, a city inextricably associated with a dying industry and all its correlated smog and sadness.

But for the past few years, the region has been quietly transforming itself, transitioning from automotive to aerospace, embracing new technologies and a future fuelled by solar power rather than gasoline.

Last month, the city was named, along with Stratford, Ont., as one of the top seven most intelligent communities in the world, a tribute to a post-recession reinvention that has captured international attention while being largely overlooked at home.

"You go through a crisis like we did, you've got to devote all your resources and energy to ensure that you turn things around," said Mayor Eddie Francis, "we would have failed if we came out of this recession as the same old city relying on the same old



Wireless Renix Technologies, a digital signage firm in Windsor, is helping make the city a high-tech boomtown. ASSIST PHOTO FOR THE GLOBE AND MAIL

But each of the cities, along with Dublin, Ohio, and Lindhoven, in the Netherlands, was recognized as being a community

scrap was quickly inventoried in a searchable electronic database, making 250 tons of building material instantly available to non-

the local economy.

Instead, the region has worked to attract new industries, with a focus on high tech, new media

that moved to the city during the automotive-sector boom remained loyal to the area and helped usher in the new era.

- Our region has been traditionally focused on automotive manufacturing for molds, tooling, dies, machine and related fields and for many decades relied almost exclusively on our relationship with the “Big 3”

Our Challenges

Windsor – Making the Economic Transition

- 2008 saw the downturn of the automotive industry in North America and the collapse of the global financial markets worldwide
- Before, during and as we emerge from the recession – diversification has been a strong focus in our region
- We took stock of our expertise in machining and tooling of exotic materials, with exacting tolerances, tight turn around at value prices and looked for areas of benefit
- We have been able to leverage our core competencies to transition into high performance and high value sectors such as:
 - **Aerospace manufacturing**
 - **Emerging hub for renewable energy technology and development**
 - **Medical device manufacturing**
 - **Higher value global automotive processing, design and engineering support**
 - **Digital media & ICT ‘back office’ support. (WindsorEssex ranked among the most connected and ‘intelligent IT communities in the world in 2010 and 2011)**

Our Challenges

Efforts Geared to Job Creation



Windsor's unemployment rate reached a high of 13.8% in 2008.

In June 2011, the rate has declined to 9.2%.

A Look Ahead

Building on the Momentum of Progress

- The Windsor economy is diversifying to help it through the current market conditions.
- A long term development opportunity includes the establishment of terminal facilities at Windsor Airport for all cargo carriers and logistics providers.
- Our cross border location is adjacent to a number of major transportation corridors that benefit our manufacturers and investors.
- Investment in border infrastructure and various stimulus projects have created employment opportunities that also make our city more attractive and efficient.
- Projects like the Riverfront Retention Treatment Basin will reduce untreated water from entering the Detroit River.
- Our post secondary institutions are leading the way through technology and research and development with the University's new Centre for Engineering Innovation and the College's planned HealthPlex and downtown MediaPlex. Both schools are investing in the downtown by creating satellite schools in our city's core.
- A major project underway is a 50 metre pool and large scale family aquatic complex that will also be home to the library's main branch. The Olympic size pool will be ready when Windsor hosts the International Children's Games in 2013.
- Building on an already skilled workforce, development initiatives are in place to further develop and retrain workers to fill the skilled labour jobs new industries will need.
- Financial incentives for new investment made possible through CIP designation.

