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# FIVE YEAR STRATEGIC PLAN 2018 - 2022

**WindsorEssex**  
ECONOMIC DEVELOPMENT  
**Our** Location. **Your** Advantage.



# WindsorEssex

## ECONOMIC DEVELOPMENT

We are a powerful and dedicated catalyst, helping to spark and fuel the growth that has made Windsor-Essex a region of economic opportunities. We work tirelessly to attract, retain, grow businesses and create quality jobs for the almost 400,000 residents of Windsor-Essex.

To achieve success, WE EDC will lead four key priority areas for Windsor-Essex over the next three-to-five years:

### 1. WE Inform and Promote

To be the leading source for economic information and promotion in the Windsor-Essex Region.

### 2. WE Invest and Attract

To promote the Windsor-Essex Region as a premier location for business attraction and expansion.

### 3. WE Innovate and Advance

To diversify the Windsor-Essex Region and enable companies to be leaders in innovation and not victims of technology disruption.

### 4. WE Engage and Collaborate

To lead, inform, guide, connect and leverage the economic development ecosystem in the Windsor-Essex Region.



**Our** Location. **Your** Advantage.

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# I. Message from the Chief Executive Officer



*C. Stephen MacKenzie  
CEO, WindsorEssex Economic  
Development Corporation*

It is my pleasure to present to you the Five-Year Strategic Plan for the WindsorEssex Economic Development Corporation (WE EDC) and the Windsor-Essex Region.

There has been a great deal of change since the Corporation produced its last plan in 2011. These changes include the rate and pace of technology disruption and innovation and the addition of the Institute for Border Logistics and Security as a WE EDC department. However, many of the guiding principles, such as fostering cooperation and collaboration among economic ecosystem partners to compete globally, remain the same. Within WE EDC, our goal is to work collaboratively - there is no project or initiative underway that does not reflect our working closely with community partners and stakeholders.

As the southern-most Region of Canada, neighbouring a large American city and the industrial heartland of North America, the Windsor-Essex Region is where Canada begins.

The Windsor-Essex Region is strategically located to provide quick access to the U.S. market and beyond while taking advantage of several Canadian strengths, such as: a highly-educated workforce, a great quality of life, and a strong and stable economic base. Couple this with affordable housing, and a diverse community, the Windsor-Essex Region welcomes you whether you were born here, or you moved here from anywhere else to help make this Region stronger and more prosperous.

The WE EDC was established over 50 years ago, is the lead economic development corporation

responsible for advancing economic development to grow and sustain prosperity in the Windsor-Essex Region. This plan positions both the Windsor-Essex Region and our organization to help strengthen and support economic opportunities and growth across the Region.

The Plan was developed building on our experience and expertise in economic development in the Windsor-Essex Region while: reflecting the latest views in the economic development field and relevant data and research; aligning with the economic development mandates of the Government of Canada and the Province of Ontario; and leveraging the knowledge and passion of our partners across the Windsor-Essex Region from our municipal governments, our entrepreneurs, the business community, industry, educational institutions and other community organizations.

The Plan is structured to provide the reader with an overview of WE EDC's mission, vision and values as well as an organizational structure. The Plan includes a comprehensive summary of key socio-economic statistics and an overview of current economic development theories and practices. Lastly, the Plan outlines a framework for action by identifying four key priorities and objectives:

1. **WE Inform and Promote** - To be the leading source for economic information and promotion in the Windsor-Essex Region.
2. **WE Invest and Attract** - To promote the Windsor-Essex Region as a premier location for business attraction and expansion.
3. **WE Innovate and Advance** - To diversify the Windsor-Essex Region and enable companies to be leaders in innovation and not victims of technology disruption.
4. **WE Engage and Collaborate** - To lead, inform, guide, connect and leverage the economic development ecosystem in the Windsor-Essex Region.

With the changing and competitive nature of economic development, achieving the objectives set out in the Plan will require a new approach, orientation and a concerted effort to work together to grow and sustain prosperity in the Windsor-Essex Region.

Sincerely,

C. Stephen MacKenzie

## II. WindsorEssex Economic Development Corporation (WE EDC)

### Mission:

Maximize economic diversity, growth and prosperity in the Windsor-Essex Region.

### Vision:

WE EDC will be the business-driven, business-led organization focused on creating prosperity and being recognized for generating economic value and a high quality of life throughout the Windsor-Essex Region.

### Values:

#### *Professionalism:*

Be regarded as having the highest professional standards. Adhere to undeviating courtesy, honesty and responsibility in all dealings.

#### *Passion:*

Be zealous and dedicated in support of our Region, businesses, clients, entrepreneurs, stakeholders and partners.

#### *Integrity:*

Develop trust by doing the right things for the right reasons. Maintain a sterling reputation with respect to data analysis, proprietary information as well as client and stakeholder engagement.

#### *Ingenuity:*

Be a continuous learning organization that embraces and fosters innovation. Assist our companies, educational institutions, associations and entrepreneurs to lead technology disruption; not be victimized by it.

#### *Leadership:*

Act as a catalyst and facilitator to lead Windsor-Essex by fostering collaboration and innovation between industry sectors, educational institutions, partners and stakeholders.

### III. WE EDC – Success Defined (3-5 years):

The Windsor-Essex Region is rated in the top 10 on the list of the best places to live and work in North America.

The Windsor-Essex Region has a high performance, high value-added economy powered by an innovative culture and a diversified industry cluster mix.

WE EDC is rated as a professional and “Best Practice” Regional Economic Development Corporation by trade publications, and the International Economic Development Council.

### IV. Priority Areas:

To achieve success, WE EDC will lead four key priority areas for Windsor-Essex over the next three-to-five years:

#### **1. WE Inform and Promote**

To be the leading source for economic information and promotion in the Windsor-Essex Region.

#### **2. WE Invest and Attract**

To promote the Windsor-Essex Region as a premier location for business attraction and expansion.

#### **3. WE Innovate and Advance**

To diversify the Windsor-Essex Region and enable companies to be leaders in innovation and not victims of technology disruption.

#### **4. WE Engage and Collaborate**

To lead, inform, guide, connect and leverage the economic development ecosystem in the Windsor-Essex Region.



## V. Background

### *Economic Overview*

According to the Conference Board of Canada, Ontario's economy is poised to slow from 2.8 per cent growth in 2017 to 2.2 per cent in 2018 and 2.1 per cent in 2019, weighed down by a combination of interest rate hikes, high consumer debt, and more stringent mortgage financing regulations.

The Windsor CMA's real gross domestic product growth exceeded 3 per cent in every year from 2014 to 2017, marking the area's strongest prolonged expansion since the late 1990s. It had the third-fastest growing economy in Canada in 2016, trailing only Toronto and Vancouver. The hot economy revved up job creation, leading to a total of 8,000 net new jobs over this period. This pushed the unemployment rate down from 8.9 per cent in 2014 to 5.6 per cent in 2017, its lowest level since 2000.

The Conference Board's most recent outlook reported real GDP growth for the Windsor CMA of 2.2 per cent in 2018 and calls for 1.5 per cent in 2019. Local economic growth is slowing in tandem with U.S. light vehicle sales. Although still at high levels, they fell for the first time in eight years in 2017, and remained flat in 2018. The economy is expected to grow by 6.86 per cent from 2017 to 2021, fueled in part by the two mega projects on the horizon, the Gordie Howe International Bridge and the new Windsor Regional Hospital.

Despite the slowing economy, the outlook for the local labour market remains upbeat. Employment is expected to bounce back from 2017's 0.8 per cent decline, generating a total of 3,300 net new jobs from 2017 to 2019. The labour force is forecast to increase at an even faster pace, boosting the unemployment rate from 5.9 per cent last year to 6.2 per cent by 2019. The hot economy and accompanying healthy job prospects have drawn in a higher number of migrants over the past few years, leading to accelerating population growth. The pending approval by the three (3) Federal Governments of the recent United States, Mexico, Canada (USMCA) trade agreement should ensure that these projections are met.

While the economic statistics are positive, the recent announcement by General Motors of large-scale head office restructuring, the cancellation of several well-known product lines and significant plant closures, including GM's Oshawa facility which employs 2,500 workers is a reminder to the Windsor-Essex Region that it too must retool to take on the challenges posed by the rise of autonomous driving and electric vehicles, as well as consumers' declining interest in cars over trucks and SUVs.

### *Gross Domestic Product (GDP) – Windsor CMA*

GDP at Basic Prices by Industry (Millions \$2007)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total - All Industries	11,693.16	12,102.85	12,553.11	12,962.67	13,325.04	13,615.73	13,820.14	14,028.25	14,239.07	14,439.51	14,642.56
Goods Producing Industries	4,164.55	4,480.28	4,788.84	5,056.81	5,280.19	5,467.70	5,546.43	5,635.11	5,717.99	5,795.14	5,872.04
Manufacturing	3,234.42	3,511.60	3,722.40	4,035.35	4,242.07	4,417.50	4,470.51	4,524.16	4,582.97	4,637.97	4,693.63
Construction	751.88	772.51	808.37	817.23	845.97	870.63	892.40	925.42	947.63	967.53	986.88
Primary and Utilities	178.26	196.17	208.07	204.23	192.15	179.56	183.52	185.53	187.39	189.64	191.53
Service-Producing Insutries	7,528.61	7,622.57	7,764.27	7,905.86	8,044.85	8,148.03	8,273.72	8,393.13	8,521.08	8,644.37	8,770.52
Wholesale Trade	560.38	551.64	553.99	558.07	588.26	634.35	645.14	653.52	660.71	667.98	675.33
Retail Trade	619.19	610.66	630.69	650.26	683.82	693.44	701.07	709.48	717.99	725.89	733.88
Transportation and Warehousing	488.76	533.23	551.29	557.79	559.92	554.09	559.63	565.79	573.71	580.59	588.14
Information and Cultural Insutries	265.20	262.66	249.44	242.91	241.53	235.08	234.84	234.61	235.08	235.55	236.26
Finance, Insurance and Real Estate	2,285.85	2,300.45	2,350.03	2,388.87	2,380.55	2,345.16	2,397.49	2,452.26	2,512.42	2,569.62	2,624.28
Professional, Scientific and Technical Services	375.20	384.95	400.60	410.64	421.95	430.73	440.64	448.13	454.85	463.04	471.37
Educational Services	825.14	832.05	829.14	827.44	830.85	849.16	851.71	854.27	855.97	858.54	861.98
Health Care and Social Assistance	890.00	893.21	906.89	936.67	960.07	986.79	1,004.56	1,020.63	1,037.98	1,054.59	1,073.57
Arts, Entertainment and Recreation	135.55	148.10	159.50	160.20	149.64	132.86	135.12	136.74	138.93	141.15	143.41
Accommodation and Food Services	292.18	309.13	318.49	330.71	344.44	357.86	364.31	369.41	374.95	379.82	384.76
Other Services	254.99	265.19	264.46	258.33	255.37	253.18	258.50	264.18	270.26	275.94	281.73
Public Administration	536.18	531.30	549.76	583.97	628.45	675.32	680.72	684.12	688.23	691.67	695.82

Source: Conference Board of Canada Data, January 2019

## Demographics

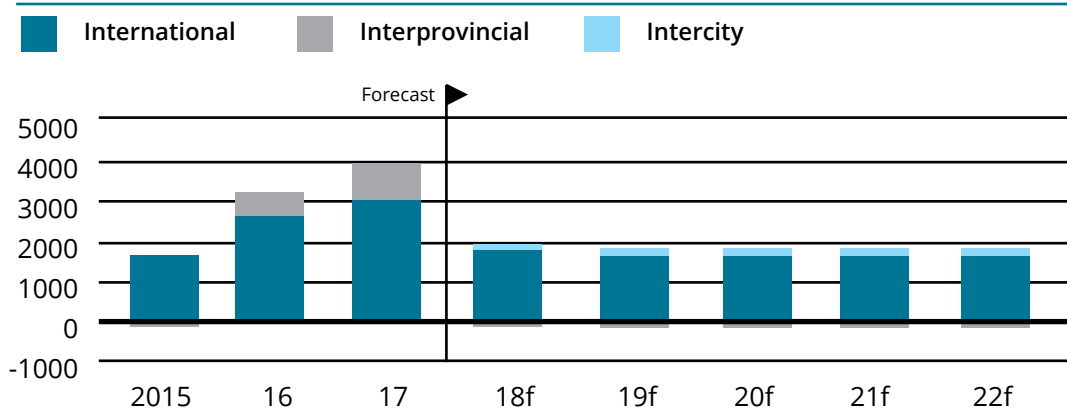
The Windsor-Essex Region, as illustrated in the table below, has experienced a 6.1 per cent increase in population since 2011. It is expected that this positive trend will continue over the next several years due in part to immigration, and to the expected migration of workforce to the Region for the two mega projects on the horizon; the Gordie Howe International Bridge, and Windsor Regional Hospital.

### Regional Demographics Windsor-Essex

Municipality	2011 Population	2016 Population	2018 Population	% Change from 2011
Amherstburg	21,556	21,936	22,973	6.6
Essex	19,600	20,427	21,596	10.2
Kingsville	21,362	21,552	22,494	5.3
Lakeshore	34,546	36,611	38,964	12.8
LaSalle	28,643	30,180	32,047	11.9
Leamington	28,403	27,595	28,372	-0.1
Tecumseh	23,610	23,229	24,003	1.6
Windsor	217,188	210,891	228,533	5.2
<b>Total</b>	<b>394,908</b>	<b>392,421</b>	<b>418,932</b>	<b>6.1</b>

Source: Statistics Canada, 2016 Census and Manifold Data Mining Inc, 2018

### Sources of Migration



f = forecast

Sources: Statistics Canada; The Conference Board of Canada



## Labour Force



There has been a marked improvement in the labour market over the past three years, demonstrated by the dramatic increase in the number of people employed and by an equally dramatic decrease in the unemployment rate. At 6.0 per cent in December 2018, the unemployment rate for the Windsor CMA was significantly lower than three years earlier when it stood at 9.0 per cent. The Windsor-Essex Region has transitioned from having the highest unemployment rate in the country to now having one of the lowest.

Unemployment Rates (%)			
	Dec. 2017	Dec. 2018	2018 Average
Windsor CMA	6.0	5.4	6.0
Ontario	5.6	5.5	5.6
Canada	6.0	5.8	5.8

Source: Statistics Canada, Labour Force Survey, January 2019

There have been a number of industry expansions in the Region across multiple industry sectors including manufacturing, food processing, agri-business and ICT. Two projects which arguably had the most significant impact on Windsor were the investment by FCA Canada in the Windsor Assembly Plant and the investment by Ford Motor Company of Canada, Ltd. in the Windsor Engine Plant. The 2017 investment by Ford has transformed the site into a world-class powertrain facility with an estimated 600 new jobs and the retention of many more. The FCA investment paved the way for production of the new Chrysler Pacifica and the plug-in hybrid version of this vehicle. Associated with this investment was the hiring of 1,200 additional workers at the facility, which had a ripple effect throughout the local economy. Although the retooling and hiring took place largely in 2015 and 2017, evidence of the economic impact appeared later as employment positions with suppliers and other companies continued to be filled. Automotive parts suppliers and the local Machine, Tool, Die and Mold (MTDM) sector had an extremely busy year as they continued to benefit from the resurging automotive industry.

Total employment in the Windsor CMA grew steadily from 2009 to 2016. It dipped slightly in 2017 and then is expected to continue to increase through 2021.

## Employment by Industry 2012-2021 Windsor CMA

Employment by Industry - Windsor CMA	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total - All Industries	154,775	155,250	157,975	164,125	162,800	164,475	166,144	167,032	168,290	169,232	170,463
Goods Producing Industries	42,655	43,490	46,713	53,869	51,294	51,457	51,642	52,794	52,911	52,822	52,759
Manufacturing	31,407	32,933	33,955	41,337	38,283	39,445	39,011	40,136	40,122	40,018	39,829
Construction	8,232	8,252	9,574	9,214	10,364	8,942	9,556	9,832	9,966	9,994	10,116
Primary and Utilities	3,016	2,305	3,184	3,318	2,648	3,070	3,076	2,825	2,824	2,810	2,814
Service-Producing Insutries	112,120	111,760	111,262	110,256	111,506	113,018	114,502	114,238	115,378	116,410	117,704
Wholesale Trade	3,690	3,953	3,406	4,412	3,352	4,203	4,305	4,003	3,993	3,988	3,995
Retail Trade	18,649	18,174	15,275	14,793	17,920	16,603	17,704	16,362	16,258	16,164	16,115
Transportation and Warehousing	6,634	8,313	6,244	6,723	6,730	6,985	6,629	7,006	6,997	6,979	6,979
Information and Cultural Insutries	1,831	2,100	2,016	1,820	1,881	1,763	1,931	1,664	1,646	1,629	1,616
Finance, Insurance and Real Estate	14,246	11,120	15,465	13,401	15,175	11,404	12,505	12,603	12,734	12,864	12,970
Professional, Scientific and Technical Services	6,829	6,674	7,576	7,780	8,008	7,641	7,543	8,006	8,095	8,192	8,304
Educational Services	12,283	12,542	12,271	10,660	10,457	13,091	11,999	12,208	12,307	12,393	12,514
Health Care and Social Assistance	21,902	20,776	20,433	21,106	21,521	22,529	23,473	23,865	24,483	25,043	25,713
Arts, Entertainment and Recreation	3,830	5,161	6,094	5,707	4,125	3,451	3,643	3,871	3,932	3,997	4,070
Accomodation and Food Services	10,946	11,775	11,832	11,590	11,285	12,858	12,620	12,600	12,772	12,906	13,063
Other Services	6,374	6,660	6,668	6,608	5,718	6,510	6,209	6,211	6,295	6,361	6,438
Public Administration	4,907	4,512	3,981	5,656	5,333	5,981	5,941	5,839	5,867	5,894	5,928

Source: Conference Board of Canada Data, January 2019

The Conference Board of Canada reports and data are only available for the Windsor CMA which does not include all municipalities in Windsor-Essex. The Municipality of Leamington and the Towns of Essex and Kingsville are not included in the CMA. To address this issue, WE EDC has purchased a data subscription for Statistics Canada data that covers the entire Region, as illustrated in the following tables.

Labour Force Characteristics - Windsor-Essex Region			
	Q4 2018	Q4 2017	2018
Population 15+	341,300	335,200	339,100
Labour force	209,500	203,500	207,000
Employment	200,600	193,100	194,700
Full-time	160,900	151,800	157,400
Part-time	39,700	41,400	37,300
Unemployed	8,900	10,400	12,400
Not in labour force	131,800	131,600	132,100
Unemployment rate (%)	4.2	5.1	6.0
Participation rate (%)	61.4	60.7	61.1

Source: Statistics Canada, Labour Force Survey, custom tabulation, Q1 2019

Historical Data – Labour Force Characteristics						
Windsor-Essex	2013	2014	2015	2016	2017	2018
Population 15+	341,350	339,575	331,775	330,175	332,725	339,100
Labour force	212,100	211,325	209,925	206,825	201,400	207,000
Employment	194,150	193,875	190,650	194,775	189,550	194,700
Full-time employment	150,825	152,725	150,400	153,625	149,800	157,400
Part-time employment	43,325	41,150	40,225	41,150	39,800	37,300
Unemployment	17,950	17,400	19,250	12,075	11,850	12,400
Not in labour force	129,225	128,225	121,825	123,325	131,300	132,100
Unemployment rate (%)	8.5	8.3	9.2	5.9	6.1	6.0
Participation rate (%)	62.1	62.3	63.3	62.6	61.0	61.1
Employment rate (%)	56.9	57.1	57.5	59.0	57.3	56.6

Source: Statistics Canada, Labour Force Survey, custom tabulation, 2019



### Employment by Industry - Windsor-Essex Region

Industry	Q4 2018	Q4 2017	2018
Agriculture	1,700	3,100	3,450
Forestry, fishing, mining and oil and gas extraction	0	0	0
Utilities	0	1,500	375
Construction	12,600	12,300	11,950
Manufacturing	43,800	45,700	46,650
Trade	27,300	29,000	25,000
Transportation and warehousing	10,300	8,200	8,700
Finance and insurance real estate and leasing	6,300	6,300	6,900
Professional, scientific and technical services	11,300	7,800	8,625
Business, building and other support services	7,800	7,300	5,800
Educational services	14,700	13,800	14,950
Health care and social assistance	22,700	27,500	25,750
Information and cultural and recreation	4,600	6,400	5,675
Accommodation and food services	15,600	3,000	11,900
Other services (except public administration)	8,000	8,700	8,225
Public administration	5,200	7,100	6,475
<b>Total</b>	<b>193,100</b>	<b>200,600</b>	<b>194,675</b>

Source: Statistics Canada, Labour Force Survey, Custom Tabulation, Q1 2019  
 Note: 0 indicates an estimate less than 1500

Historical Data – Employment by Industry						
Windsor-Essex Region	2013	2014	2015	2016	2017	2018
Total employed	194,150	193,875	190,650	194,775	189,550	194,675
Goods-producing sector	56,375	55,225	58,975	65,850	60,275	63,475
Agriculture	3,375	3,075	5,000	4,125	2,850	3,450
Forestry, fishing, mining, quarrying, oil and gas	0	0	0	0	0	0
Utilities	1,400	450	1,700	1,025	375	375
Construction	10,650	10,975	11,300	11,750	12,150	11,950
Manufacturing	40,000	39,550	40,250	47,750	43,400	46,650
Services-producing sector	137,775	138,675	131,675	128,900	129,300	131,150
Trade	28,650	28,075	23,275	24,350	25,525	25,000
Transportation and warehousing	8,725	11,825	7,775	8,175	8,325	8,700
Finance, insurance, real estate and leasing	9,900	7,775	10,775	8,025	7,900	6,900
Professional, scientific and technical services	8,175	7,525	8,900	8,925	9,175	8,625
Business, building and other support services	5,975	6,050	7,000	6,625	8,750	5,800
Educational services	14,150	15,400	14,150	12,750	12,250	14,950
Health care and social assistance	27,175	25,225	24,725	24,150	24,875	25,750
Information, culture and recreation	7,050	8,575	8,300	8,225	6,525	5,675
Accommodation and food services	13,675	13,650	13,550	2,375	12,950	11,900
Other services	8,450	8,625	8,100	8,125	7,200	8,225
Public administration	5,800	5,950	5,075	6,275	5,850	6,475

Source: Statistics Canada, Labour Force Survey, custom tabulation, Q1 2019

Note: 0 indicates an estimate less than 1500

Labour Force Characteristics – Windsor-Essex Region			
Occupations in:	Q4 2018	Q4 2017	2018
Management	14,800	11,300	12,325
Business, finance and administration	22,800	26,400	26,300
Natural and applied sciences and related	12,100	11,300	12,425
Health	19,000	19,100	16,375
Education, law and social, community and government services	20,700	17,100	20,100
Art, culture, recreation and sport	3,200	2,300	3,375
Sales and service	51,200	48,300	46,525
Trades, transport and equipment operators and related	32,800	30,300	31,950
Natural resources, agriculture and related production	2,500	4,500	3,500
Manufacturing and utilities	21,600	23,900	21,875
Total, all occupations	200,600	194,500	194,675

Source: Statistics Canada, Labour Force Survey, Custom Tabulation, Q1 2019

Note: 0 indicates an estimate less than 1500

## Housing Starts

The following table lists the housing starts by individual municipality for 2018, 2017, and the fourth quarters of 2017 and 2018. Housing starts in the Region lagged in 2018 compared to 2017 by 24 per cent. This is attributable to a number of factors, including the uncertainty associated with NAFTA negotiations. As these negotiations are finalized, and the previously mentioned mega projects come on line, the number of housing starts is expected to increase.





Housing Starts – Windsor-Essex Region				
	Q4 2018	Q4 2017	Year-to-date 2018	Year-to-date 2017
Amherstburg	42	62	160	155
Essex	21	14	77	61
Kingsville	32	31	185	133
Lakeshore	36	65	228	331
LaSalle	102	44	219	254
Leamington	27	30	74	216
Tecumseh	7	9	22	67
Windsor	75	104	323	380
<b>Total</b>	<b>342</b>	<b>359</b>	<b>1288</b>	<b>1597</b>

Source: Canada Mortgage and Housing Company (CMHC), Total – All Dwelling Types

## Construction, Commercial Real Estate, and Income Overview

### Building permits

(\$ 000s)	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total	313,181	506,757	311,115	578,041	360,301	406,382	525,302	611,964	620,510
Residential	99,199	146,097	179,660	205,850	236,103	255,488	339,591	428,701	396,530
Non-residential	213,982	360,660	140,455	372,191	124,198	150,894	185,711	183,263	223,980
Industrial	9,093	125,435	45,408	15,500	26,607	38,433	40,808	45,431	35,543
Commercial	42,572	61,265	70,676	147,504	45,354	58,054	63,992	58,942	106,192
Public admin. and non-comm.	162,317	173,960	24,371	209,187	52,237	54,407	80,911	78,890	82,245

### Office sector\*

No. of sq ft (000s)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Percentage change	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Vacancy rate (%)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Employment (000s)	27	30	28	29	28	24	29	29	30
Percentage change	-3.7	11.9	-7.1	5.4	-5.6	-12.3	19.0	-1.3	6.1

### Bankruptcies

Consumer	2,117	1,304	980	854	794	584	560	432	451
Business	43	33	25	20	21	26	14	29	12

\*Information and cultural services, finance, insurance and real estate; business services; and public administration.  
Sources: the Conference Board of Canada; Statistics Canada; Industry Canada; CBRE

## Housing Market



House in Windsor Listed in the \$300s

November 2018 Monthly Statistics	
	Avg. Resale Detached Home Price Residential
WINDSOR-ESSEX REGION	\$288,311
London	\$376,780
Kitchener-Waterloo	\$477,787
Hamilton	\$581,900
Toronto	\$763,600

Source: CREA, November 2018

New Housing Price Indexes (November 2018) Index 2016 (12) = 100			
Urban Region	Index	Urban Region	Index
Regina	97.6	Toronto	103.3
St. John's	98.0	Kelowna	103.4
Saskatoon	98.1	Hamilton	103.8
Calgary	99.3	Oshawa	103.9
Edmonton	99.3	Kitchener-Cambridge-Waterloo	103.9
Charlottetown	100	Winnipeg	104.4
Québec	100.8	Montréal	104.7
Sherbrooke	100.8	Guelph	105.0
Saint John, Fredericton, and Moncton	100.9	Windsor	105.6
Greater Sudbury	100.9	St. Catharines-Niagara	106.2
Trois-Rivières	101.1	Vancouver	108.8
Halifax	101.6	Ottawa-Gatineau, Ontario part	109.7
Ottawa-Gatineau, Quebec part	102.2	London	111.1
Victoria	102.6		

Source: Statistics Canada. New housing price index, monthly

These data sets clearly indicate that the Windsor-Essex Region is growing; powered by migration and available and affordable land for residential, commercial and industrial development.



## Quality of Life

Residents of the Windsor-Essex Region enjoy an excellent quality of life as is illustrated by the following factors:

- Temperate climate (800 KM south of Vancouver, BC)
- 160 KM of shoreline
- Small city lifestyle, big city amenities
- Culturally diversified community (100 languages spoken)
- Low crime rates. The Towns of LaSalle, Amherstburg and Kingsville are among the top 10 safest communities in Canada (Statistics Canada)
- Connected to the world
- International, cosmopolitan; reputation as a two-nation destination
- Award-winning wine country
- One of the most competitive regions in Canada for new home values
- Low commute times when travelling around the Region

This is extremely important as the battle for workforce talent will be won by jurisdictions that can offer both high quality career opportunities and an excellent quality of life. As Millennials and Generation Z's continue to make up more of the workforce, this linkage between quality of life and economic and community development will be even more important in the years to come.

# OUR MOSAIC

A SNAPSHOT OF DIVERSITY  
— IN WINDSOR-ESSEX —

## OUR DIVERSITY



**1 IN 4**

people in Windsor-Essex  
is an immigrant

**85,810**

people in Windsor-Essex  
are immigrants



**10,800**

newcomers settled in Windsor-Essex  
between 2011 & 2016

An **immigrant** refers to a person who is, or has ever been, a landed immigrant or a permanent resident.

A **newcomer** is an immigrant to Canada who has been here for five years or less.

### EDUCATION ATTAINMENT OF IMMIGRANTS

**20,050**

have a high school diploma

**18,675**

have a college education

**21,675**

have a university education



### EDUCATION ATTAINMENT OF NEWCOMERS

**1,915**

have a high school diploma

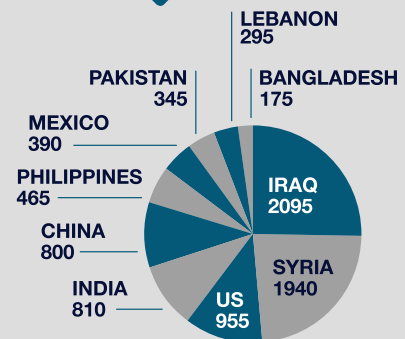
**1,095**

have a college education

**2,970**

have a university education

### Recent Immigration by Place of Birth 2011-2016



### Age at Immigration

**10,520** under 5 years

**16,355** 5 - 14 years

**31,875** 25 - 44 years

**6,850** 45+ years

### TOP 5 SECTORS IMMIGRANTS ARE EMPLOYED IN



9020	Manufacturing
4885	Healthcare & Social Assistance
3850	Retail Trade
2985	Accommodation & Food Services
2835	Professional, Scientific & Technical Services











Source: Statistics Canada, 2016 Census of Population

Source: Windsor Essex Local Immigration Partnership

## VII. Key / Target Industries

An important part of an economic development strategy is the focus on specific industries (existing and future) that hold opportunity for the Windsor-Essex Region. This does not mean that other sectors do not have merit or opportunity, but these specific industries hold significant potential for development through coordinated and specific efforts from WE EDC and its partners.

The following table illustrates that the target industry sectors for which Windsor-Essex has competitive advantage align with the Province of Ontario and Government of Canada targets. The provincial government, through the Ministry of Economic Development, Job Creation and Trade (MEDJCT), has identified several industries that have high potential for new business investment and growth. The federal government also has developed priority sectors that it is promoting globally for investment into Canada. It is important, where possible, for Windsor-Essex to be aligned with federal and provincial partners to leverage their significant economic development resources and programs, as we increase our efforts to diversify our economy.

Targeted Industry Alignment (Investment Focus)	Windsor-Essex	Ontario	Canada
Agri-business & Food Processing	✓		
Health & Life Sciences/Pharmaceuticals /Nutraceuticals	✓		
Information Technology	✓		
Logistics/Warehousing & Cross-Border Activities	✓		
Advanced Manufacturing/Automation/Robotics	✓		
Professional Services/Back-Office Operations	✓		



= Competitive Strength



= Potential Opportunity

WE EDC will continue to pursue investment opportunities and lead the development activities for all identified industries using its relationships with industry, the University of Windsor, St. Clair College, other innovation ecosystem organizations as well as provincial and federal government partners. Ensuring there is a proper mix of strategic sectors is important to the creation of a diverse and sustainable economic plan. For this reason, WE EDC will continue to focus on established industries that ensure a strong foundation, balanced by a concentration on growth industries, and will aggressively pursue emerging technologies/industries that will drive disruption diversification throughout the Region.

## **The Windsor-Essex Region focus is as follows:**

***Established Industries:*** (Industries that have been established within the local economy for twenty or more years)

- Agri-Business & Food Processing (including distilleries, wineries)
- Professional Services/Back-Office Operation
- Advanced Manufacturing (Additive Manufacturing, Lightweighting, Automation, Automotive)

***Growth and Emerging Industries:*** (Industries growing at a rate faster than the overall local economy)

- Advanced Manufacturing (Additive Manufacturing, Lightweighting, CAV, Automotive, Automation, Mobility)
- Health & Life Sciences / Pharmaceuticals / Nutraceuticals
- Agri-Business (Greenhouse technology, Automation, Cannabis)
- Information Technology (Artificial Intelligence, Blockchain, Cyber Security, Mobility)
- Logistics / Warehousing & Cross-Border Technology / Activities

## **Location Quotient**

A Location Quotient (LQ) is a simple ratio used to determine the concentration or dominance of a particular industry in a region (i.e. local government area) in comparison to a larger reference or benchmark region (i.e. province, state or nation). It is traditionally used to compare an industry's share of regional employment. The location quotient formula allows economists to calculate whether a region is employing enough workers in each sector as put up, in this case, against a national economy.

When the LQ equals 1 that means the employment is equal in the sector for the national and regional economy. In general, an LQ above 1.5 indicates that there is a degree of specialization or concentration in that industry within the area and indicates that the region is most likely performing well above the average when it comes to employment.

The Canadian Cluster Mapping Portal depicts clusters across Canada as defined by the concentration of related industries and associated activities, such as companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support. The Portal uses Locational Quotient to measure the strength of clusters across Canada. The Windsor-Essex Region is identified as being home to one of Canada's highest concentrated clusters – automotive – with a Locational Quotient of 12.0.



NAICS	Employment by Industry - Windsor CMA	2018 Jobs	2025 Jobs	2018-2025 Change	2018-2025 Change	2018-2025 Change	2025 Location Quotient
11	Agriculture, forestry, fishing and hunting	3,727	3,588	(139)	(4%)	1.76	1.74
21	Mining, Quarrying, and oil and gas extraction	425	447	22	5%	0.20	0.20
22	Utilities	906	986	80	9%	0.70	0.71
23	Construction	8,414	9,464	1,050	12%	0.79	0.79
31-33	Manufacturing	38,553	41,781	3,228	8%	2.40	2.50
41	Wholesale Trade	6,522	7,025	503	8%	0.78	0.79
44-45	Retail Trade	19,000	19,776	776	4%	0.90	0.90
48-49	Transportation and Warehousing	6,782	7,175	393	6%	0.84	0.82
51	Information and Cultural Insutries	1,652	1,755	103	6%	0.45	0.45
52	Finance and Insurance	4,582	4,752	170	4%	0.59	0.57
53	Real Estate and rental and leasing	2,295	2,575	280	12%	0.72	0.74
54	Professional, Scientific and Technical Services	5,415	6,448	1,033	19%	0.56	0.58
55	Management of Companies and Enterprises	237	168	(69)	(29%)	0.23	0.16
56	Administrative and Support, Waste Management and Remediation Services	9,631	11,535	1,904	20%	1.12	1.21
61	Educational Services	12,395	13,034	639	5%	0.90	0.87
62	Health Care and Social Assistance	21,606	25,355	3,749	17%	1.03	1.02
71	Arts, Entertainment and Recreation	3,994	4,285	291	7%	1.24	1.14
72	Accomodation and Food Services	15,296	17,772	2,476	16%	1.08	1.11
81	Other Services (except public administration)	6,192	6,371	179	3%	0.90	0.89
91	Public Administration	7,278	7,335	57	1%	0.58	0.55
X0	Unclassified	3,674	4,024	350	10%	1.03	1.03
		178,575	195,654	17,079	10%		

Source: EMSi Q3 2018

## Dominant Industries, 2017

Class*	Industry	Employees (000s)
3361-3369	Transportation equipment manufacturing	19.2
4411-4543	Retail trade	18.0
2311-2329	Construction	10.4
7221-7224	Food and beverage services	9.7
6211-6219	Ambulatory health care services	7.0
6111	Primary and secodnary schools	6.6
6220	Hospitals	5.7
3331-3339	Machinery manufacturing	5.4
6230	Nursing and res. care facilities	5.3
5615-5617, 5511, 5611-5612, 5619, 5621-5629	Other management and administrative services	4.8

\*North American Industrial Classification System  
Source: Statistics Canada

## VIII. Business Development and Entrepreneurship

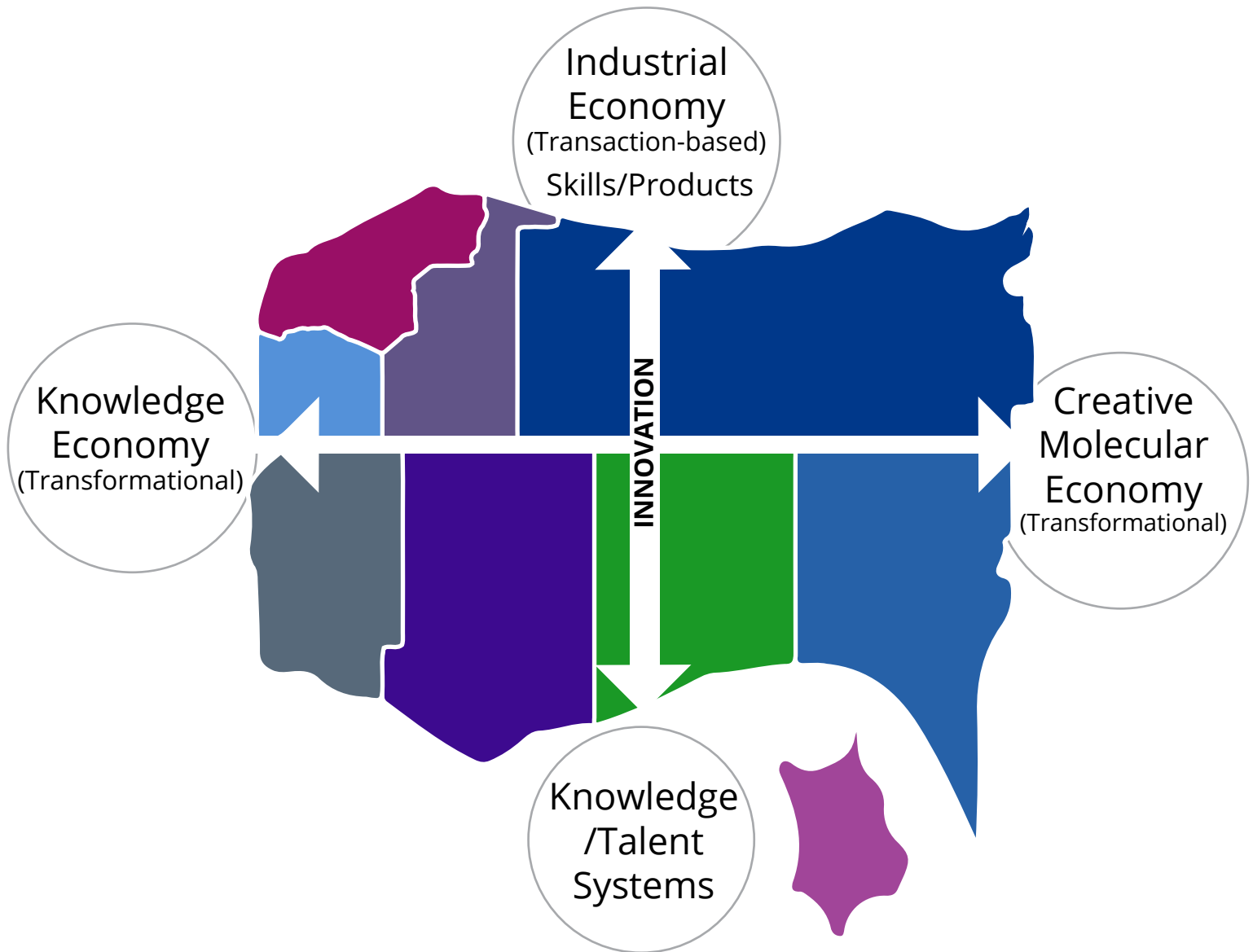
Fostering a culture of entrepreneurship and innovation is paramount to the work performed at the WindsorEssex Economic Development Corporation's Small Business Centre (SBC) and is what drives the overall strategy and execution of the programs. SBC offers up-to-date, expert advice and practical assistance to new and existing business owners. A team of professional and experienced staff representing a variety of business backgrounds are committed to offering business information and resources including business consultations, seminars, mentorship and guidance to small businesses and entrepreneurs. Promoting entrepreneurship as a viable career option particularly amongst young people, and motivating individuals locally, regionally and internationally to start a business in the Region is a primary focus. As such SBC will continue to provide support and micro-financing to support new and existing entrepreneurs where possible. The SBC is partially funded by the provincial Ministry of Economic Development, Job Creation and Trade.

## IX. The “New Normal”

In the period following the adoption of the 2011 Strategic Plan for the Windsor-Essex Region, we have witnessed deep structural changes in the global economy that have and will continue to impact and transform the local economy at speeds that are unfamiliar and uncomfortable to many. We are challenged by the reality that the next “big deal” will no longer revive a struggling economy. The transaction-based economy has evolved into a transformational, knowledge-based economy that recognizes continual innovation supported by open networks and complex systems as its foundational elements. The skills, mindset, and structures needed to support the waning, transaction-based economy lose their relevancy as we transition to the “New Creative Molecular Economy<sup>1</sup>” and can even be detrimental as we attempt to adapt and evolve. There is a dynamic, new structure and a new set of assumptions in place that at times change without clear motive. Simply modifying or improving the decades-old, trusted methods will not guarantee success in the emerging economy. We need a transformational change that reenergizes and repurposes static, institutional systems (regulatory, social, educational, corporate, etc.) in order to move beyond the status quo.

Windsor-Essex, similar to other regions in Ontario, Canada and globally, must navigate the storm caused by the historic convergence of three separate and distinct economic development paradigms: the Industrial, Knowledge, and New Economy, where the newest is itself characterized as “disruptive and constantly evolving.” We are challenged by our inability to predict outcomes in this New Economy, and the need instead to develop (and continually redevelop) systems that allow us to adapt to the outcomes. The reality of this new, disruptive, global economy must illuminate an undisputed path away from isolated towns competing for recognition and resources toward regionalism, where the critical mass vital to compete in the global marketplace, is provided and strengthened by one regional perspective.

<sup>1</sup>Creative Molecular Economy: “An economy based on the integration of emerging technologies, with creative individuals, small groups and companies organized in interlocking networks, connecting and disconnecting constantly in processes of continuous innovation.” Unleashing Fundamental Change; Networking Transformational Thinking and Action Through Economic Development; By LaDene Bowen, CECD, FM; Ronnie Bryant, CECD, FM, HLM; Jim Damicis; Scott Gibbs; Rick Smyre; and Mark Waterhouse, CECD, FM, HLM



ECONOMIC DEVELOPMENT TRADITIONAL VS. INNOVATION-BASED	
TRADITIONAL	INNOVATION-BASED
<b>How does economic development work?</b>	
<ul style="list-style-type: none"> <li>• Public sector incentives</li> <li>• Big new private investments in factories</li> <li>• The “low cost” community will win the deal in the end</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in research capacity, entrepreneurs, and capital</li> <li>• Private-public-education partnerships</li> <li>• The most innovative culture will grow the fastest</li> </ul>
<b>How do you “move the needle”?</b>	
<ul style="list-style-type: none"> <li>• Marketing and land development</li> <li>• Headline grabbing deals</li> <li>• Pick the “winners” in your targeted industry clusters and focus on them</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivating and networking local public and private leaders</li> <li>• Highly connected, self-reinforcing networks of people, money and ideas</li> <li>• Focus on clusters of strength, but let the “winners” pick themselves through the creative process</li> </ul>
<b>Focus Points</b>	
<ul style="list-style-type: none"> <li>• Big companies</li> <li>• Business attraction</li> <li>• Best incentives</li> <li>• Real estate</li> <li>• Trade shows</li> <li>• Branding for external marketing</li> <li>• Executive amenities</li> <li>• Places companies want to be</li> <li>• Greenfield industrial and office parks</li> </ul>	<ul style="list-style-type: none"> <li>• Talented leaders, skilled workers</li> <li>• STEM skills, innovation ecosystems</li> <li>• Entrepreneur networks</li> <li>• Business creation, expansion, reinvention</li> <li>• Bringing research to market</li> <li>• Connecting academic institutions to local businesses and communities</li> <li>• Branding for internal marketing</li> <li>• Live/work/play places</li> <li>• Places talented workers and entrepreneurs want to be</li> <li>• Public investments in community</li> </ul>
<b>Business Environment</b>	
<ul style="list-style-type: none"> <li>• Efficiency is dominant source of private sector strength</li> <li>• Relatively stable industries with long-cycle investments</li> </ul>	<ul style="list-style-type: none"> <li>• Strength through constant adaptive changes</li> <li>• Innovation is the dominant source of strength</li> <li>• Engaging a diverse network of individuals</li> </ul>
<b>Who provides ED leadership?</b>	
<ul style="list-style-type: none"> <li>• Top-down, power of the purse</li> <li>• Elected Officials/EDO Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>• Bottom up, soft power and thought leadership</li> <li>• EDO Executive Director identifies and supports startup community leaders who take joint leadership</li> </ul>

“A handful of cities (regions) with the “right” industries and a solid base of human capital keep attracting good employers and offering high wages, while those at the other extreme, cities (regions) with the “wrong” industries and a limited human capital base, are stuck with dead-end jobs and low average wages<sup>2</sup>”.

“Canada has one of the world’s fastest-aging demographics, with one of the smallest replacement generations<sup>3</sup>. “Therefore, Windsor-Essex needs to develop and attract a workforce for today, and the future. If we are successful in this endeavor, the Region can build on our key industries (auto and agriculture) by embracing innovation, and leading disruption so as not to be a victim of it.

By definition, the innovation sector includes advanced manufacturing, information technology, life sciences, medical devices, robotics, new materials, and nanotechnology. It also includes parts of industries as diverse as entertainment, industrial design, marketing, and even finance.

Research indicates that “for each new high-tech job in a city (or other geography eg. region), five (5) additional jobs are ultimately created outside the high-tech sector in that region. These include skilled occupations (lawyers, teachers, nurses) and in unskilled ones (waiters, hairdressers, carpenters). The research also indicates that attracting one job in traditional manufacturing generates 1.6 additional local service jobs – less than a third of the corresponding figure for high tech.<sup>4</sup>”

In the twentieth century, competition was about accumulating physical capital. Today it is about attracting the best human capital.

“The old industrial economy was radically transformed by the last wave of innovation. The story is by now well worn: technology, automation, globalization. The coming era of globalization will unleash a wave of technological, economic, and sociological change as consequential as those changes, as well as those brought on by the Internet and digitization in the mid-nineties <sup>5</sup>”

According to Alec Ross, the former Senior Advisor for Innovation for the U.S. Secretary of State Clinton, “the key industries of the future are robotics, advanced life sciences, the code-ification of money, cybersecurity and big data.<sup>6</sup>” As robots increasingly occupy the world alongside us, the global economy will undergo a revolution spurred by artificial intelligence and machine learning. Dramatic advances in life sciences will allow people to live longer and healthier lives than ever before. The increasing application of computer code to new areas of the economy – in the virtual and physical worlds – will transform two spheres that are traditionally state monopolies: money and force. Further, the weaponization of code is one of the fastest and most disruptive industries in the world.

Thus, there needs to be investment in diverse and growing fields like automation and robotics, but also a social framework that makes sure those who are losing their jobs are able to stay afloat long enough to pivot to the industries or positions that offer new possibilities. These factors are taken into consideration in Section VII of this document, Key / Target Industries.

<sup>2</sup>Enrico Moretti, “The New Geography of Jobs”

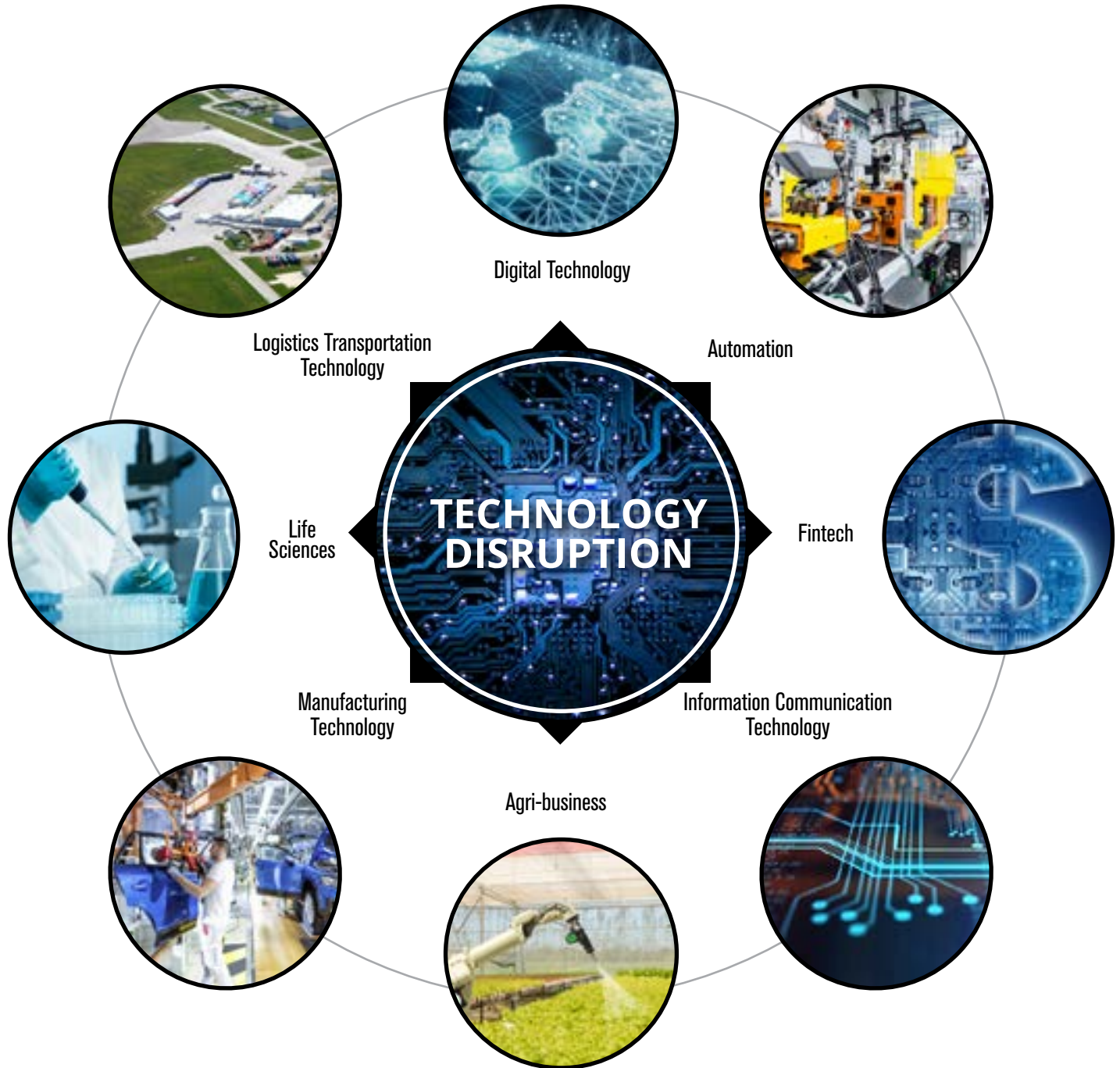
<sup>3</sup>Peter Zeihan, “The Accidental Super Power”

<sup>4</sup>Enrico Moretti, “The New Geography of Jobs”

<sup>5</sup>Alec Ross, “The Industries Of The Future”


<sup>6</sup>Alec Ross, “The Industries Of The Future”

## Technology Disruption





## Current/Emerging Technology

Current Economy		Emerging Economy
Manufacturing Economy Agricultural Economy		Innovation Economy - Drive Technology Disruption
Classically trained workforce		Tech-savvy workforce
Infrastructure gaps		More effective transportation, utilities, etc.
Abundance of under-utilized, outdated space	Identify	Shared, flexible workspaces
Rigid, local, "use-based" regulations	Gaps and	Flexible, regional, "form-based" regulations
Large single-family sprawling developments	Priorities	Rental or "millennial-friendly" hous- ing alternatives near downtowns or transportation centres
Tight capital constraints		Ready sources of capital (grants, TIF, etc.)
Fragmented attractions and underutilized assets		Holistic experience – strong base

So, as we navigate the challenges caused by the historic convergence of the three separate and distinct economic development paradigms and embrace a new more inclusive process of developing strategies, it will become clear that collaboration is the key to innovation and growth. This Strategic Plan embodies this inclusivity by recognizing the efforts and expertise of our key regional, provincial and federal partners and by being the repository of, and aligning with, their plans and goals and principles.

Windsor-Essex is fortunate to have motivated, passionate professionals, residents, stakeholders, and officials who recognize the competitive advantages that our collective assets and enviable location provide. They understand the benefit of telling a new story for our region that highlights these advantages. Appreciating and articulating our strengths and weaknesses from a regional, place-based perspective will provide a clear context to guide local planning, economic development, and marketing efforts. Likewise, understanding how individual efforts relate to one shared regional vision will inspire and empower continued action and stakeholder engagement. Strong legacy institutions and industries have driven the local economy of Windsor-Essex for decades, resulting in an economy that ebbs and flows with the changes in these businesses and economic cycles. Setting up the systems and networks to support entrepreneurship and innovation, related to both existing and new industries, and practicing cross-sector collaboration will allow a more adaptable, flexible, and nimble economy to form organically.

Prosperity emerges from a carefully constructed ecosystem that nurtures and sustains skilled labour, innovative entrepreneurs, research breakthroughs, and well-capitalized start-ups. Such an ecosystem builds on the strengths that already exist in a city or region or a state; and as it spins off wealth it plows a good portion of the profit back into the enterprise.

## X. Framework for Action

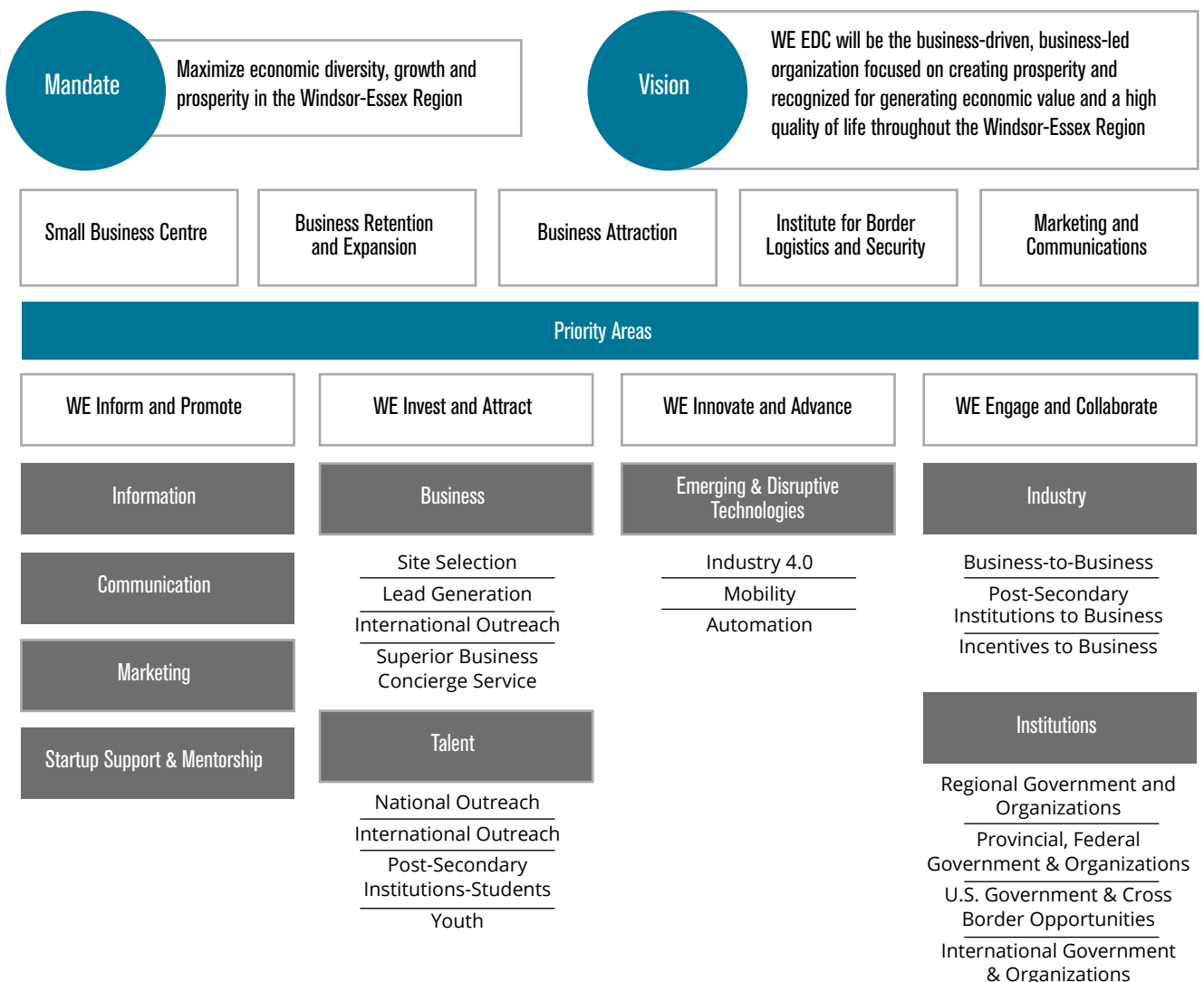
The Framework for Action is designed to provide an overview of WE EDC's key priorities over the next 3-5 years.

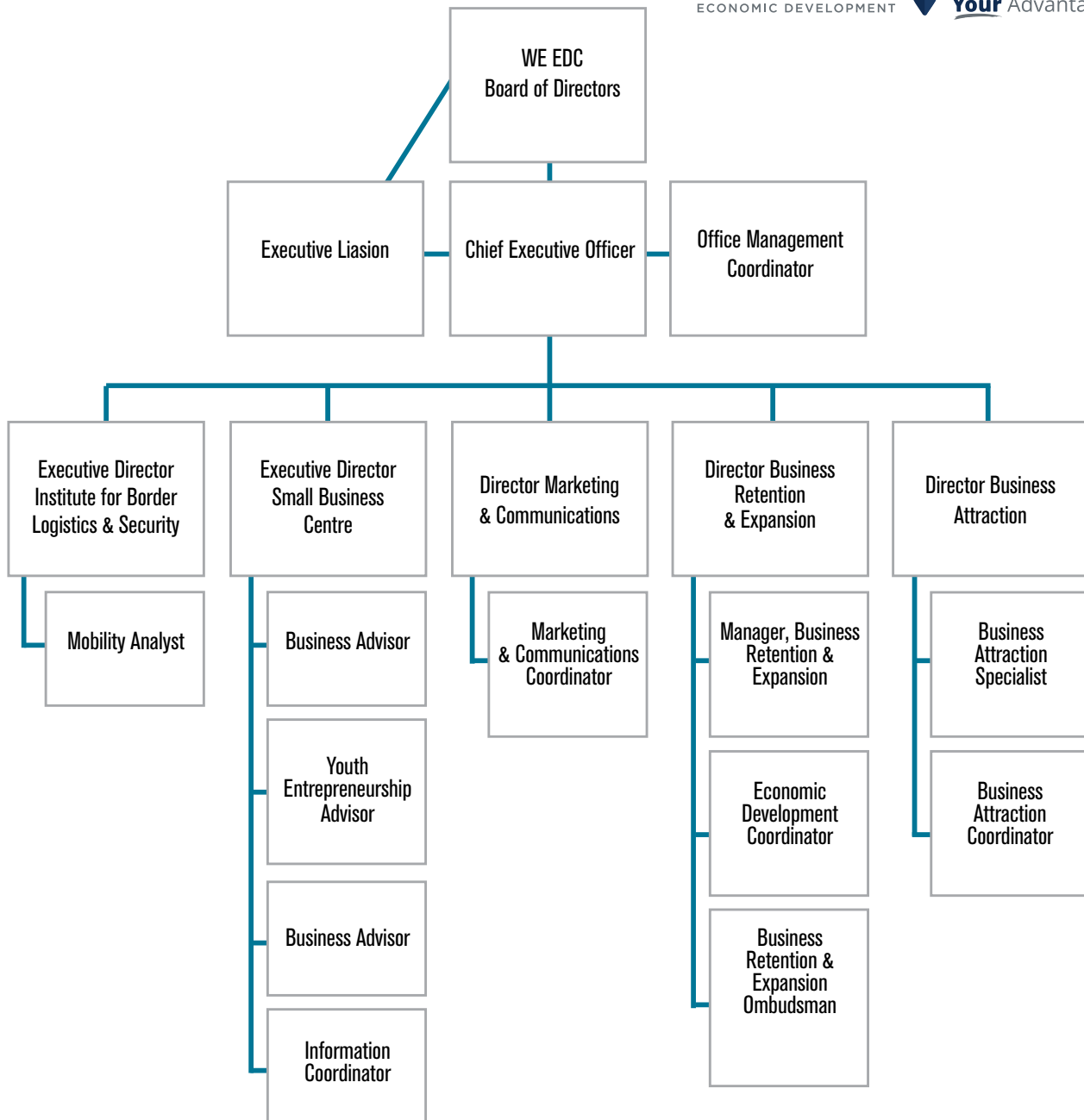
Please see the diagram below that provides a quick overview of the Framework.

This document is intended to help ensure that all members of WE EDC understand the Corporation's key priorities for the next 3-5 years and continue to contribute to WE EDC's mandate. This Framework can also be used to help raise awareness about WE EDC's priorities and overall plan for action with external partners and clients.

The Framework for Action is an important step in ensuring that WE EDC is well-positioned to meet its mandate to lead the development of a strong, diverse and prosperous Windsor-Essex economy. It can also serve as the umbrella plan for the various organizations that support economic development in the Windsor-Essex Region.

### FRAMEWORK FOR ACTION





## **WindsorEssex** ECONOMIC DEVELOPMENT

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