



## **A G E N D A**

### **Special Meeting of Essex County/Windsor City Councils**

Wednesday, March 29, 2006  
6:00 o'clock p.m.  
Essex County Civic Centre  
360 Fairview Avenue West, Essex, Ontario

- 1. Call to Order**
- 2. Declarations of Pecuniary Interest**
- 3. Opening Remarks**

Mr. Brian Gregg, CAO, County of Essex & Mr. John Skorobohacz,  
CAO, City of Windsor

- 4. Business Items**

Consideration of the following documents:

- 4.1 Transmittal Report, dated March 6, 2006.**  
(Provided to members of County and City Councils under separate cover March 22/23).
- 4.2 Regional Economic Development Strategy, dated March 2006.**  
(Provided to members of County and City Councils under separate cover March 22/23).

**5. Motions**

Recommendations to be adopted by both City and County Councils (separately):

***THAT City and County Councils ADOPT and COMMIT to a regional economic strategy as specified in the Regional Economic Development Strategy document dated March 2006;***

***THAT City and County Councils APPROVE the governance structure as described in the Regional Economic Development Strategy document dated March 2006;***

***AND FURTHER THAT City and County Councils APPROVE the 5-year funding model as stipulated in this transmittal report.***

**6. By-laws**

Confirmatory By-law – County of Essex

Confirmatory By-law – City of Windsor

**7. Adjournment**

**THE CORPORATION OF THE CITY OF WINDSOR &  
THE CORPORATION OF THE COUNTY OF ESSEX**

**For the Joint Meeting of City and County Councils**



<b>Author's Name: Bruno Ierullo</b>	<b>Report Date: March 6, 2006</b>
<b>Author's Phone: (519) 255-6100 ext. 6440</b>	<b>Date to Councils: March 29, 2006</b>
<b>Author's E-mail: bierullo@city.windsor.on.ca</b>	<b>Classification #: POLICY</b>

**TO: Mayor and Members of City Council  
Warden and Members of County Council**

**SUBJECT: Regional Economic Development Strategy**

**1. RECOMMENDATION:**

**THAT City and County Councils ADOPT and COMMIT to a regional economic strategy as specified in the Regional Economic Development Strategy document dated March 2006;**

**THAT City and County Councils APPROVE the governance structure as described in the Regional Economic Development Strategy document dated March 2006;**

**AND FURTHER THAT City and County Councils APPROVE the 5-year funding model as stipulated in this transmittal report.**

**EXECUTIVE SUMMARY:**

N/A

**2. BACKGROUND:**

At the Joint Meeting of City and County Councils on November 10, 2004, the two Councils accepted the Economic Development and Tourism Services Study prepared by the CAO Task Force and committed to a regional economic development strategy. In doing so, the Councils also endorsed a "phased approach" to develop a regional economic strategic plan.

A Project Management Team was subsequently created with the Transitional Board of the Windsor – Essex County Development Commission (i.e., Mayor of the City of Windsor, Warden of the County of Essex, City CAO and County CAO) serving as the Project Steering Committee.

Roger Bryan from KPMG was engaged to serve as the Project Team Manager and continue to facilitate the process as he did in the first phase with respect to the CAO Task Force Report.

A Strategic Advisory Group was also established, comprising of eight business/community leaders with expertise in the make-up of the regional economy. Invited by the Transitional Board, the Strategic Advisory Group volunteered their time to give input and provide a critical review of the regional economic development strategy.

### **3. DISCUSSION:**

This extensive review of Windsor and Essex County's approach to economic development originated as a result of two important factors:

1. The increasingly fierce global competition and the acknowledged erosion of market share among the traditional "Big Three" domestic North American auto-makers, as currently being experienced in the region.
2. The need to strengthen the role of the Windsor-Essex County Development Commission from a regional perspective. Given the current global economic environment, municipal Council's across Windsor and Essex County identified the need to create a new regional economic development structure that will take us to the next level and significantly increase the region's profile and opportunities for success in the world marketplace.

The Executive Summary of the proposed regional economic development strategy is attached as **Appendix A**.

Complete details of the economic strategic plan are provided in the comprehensive Windsor & Essex County Regional Economic Development Strategy document dated March 2006 (enclosed).

At its meeting of February 28, 2006, the Transitional Board of the Windsor - Essex County Development Commission formally **endorsed** the Windsor & Essex County Regional Economic Development Strategy document dated March 2006 (enclosed).

### **4. FINANCIAL MATTERS:**

#### ***Proposed Funding Model***

A 5-year funding model is being recommended with the City and the County cost-sharing on a per capita basis. The first year rate would be \$3.50 per capita for a total budget of about \$1,347,500, using 2001 Statistics Canada population figures. The rate would be increased by \$0.50 each year, reaching \$5.50 per capita in year 5 amounting to approximately \$2,117,500. The total funding commitment over the 5 years is an estimated \$8,662,500. As noted above, this estimate is based on 2001 population figures and serves to establish the first year budget. With 2006 being a census year, funding for 2007 would be adjusted to reflect the new population counts using the 2006 Census Data. The population figures to be used for 2008 to 2010, inclusive, would be subject to confirmation on an annual basis by the new Board of Directors.

#### ***Estimated Costs for Strategic Plan Development***

An estimation of both in-kind costs and expenditures is provided below, for the period ending March 31, 2006, attributable to the development of the strategic plan.

**Total Expenditures**

ITEM	2005 Costs (\$)	Estimated 2006 Costs (\$) (ending March 31 <sup>st</sup> )	Totals (\$)
Statistical Information	245	0	245
Consulting Services	73,078	11,127	84,205
Meeting Expenses	1,895	0	1,895
Printing Costs	0	7,262	7,262
<b>TOTALS</b>	<b>75,218</b>	<b>18,389</b>	<b>\$93,607</b>

**In-Kind Contributions**

	2005 Hours	2006 Hours Actual & Estimated (ending March 31 <sup>st</sup> )	Total Hours	Hourly Cost	Total In-Kind Contribution
Staff Support	413	240	653	@ \$55/ hr.	<b>\$35,915</b>

In summary, the total estimated expenditures for the development of the regional economic strategy is approximately **\$93,000** (inclusive of some GST), with an additional in-kind contribution (i.e., Project Team staff support costs) of about **\$36,000**.

The expenditures (i.e., \$93,000 less GST) have been equally shared by the City and the County. Additionally, the Windsor-Essex County Development Commission has been invoiced for the external consulting costs paid in 2005 at \$71,242.20 (excludes GST), a portion of which should qualify for reimbursement under International Trade Canada's CISP funding initiative.

**5. CONSULTATIONS:**

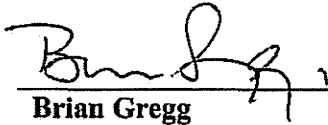
An extensive consultation process was undertaken as part of the development of this strategy. This is outlined in the Background section of the Windsor & Essex County Regional Economic Development Strategy dated March 2006 (enclosed).

**6. CONCLUSION:**

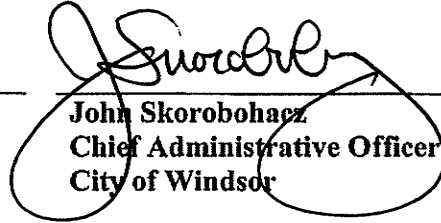
With the approval of the two Councils, the **next steps** are as follows:

- a) The Transitional Board will advertise for new Board Members, review the resumes of interested candidates, and select qualified individuals to be Members of the Board for the new regional organization based on pre-established criteria.
- b) The Transitional Board and new Board will recruit a Chief Executive Officer for the new regional organization.

- c) The Transitional Board and new Board will finalize and approve the new corporate structure and complete the transition from the existing organization to the new entity.
- d) The new Board will prepare a 5-year business plan that will support the strategy through the development and prioritization of action items.
- e) The new Board will implement the regional economic development strategy.



**Brian Gregg**  
Chief Administrative Officer  
County of Essex



**John Skorobohacz**  
Chief Administrative Officer  
City of Windsor

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**APPENDICES:**

**Appendix A: Executive Summary – Windsor & Essex County Regional Economic Development Strategy document dated March 2006**

**ENCLOSURE:**

**Windsor & Essex County Regional Economic Development Strategy – March 2006**

### EXECUTIVE SUMMARY

'Structure follows strategy' was the recommendation of the CAO Task Force, which was the process accepted by the municipal Councils of the City of Windsor and the County of Essex. Consistent with the recommendation and the subsequent resolutions of the two Councils, this report is designed to present the strategic framework first, followed by the structure to support the strategy. For the purposes of providing a brief overview, this summary outlines the chief components beginning with the structure of the regional economic development organization and the strategy that it will embark on.

#### *Structure*

- A regional approach.
- The organization is comprised of: a Governance 'Decision-Making' Board (9 members from key business sectors, education, health and the two Chief Administrative Officers from the City & the County); a Chief Executive Officer as the operational lead; and 3 service areas (Business Recruitment, Marketing & Product Development) (*Note*: total staff complement to be determined).
- The mandate of the organization is to act as the primary economic development body on behalf of the region and to take a lead role in the implementation of the strategy.
- The CEO reports to the Governance Board. Annual reports are to be provided to City and County Councils by their respective CAO's.

#### *Funding*

- A 5-year funding model calculated on a per capita basis, starting at \$3.50 in Year 1, increasing by \$0.50 annually up to \$5.50 in Year 5.
- Total funding in the first year is estimated at over \$1.3 million and rising in excess of an estimated \$2.1 million in the fifth year, contingent upon the population figures.

#### *Strategy*

- A framework strategy consisting of 3 pillars:
  1. **Existing** – Retention, expansion and new opportunities;
  2. **Attraction** – New investment;

3. **New Start-Up Business Opportunities** – Supports for business creation, innovation, and research & development.

- The 3 pillars are addressed by 3 main activities:
  1. **Recruitment** – Services for existing and new investors, as well as for new start-up business opportunities;
  2. **Marketing** – Inventory and promote the ‘actual’ attributes of the region in relation to the needs and ‘wants’ of investors and consumers. Address the weaknesses in the regional offering;
  3. **Product Development** – With the region defined as the product, improve the region’s systems (i.e., natural environment, transportation, infrastructure, education, health, etc.).

#### ***Implementation***

- A 5-year business plan will be established to support the strategy through the development and prioritization of actions items, derived from data-driven recommendations and *key issues* contained in this report.

The initial goal is to create a regional economic environment that is collaborative in nature across the whole region; recognizes the importance of facilitating activities and programs that assist with the future viability and growth of existing business and industry (both big and small); conducive to new investment (i.e., business attraction); and world renowned for its innovation and research and development initiatives. A ‘destination location’ where people want to invest, work, learn and play. A region that continually strives to become the model for economic development in North America.

Ultimately, the purpose is to achieve *economic advantages* that will maintain and attract investment in high-skilled, well-paid jobs providing a high quality of life in Windsor and Essex County.