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# Windsor-Essex

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ANNUAL REPORT 2018

**WindsorEssex**  
ECONOMIC DEVELOPMENT



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# Chair of the Board

**WindsorEssex**  
ECONOMIC DEVELOPMENT



*Tal Czudner*  
*Chair of the Board, WindsorEssex*  
*Economic Development Corporation*

On behalf of the Board of Directors it's my pleasure to present the WindsorEssex Economic Development Corporation's 2018 Annual Report. It is a report that makes me proud, one that reinforces the fact that we are heading in the right direction. Windsor-Essex is a region that is big enough to handle multi-national companies, yet small enough to make everyone feel like they can all sit down for Sunday dinner together.

My colleagues on the Board monitor and guide the organization's effectiveness, working as a team with senior management to ensure that effective governance, accountability, transparency and planning are the foundation of the WindsorEssex Economic Development Corporation. We are a governing board, not an operating one because we believe in assisting with direction, not managing it.

The Annual Report highlights the accomplishments of the corporation as well as outlines the strategic initiatives underway which will benefit our region in 2019 and beyond. The number that jumps out to me is the 5.4% unemployment which is a historic turnaround from just a few years ago.

The organization continues to focus on a diversified economy, one that builds on the inherent strengths of the area and puts us in a position to make this area thrive for generations to come.

A 5-year strategic plan was completed this year and the implementation sets the roadmap for the organization.

The WindsorEssex Economic Development Corporation is continually reaching out to the like-minded economic development focused organizations throughout the City and County to collaborate and coordinate efforts to benefit businesses. The board and management continue to look for methods to represent the City and County with new and exciting initiatives.

I would like to thank my colleagues on the Board for their professionalism and dedication to our region and acknowledge our funders for their continued support.

On behalf of the Board of Directors, I would like to congratulate the staff of the WindsorEssex Economic Development Corporation for an outstanding 2018 and continued success in the years ahead.

I am proud of Windsor-Essex.

# Message from the Warden of Essex County



*Gary McNamara*  
*Warden of Essex County*

The Windsor and Essex County region enjoyed tremendous success and momentum in 2018 and is poised for continued growth and diversification. We have so many reasons to be proud and so many great things on the horizon.

The work of the WindsorEssex Economic Development Corporation produced results last year in terms of investments, expansions and jobs. But it is the seeds WE EDC planted and the connections it made that should give us the greatest sense of optimism.

Those phone calls, emails, trade missions and trade shows will yield new and exciting ventures that will expand and diversify our economy, creating jobs and opportunities. Every new job that is created and every new business that opens is a calling card to the investment world, here and overseas, that Canada begins in Windsor-Essex.

We have a highly skilled workforce, world-class post-secondary institutions, and we're located at the epicentre of the North American marketplace. Half of the continent's population is within a day's drive. Our border crossing handles one-third of all Canada-US trade – more than \$300 million per day.

The Windsor-Essex Region closed out 2018 with a 5.4 per cent jobless rate – the lowest in nine months and lower than the national average. We had a record number of operating businesses – 22,228, an increase of nearly 2,000 since just 2012. And our manufacturing sector was running on all cylinders, totaling 38,553 jobs compared to just 28,457 a decade ago. Our population is growing at a rate not seen in two decades.

Our Agri-business sector continues to boom. We have nearly 100 food and beverage companies in the Windsor-Essex region and more than 2,300 acres of greenhouses – the second largest cluster in the world. And we're at the vanguard of autonomous vehicle research – one of just six Ontario regions tapped to participate in an \$80-million innovation project.

Our efforts to diversify our economy are working and we all stand to benefit from the construction of two multi-billion dollar projects – the Gordie Howe International Bridge and the new mega-hospital. Those projects will create more than jobs, they will create a sense of progress and momentum that will continue to attract people and investment to Windsor-Essex.

On behalf of the County of Essex, I extend my appreciation to the board and talented staff at the WindsorEssex Economic Development Corporation for their commitment and positive contribution to the Region.

# Message from the Mayor, City of Windsor



*Drew Dilkins*  
Mayor, City of Windsor

I tell everyone that I can, whenever I have the opportunity, that I am proud to lead, live, work, and make a difference in the City of Windsor. This region truly is like no other. Ours is a region that is growing, developing, getting stronger and diversifying. People are hearing the Windsor-Essex story, and they like what they hear.

Economic Development greatly influences our evolution. When we talk about developing our economy, we look at how we build and sustain a thriving, innovative and dynamic city. To do this, we support our economic development experts as they form partnerships to create an environment that encourages investment. The City of Windsor and the WindsorEssex Economic Development Corporation (WE EDC) are committed to promoting local economic development and diversification, nurturing cross-border relationships and ensuring that we are a key player in the future of high-tech.

Our efforts are paying off. Government and

business investments brought new jobs and plant expansions, while positioning us at the centre of autonomous vehicle technology testing, and the development of safer, more environmentally friendly cars. International Corporations like KAUTH and APAG opened their North American Headquarters in our city, bringing with them high-tech research and development positions.

While Devonshire Mall underwent an extensive renovation, the University of Windsor and St. Clair College continued to expand campuses into core areas of the city. As our residential real estate market continued to grow, tourism was on the rise with new festivals, programs and initiatives encouraging residents and visitors to explore the region. Workforce and economic development agencies partnered with school boards on programs aimed at addressing the shortage of skilled trades workers, while encouraging underrepresented groups to get involved. Through our innovative Downtown Windsor CIP, we leveraged about \$7 million in incentives and lured nearly \$60 million of private investment into downtown Windsor alone. With these investments came new, diverse, high-tech, research-oriented jobs from world-renowned companies like Quicken Loans.

And shovels went into the ground for the start of construction on the Gordie Howe International Bridge project, which is having a massive and positive impact on our construction sector.

The City of Windsor is on the right track. On behalf of Windsor City Council, I thank Stephen MacKenzie for his work as President and CEO and his entire team at the WindsorEssex Economic Development Corporation for their continued dedication into 2019.



# Message from the President and Chief Executive Officer

**WindsorEssex**  
ECONOMIC DEVELOPMENT



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

On behalf of our Board of Directors and staff, it is my pleasure to present the 2018 Annual Report for the WindsorEssex Economic Development Corporation (WE EDC). It was a very exciting and productive 2018 for our departments: Business Retention and Expansion, Small Business Centre, Business Attraction, the Institute for Border Logistics and Security and Marketing and Communications; all working together to contribute to the growth of economic development in our region.

The 2018 Annual Report provides the details associated with the following highlights: Overall our performance metrics show very positive outcomes and indicate we are well positioned to continue with this momentum in 2019 and beyond. WE EDC supported \$94,814,250 in combined investment from business expansions, attractions and new startups. This investment led to the creation of 1,327 new jobs as reported by the companies involved.

Windsor-Essex was also selected as one of the

six Regional Technology Development Sites under Ontario's Autonomous Vehicle Innovation Network Program. This designation brings with it a \$2.5 million grant, that will be matched by industry contributions with the goal of building capacity in the autonomous vehicle field by assisting startups and SMEs to develop, test, validate and commercialize their technologies.

Throughout the year numerous partnerships have been formed regionally, nationally and internationally. Communication and collaboration with our municipalities and stakeholders is our top priority. We continue to show the world that our region is the right choice for investment decisions by positioning Windsor-Essex as the "gateway" to Canada for innovation and investment. This effort has been highlighted by our "Windsor-Essex: Where Canada Begins" marketing campaign. The videos can be viewed here -[Youtube.com/WindsorEssex](https://www.youtube.com/WindsorEssex)

In conjunction with our Board of Directors, and in consultation with our stakeholders and partners, the WE EDC team also completed the Five-Year Strategic Plan for the corporation and the Windsor-Essex Region. You can access this document on our website: [www.choosewindsor.essex.com](http://www.choosewindsor.essex.com)

I would like to take this opportunity to thank the members of our Board for their leadership and support and express our appreciation to our key funders - The City of Windsor and the County of Essex. Finally, I would like to extend my sincere thanks and appreciation to the WE EDC staff. It is a privilege to work with such a dedicated, professional and passionate team for the benefit of the organization and the Windsor-Essex Region.

# Business Development

## 2018 HIGHLIGHTS

### *Business Retention and Expansion*

Business Retention and Expansion (BR&E) is community-based economic development focused on supporting existing business. The BR&E team is tasked with helping to build a positive business environment for the success of the community. This is accomplished by taking the pulse of business through outreach programs, providing guidance through training and development and taking action to facilitate solutions for problems or issues. The team works closely with other economic development practitioners to support growth, expansion to new markets and matching companies with resources or supply chain opportunities.

### *Business Attraction*

The goal of the Business Attraction (BA) team is to promote Windsor-Essex both nationally and internationally to companies looking to expand or invest in new operations. The team identifies these opportunities and provides the companies with professional advice and assistance including site selection, potential local suppliers, workforce data and information on how to do business in Ontario and Canada. This support is provided both before and after the decision to locate in the region.



**BR&E**  
supported  
creation of  
**463 JOBS**  
— & —  
**\$43**  
Million  
in local  
investment



**38 BA**  
priority files  
**4 SUCCESSES**  
with  
**500 JOBS**  
— & —  
**\$51**  
Million  
in local  
investment



## INBOUND TRADE MISSIONS



(L-R) Dr. Irek Kusmierczyk, Councillor, City of Windsor; Rakesh Naidu and Stephen MacKenzie, WE EDC; Dr. Andrzej Kurnicki, Ambassador of Poland to Canada; Jerzy Barycki, Polish-Canadian Business & Professional Assoc. of Windsor; Joe Goncalves, WE EDC

**Polish Ambassador to Canada:** WE EDC welcomed the Hon. Dr. Andrzej Kurnicki, Ambassador of the Republic of Poland to Canada to the WindsorEssex Region. Discussions included ways to improve cultural and economic trade between Poland and Windsor-Essex. As next steps, WE EDC will organize a trade mission to Poland with our postsecondary education and private sector partners to identify opportunities to work with similar economic regions in Poland.



Back (L-R): Marion Fantetti, Lee McGrath, WE EDC; Diane Deslippe, CAMM; Katie Facecchia, Mitacs  
Front (L-R) May Cho, Mr Jeong, YH TECH; Jonathon Azzopardi, CAMM

**JB Mold Delegation:** WE EDC hosted a returning delegation from the JB Mold Association of South Korea. The delegation was looking for potential mold manufacturing partners in Windsor-Essex with whom they could explore business opportunities both in North America and in Asia. Visits and meetings took place with four Windsor-Essex companies and the delegation toured the Institute for Border Logistics and Security. An earlier delegation from JB Mold visited Windsor-Essex in November 2016 with support from WE EDC and the Canadian Tooling and Machining Association.



**Mexican Tier 1 Trade Visit:** On June 15, the BR&E team, in partnership with the Trade Commissioner Service of Global Affairs Canada, hosted a delegation of representatives from a leading automotive Tier 1 supplier based in Mexico. This company has a global network and is interested to learn about what capacity Canadian companies have in specific manufacturing and technology areas. Additionally, they were exploring partnerships in R&D with Windsor-Essex companies and research centres. The visit included a tour of the University of Windsor CEI, followed by roundtable discussions and B2B presentations by local companies aligned with the interests and operations of the visiting company, to discuss potential alliances and business development opportunities.

**International Companies Visit the Region:** The BA team supported the international Trade Commissioners to welcome automotive parts suppliers to our region. Working through the APMA Conference, BA provided networking opportunities to connect these international companies with others in this space. Several follow-up meetings have been setup to further promote our region as the right location for North American market entry.



**German Mold Association VDWF Visit to Windsor-Essex:** In September the BR&E team supported CAMM in hosting an 18-member delegation from the German Tool and Mold Association VDWF. Windsor-Essex was part of a larger tour that included Toronto and the Detroit area. The delegation visited four local mold shops before heading to Detroit. An article chronicling their mission appeared in the association's magazine VDWF Dialogue.

## OUTBOUND TRADE MISSIONS



Sophia the human like robot welcomes delegates

**OCE Discovery 2018:** WE EDC was part of the Windsor-Essex delegation that included the University of Windsor, St. Clair College, WEtech Alliance and Canadian Association of Mold Makers that exhibited at OCE Discovery 2018. Discovery is Canada’s leading innovation-to-commercialization conference, which occurred April 30 to May 1, 2018. Hosted by Ontario Centres of Excellence (OCE), Discovery brings together key players from industry, academia, government, the investment community as well as entrepreneurs and students to pursue collaboration opportunities.

The conference was an opportunity to showcase the region in a cohesive manner and highlight the strengths in manufacturing, research and leading-edge technologies.



MOU signing – WE EDC, CAMM, Tooling and Gauge Manufacturers’ Association of India



WE EDC and CAMM tour Tata Motors Plant in India



Meeting with Directorate General of Foreign Trade



### Promoting the Foreign Trade Zone in India:

The objective of travelling to India was to highlight the region’s Foreign Trade Zone (FTZ) designation and market the region as the place for investment to international companies in the manufacturing, logistics and the warehousing sectors. Meetings were arranged in major cities across India with several key organizations and associations such as the Confederation of Indian Industries, Federation of Indian Chambers of Commerce & Industry, Directorate General of Foreign Trade (DGFT), and with several private sector corporations.



### Trade Mission to India:

WE EDC in partnership with CAMM travelled to India to explore the opportunities for local companies to procure best cost items from India and to sell high-value technology solutions to India.

During the trip two Memorandums of Understanding (MOUs) were signed with EEPC India, the premier trade and investment promotion organization in India, and with the Tools and Gauge Manufacturers Association of India (TAGMA). The MOUs were signed on November 28, both first of their kind between Canada and India. Organized by the Federal and Provincial Trade Commissioners in Mumbai, the group met with 18 companies including Mahindra Group, L&T Group and Tata Motors. The next steps include two additional visits to India as well as a formal delegation from India that will be traveling to Windsor to attend the APMA Conference in 2019.

The **Marketing and Communications team** supported the business development team with extensive social media and media relations support.

## KEY PROJECTS & INITIATIVES



Drew Dilkens, Mayor, City of Windsor; Steffen May, CFO/Managing Director, Kauth; Tom Bain, Warden of Essex County and Stephen MacKenzie, President & CEO, WE EDC

### *German Auto Parts Company, Kauth North America, Selects Windsor-Essex*

The Business Attraction (BA) team and regional stakeholders welcomed Kauth - a global leader in manufacturing from Germany - to Windsor at a media conference. Kauth North America opened its doors in a cargo building located on the YQG airport land with 25 employees in warehousing and distribution with plans to expand to a manufacturing facility that will employ up to 350 employees. Kauth conducted an extensive search in several communities throughout North America and determined that Windsor provides the best business case and advantages to assist them in achieving their goals and growth in North America.

The BA team has connected Kauth to local suppliers through after-care support. In addition to Kauth employing state-of-the-art production processes they have met and made purchases from regional companies to procure tool and dies, welding cells and stamping presses for their future expansion.

Kauth - a family-owned business, has six manufacturing facilities globally with over 900 employees and specializes in stamping and forming, developing and producing formed parts with integrated extruded holes, sub-assemblies

and attachment systems. Their client base consists of BMW, Daimler, Volkswagen, Audi, Chevrolet and Magna. Kauth combines great experience with state-of-the-art production processes, making them the technology leader in the field of tube and forming technology and an ideal partner to develop fastening solutions.

The **Marketing and Communications team** supported Business Attraction and Kauth NA with event management of a media conference/open house, significant social media and media relations. [choosewindsor.essex.com/mediareleases](http://choosewindsor.essex.com/mediareleases)



### *Quicken Loans and its Family of Companies to Open Technology Office in Windsor*

Led by City of Windsor Mayor Drew Dilkens, Quicken Loans, the largest home mortgage lender in the United States announced plans to open a new location in the historic Old Fish Market Building in downtown Windsor. Renovations are expected to be completed sometime in the second quarter of 2019. The company plans to grow the office to more than 100 tech workers. The expansion into Canada will allow Quicken Loans and its family of companies to recruit top talent from the Windsor-Essex Region as well as across Ontario to support the company's growing need for additional technology talent.

Through the partnership with Bedrock Detroit and the City of Detroit during the recent bid for Amazon's HQ2, Quicken Loans learned a lot about the deep technology talent pool in the Windsor-Essex Region and in Ontario. WE EDC continues to strengthen these partnerships with our American neighbours to promote a "one region, two countries" strategy to attract new investment to Windsor-Essex.



## *Ribbon Cutting Ceremony for Devonshire Mall's New Food Court*

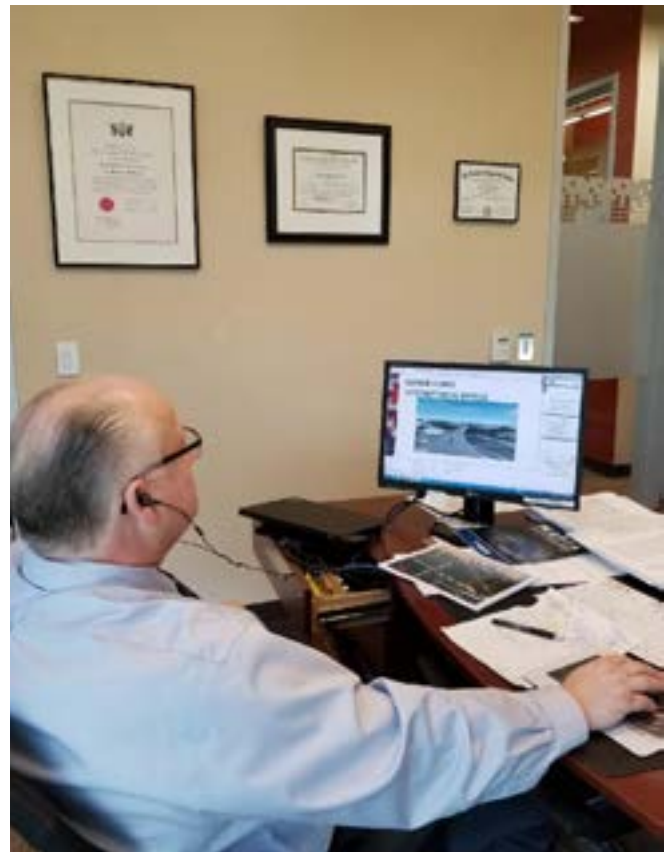
During the planning stages of Devonshire Mall's expansion, the BA team was invited to provide insight to the current economic climate and future growth of Windsor-Essex and outline the benefits of investing in the region. WE EDC was delighted to be present as more than 150 people attended the official ribbon cutting. Stephen MacKenzie, WE EDC CEO brought congratulatory remarks at the media conference for the official opening of the new Devonshire Mall Food Court, phase three of the mall's \$70-million redevelopment project.



(L-R) Warden Tom Bain, County of Essex; Nic Aaviku, Healthcare of Ontario Pension Plan, Real Estate; Chris Savard, Devonshire Mall; Councillor Hilary Payne, City of Windsor; Stephen MacKenzie, WE EDC

## *International Economic Development Council (IEDC)*

On June 7, WE EDC President and CEO, Stephen was a presenter for the International Economic Development Council webinar, "Keeping Up With Both Sides of the NAFTA Debate and its Impact on the Global Economy." Attendees included economic development practitioners from across Canada and the USA. Stephen's presentation illustrated the potential threats that face industries and companies by using the example of the Windsor-Essex Region's close proximity to, and integrated supply chains with the USA and Mexico.



Stephen MacKenzie during his IEDC webinar presentation.

## Consumer Electronics Show, Las Vegas, NV

The BA department attended the annual Consumer Electronics trade show in Las Vegas. This event typically hosts presentations of new products and technologies in the consumer electronics industry and at this year's show it had a strong focus on technology relating to autonomous and connective vehicles.

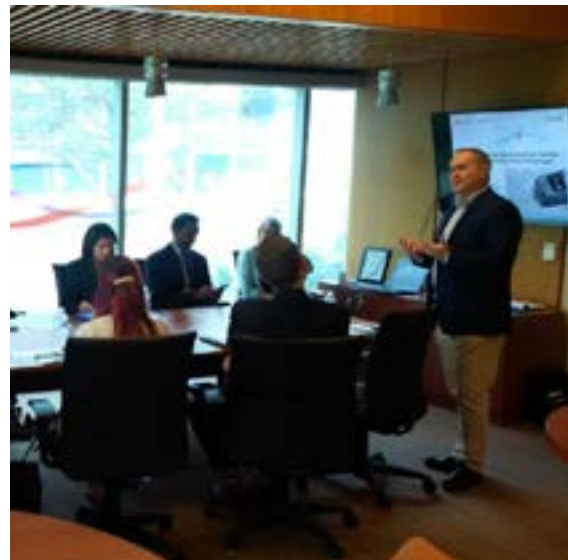
The BA department also attended a two-day Smart City event sponsored by Deloitte and the Consumer Technology Association. The Smart City program brought together public officials, executives from automotive, energy, technology and other industries, academics, and experts for discussions and networking. Dialogue continues with several international companies in this industry.



Joe Goncalves, WE EDC; Jimi Tjong, Ford Motor Company

## Why Canada Seminar

In partnership with Global Affairs Canada (GAC) and Export Development Canada (EDC), WE EDC hosted a seminar for international delegates attending the Automotive Parts Manufacturers' Association Conference. Executives from automotive suppliers in India, Mexico and Germany attended the seminar, along with the Trade Commissioners from those three countries and from Austria. The seminar featured presentations by GAC and EDC about the advantages of doing business with, and in Canada, as well as an overview of the Windsor-Essex Region. Following the seminar, the delegates toured the University of Windsor's Ed Lumley Centre for Engineering Innovation and participated in a working lunch where they learned about programs supporting foreign companies' joint research projects with Canadian post-secondary institutions.



Brian Sundue, Global Affairs Canada presents to delegates from Mexico, Germany and India

## *Rural Economic Development (RED) Funding Announcement*

The Canadian Association of Mold Makers (CMM) was pleased to announce receiving \$100,000 in funding from the Rural Economic Development (RED) Program. The funding was the result of a joint application by WE EDC and CMM. The funding will support rural Ontario mold, tool and die makers and associated service companies by providing a custom program of market and business analysis, productivity improvement assessments and workforce development. The \$100,000 will offset the total project cost of \$200,000 over one year and the program will be delivered to up to 30 companies by Harbour Results, Inc.

The **Marketing and Communications team** provided support with media relations, event management and social media.



Stephen MacKenzie speaks at RED announcement.

## *Windsor-Essex Local Immigration Partnership Community Forum*

The Windsor-Essex Local Immigration Partnership (WE LIP) held their annual forum with community stakeholders to share some of their events and projects in 2017. Wendy Stark provided a presentation on the Express Entry Employer Breakfast - a successful partnership with the WE LIP.



Wendy Stark, WE EDC presents to the Local Immigration Partnership

## *Economic Development Week*



WE EDC in collaboration with the nine municipalities and their economic development practitioners, the Small Business Centre, WEtech Alliance, Workforce WindsorEssex, and the Ministry of Economic Development, Job Creation and Trade, launched the second Economic Development Week in the region during the week of May 7 to May 11. The 'kick-off' to the week was a media event, hosted by Level One Robotics and Controls Inc., a local industrial engineering company specializing in automation solutions who expanded to a new location in Windsor.

This week-long initiative was in conjunction with International Economic Development Week, created by the International Economic Development Council (IEDC). The goals for the week included engaging the region's business community – businesses of all sizes and across all sectors and encourage the business to "take the survey". This survey helps BR&E gain a better understanding of the needs of business in order to respond to those needs and help our businesses remain in the region, grow, and become more competitive. The BR&E team also conducted a business visitation 'blitz', during those meetings BR&E talked about what support and services they offer, provided a listing of employer resources and information on how to navigate Government programs that support business.

The **Marketing and Communications team** supported Economic Development Week with a media conference, development of marketing collateral as well as the promotion of the survey through social media. [choosewindsor-essex.com/mediareleases](http://choosewindsor-essex.com/mediareleases)



## *Automotive Parts Manufacturers' Association Annual Conference & Exhibition*

WE EDC partnered with the APMA and the Canadian Association of Mold Makers (CAMM) in the 2018 APMA Annual Conference & Exhibition held at the St. Clair Centre for the Arts in Windsor. Plenary and breakout sessions at this year's event included such topics as Smart Factory, Additive Manufacturing, Artificial Intelligence, Autonomous Vehicle Innovation Network (AVIN), Industry 4.0, NAFTA and the Industry Outlook. Over 405 people attended the conference including OEMs and Tier 1 and 2 suppliers. The BR&E team assisted with the planning and execution of the event itself and with the B2B sessions that took place during the afternoon prior to the conference. The B2B meetings were well attended with almost 350 meetings taking place among 34 companies.

## *MFG DAY 2018*

In partnership with Workforce WindsorEssex, WE EDC's BR&E team organized the sixth annual MFG DAY. The industry tour day with local manufacturers is a North American wide initiative that showcases technology and career opportunities in modern manufacturing to students.

This year, over 600 students from all four school boards and one private school toured the fifteen manufacturers that opened their doors to connect with the future workforce. The students were invited to experience what manufacturing is like in 2018 while having an opportunity to participate in activities such as 3D printing, welding and machine operating.

As part of MFG Day, Build a Dream organized a forum at Laval International to discuss how to get more underrepresented groups, such as women and minorities, to pursue careers in skilled trades with special guest, the HON. Patty Hajdu, the Federal Minister of Employment, Workforce Development and Labour.



APMA Conference Opening Plenary



(L-R) Lee McGrath, WE EDC; Alberto Bernal-Acero, Mexican Consul; Marion Fantetti, Wendy Stark, and Stephen MacKenzie, WE EDC at the APMA Conference and Trade Show



International students toured Lakeshore Fixture & Gauge



## Emerging Technologies in Automation Conference & Trade Show

Over 350 attendees and 46 exhibitors made this year's Emerging Technologies in Automation Conference & Trade Show the most successful since its inception. Keynote presentations from Alexandre Vallières of Alworx and Chris Blanchette of FANUC America Corporation bookended the day which featured luncheon speaker Grant Courville of BlackBerry's QNX Software Systems who presented "On the Road to Autonomous Cars – Trends and Technologies." Concurrent sessions were offered for the first time at this event with streams entitled: Manufacturing Automation, Additive Manufacturing, Mobility and Moldmaking Technologies.



A highlight of the day was the joint announcement by WE EDC, NRC IRAP and the Canadian Association of Moldmakers (CAMM) that a new association of automation companies - Automate Canada - will be established as a branch of CAMM. This new association was the intended outcome of the conference when it was initially established. CAMM will provide the structure and administration to allow the new branch to launch quickly but it will have its own board of directors. The **Marketing and Communications team** supported BR&E with the management of the website, event, videography and social media. [emergingtechnologies.ca](http://emergingtechnologies.ca).



### A selection of comments from speakers and exhibitors from 2018:

**Grant Courville, QNX:** *"The conference was excellent, and I am sure that the attendees really appreciated the effort that went into making it such a well-run event. Also, I was really impressed with the talent, expertise and enthusiasm I saw in Windsor at the event... best kept secret in Ontario."*

**Jonathon Azzopardi, CAMM/APMA/Laval International:** *"I would like to also congratulate the WE EDC staff and the NRC on a successful and sold out Emerging Technology Event. It was all around a very good event and CAMM was very proud to be mentioned as a partner."*

**Flavio Volpe, APMA:** *"You run a top tier event and you should be proud of it."*

**Alexandre Vallières, Alworx:** *"Canada needs leaders in automation and, from what I've seen, Windsor-Essex is exactly what we need."*

**Bob Little, Altair:** *"It was a very good show, so congratulations on a job well done.....I recommend Altair participate in this one-day event next year."*

**Rachel Boucher-Yaroch, Radix:** *"Count us in for next year! You guys nailed the execution of the event! Congrats!"*



## **BR&E INFORMATION SEMINARS**

***Over 570 people attended the following information sessions:***

**Express Entry Employer Breakfast** – An informative update to regional employers on how people with skilled work experience can apply to immigrate permanently to Canada as a skilled worker under various pathways. In partnership with: Federal Ministry of Immigration, Refugee and Citizenship Canada, IRCC, The New Canadian Centre of Excellence, Support Network for Francophone Immigration of Southwestern Ontario, Windsor-Essex Regional Chamber of Commerce, and Workforce WindsorEssex.

**Doing Business with Government** – Two events were held, one in Windsor and one in Leamington. The business community learned how each level of government does its purchasing. The event also provided information on what the Government of Canada is doing to bolster innovation and what programs and services are available to support our businesses to grow and succeed. In partnership with: federal, provincial and municipal government, WEtech Alliance and the Office of Small & Medium Enterprises within Public Services and Procurement Canada.

**Labour Market Impact Assessment Information Session for Employers** – Two sessions were held at Service Canada to provide businesses with a clearer understanding of the application process for hiring a foreign worker. These sessions were organized in response to an increasing number of requests from employers who are trying to address the labour shortage in their operations and prevent disruption to their business. In partnership with: Workforce WindsorEssex, The New Canadian Centre of Excellence, and the Windsor Essex Local Immigration Partnership.

**How to Export to the EU** - This event provided information to local businesses across all sectors, to learn how to get their business Canada-European Union Comprehensive Economic and Trade Agreement (CETA) ready. In partnership with: Ontario Ministry of International Trade – Business Engagement Branch.

**CAMM - WE EDC Steel and Aluminum Tariff Event** – An event hosted by Canadian Association of Mold Makers and supported by WE EDC. The event gave regional manufacturers an update to the imposition of US tariffs on Canadian aluminum and steel, and the Canadian government's retaliatory surtaxes on the same products and others from the US.

**Response to Rapidly Changing Duty Deferral Programs** – Two information seminars – one focusing on companies in the steel/aluminum processing industry affected by the surtax and one for Customs Brokers who work with companies in this industry. In partnership with: Canadian Association of Mold Makers.

# Institute for Border Logistics and Security



**WindsorEssex**  
ECONOMIC DEVELOPMENT

## 2018 HIGHLIGHTS

The Institute for Border Logistics and Security (IBLS) was designated a department of the WindsorEssex Economic Development Corporation in 2017. IBLS is a one-of-a-kind institute that assists entrepreneurs and small and medium-sized businesses (SMEs) to work with academia, economic development associations and governments to solve problems, promote opportunities and facilitate trade and logistics efficiently, safely and securely across international borders. As part of its mandate, a greater focus has been placed on cross-border connections and technologies, including mobility innovations.



**TO ACHIEVE ITS MISSION,  
THE IBLS HAS THREE MAIN  
BUSINESS LINES**

- Business Services and Support;
- Business Development; and
- Partnerships Leveraged

## KEY PROJECTS & INITIATIVES

### *Bi-National Workshop on Smart Roadways and Technologies*

On March 6, 2018, a Bi-National Workshop: Driving Innovation Across Borders: A Canada-U.S. Workshop on Smart Technologies and Roadways was held in Windsor. The WindsorEssex Economic Development Corporation in partnership with the Detroit Economic Growth Corporation and the Department of Innovation, Science and Economic Development Canada hosted the bi-national workshop that brought 90 Canadian and U.S. stakeholders together to discuss the state of new vehicle technologies and related infrastructure needs.

Together, these three organizations established a common mission - to engage Canadian and American stakeholders on connected and autonomous vehicles (CAVs) and the border. The event provided a platform to exchange information on activities and projects that advance the development of CAV technologies, including smart infrastructure; help create a bi-national forum to facilitate the adoption and deployment of new automotive technologies across Canada and the U.S. and help to ensure regulatory alignment between the two countries to support the continued level and expansion of international trade.

## 2018 PERFORMANCE METRICS

### WHAT WE DO

The WindsorEssex Economic Development Corporation advances economic development and prosperity in our region. We are the region's lead economic development agency and a dedicated catalyst for business growth and expansion. We attract new businesses to our region, help strengthen existing businesses and support entrepreneurship in four key ways:

#### *WE Inform and Promote*

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

#### *WE Invest and Attract*

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

#### *WE Innovate and Advance*

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

#### *WE Engage and Collaborate*

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



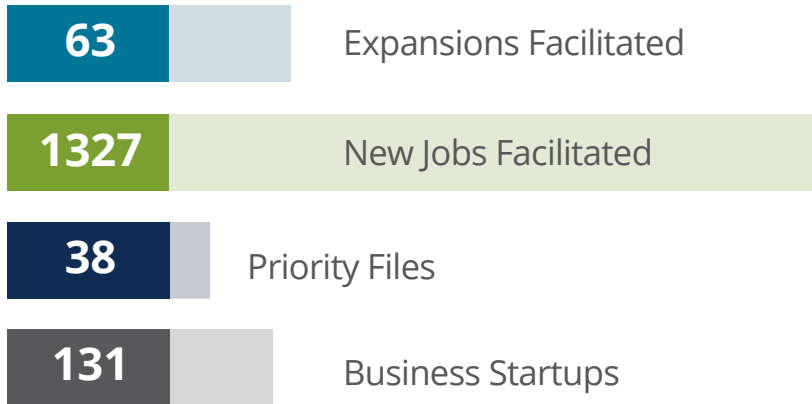


# 2018 PERFORMANCE METRICS

## New Investment Facilitated

**\$ 94,814,250**

Total amount of new investment to the region, through both public and private investment streams.



## Business Support Sessions

288 Sessions  
4420 Attendees



## Top Economic Priorities as reported by Windsor-Essex Businesses

- 1 NAFTA/International Trade - Negotiations to a New Tri-lateral Trade Agreement (USMCA)
- 2 U.S. Tariffs on Aluminum & Steel and Other Retaliatory Measures
- 3 Skilled Trades / Labour Demand Challenges
- 4 Bill 148 - Fair Workplaces, Better Jobs Act 2017 & Regulatory Environment
- 5 Federal Cannabis Legislation

## Regional Labour Market Indicators†



\*Industrial, commercial and institutional permits only

† Note: The above figures reflect all of Windsor and Essex County comparing 2017 to 2018. Source: Statistics Canada, Labour Force Survey custom tabulation

## Submission to the Standing Committee on International Trade

The Canada-U.S. trading relationship is by far the largest and most valuable in the world and is the foundation of the Canadian and Ontario economies. From a local perspective, the secure, efficient, effective and safe movement of goods, services and people are of the utmost importance in the Windsor-Essex Region, more so than anywhere else in Canada.

In 2018, trade matters were hot topics because of the US imposition of tariffs on steel and aluminum and retaliatory measures by Canada and because of ongoing NAFTA negotiations. In response, WE EDC was quick to put in place an action plan to better understand the impact and identify mitigation measures, including convening a meeting with local organizations to establish the Windsor-Essex Trade Working Group to help identify key trade-related issues and priorities to support workers, businesses and communities in the Windsor-Essex Region. Participating organizations included the Windsor-Essex Regional Chamber of Commerce, Workforce Windsor Essex, the University of Windsor, St. Clair College, all municipalities in the Windsor-Essex Region, and the Ontario Ministry of Economic Development, Trade and Job Creation. As part of the action plan, WE EDC convened several information sessions, developed a draft strategy document for the Windsor-Essex Region and made a submission to the Standing Committee on International Trade. [choosewindsor.essex.com/otherreports](http://choosewindsor.essex.com/otherreports)

## Autonomous Vehicle Innovation Network



On May 2, 2018, the Ontario Centres of Excellence (OCE) announced, on behalf of the Government of Ontario, the selection of six sites across Ontario to harness talents and resources for connected and autonomous vehicle

(C/AV) technologies. The Windsor-Essex Regional Technology Development Site (RTDS) is one of the selected sites that will receive up to \$2.5 million over the next four years.

The Windsor-Essex RTDS is led by the WE EDC's Institute for Border Logistics and Security and supported by multiple collaborators, such as the University of Windsor, St. Clair College, WEtech Alliance and the City of Windsor, and private industry partners and stakeholders within the region. The Windsor-Essex RTDS will provide access to specialized equipment, hardware and software to spur greater innovation and it will provide business advisory services to assist in the commercialization of technologies developed to move goods, people and services within Canada and abroad efficiently, effectively and safely.

The **Marketing and Communications team** provided social media support to announce this grant. [choosewindsor.essex.com/avinnews](http://choosewindsor.essex.com/avinnews)

## World Economic Forum



The World Economic Forum (WEF) is a not-for-profit foundation, based in Geneva, Switzerland and is committed to improving the state of the world by engaging business, political, academic, and other leaders of society to shape global, regional and industry agendas.

On June 28, 2018, the World Economic Forum - in partnership with Deloitte - announced a collaboration with the cities of Detroit and Ann Arbor in



Michigan, USA, and Windsor, Ontario, Canada, to pilot seamless integrated mobility solutions in the region. The application by these three cities was selected - out of 13 applicants from across the globe - to participate in a year-long engagement, primarily because of its focus on the movement of both people and goods and the fact that it was looking at identifying solutions across an international border.

Windsor (represented by WE EDC and the City of Windsor) is collaborating with Detroit and Ann Arbor to create a tri-city, bi-national initiative to provide customers with an easy-to-use, open and integrated platform, connecting all mobility modes in the region.

The **Marketing and Communications team** provided media relations and social media support for this announcement. [choosewindsor.essex.com/WEFnews](http://choosewindsor.essex.com/WEFnews)

## 2018 Tech Mobility Day



Optimotive Technologies - Scott Fairly selected as co-winner for Mobility Pitch Competition with WE EDC's Susan Anzolin and Stephen MacKenzie; Yvonne Pilon, WEtech Alliance

On November 2, 2018, the WindsorEssex Economic Development Corporation and WEtech Alliance partnered to host the region's first-ever Tech Mobility Day. Approximately one hundred people attended the all-day event that was organized into three components to highlight the region's place as a mobility hub. Five startup companies presented their mobility ideas to compete for \$10,000 in cash prizes provided by WE EDC as well as other valuable prizes; two keynote speakers - Salvador Saraga of Michelin North America and Nico Probst of LIME - encouraged the Windsor-Essex Region to support the development and growth of mobility technologies. Followed by a Mobility Showcase that offered attendees an opportunity to observe leading mobility technologies by companies such as Linamar, Ansys, McGrails Farm Equipment/ John Deere and more.

Scott Fairley, Optimotive Technologies and Vince Cifani with Joyride were the co-winners of the Mobility Pitch Competition.

The **Marketing and Communications team** provided event management, social media and media relations support. [choosewindsor.essex.com/mediareleases](http://choosewindsor.essex.com/mediareleases)

# Small Business Centre

smallbusinesscentre

## 2018 HIGHLIGHTS

**WindsorEssex**  
ECONOMIC DEVELOPMENT

Operating as a department of the WindsorEssex Economic Development Corporation, the Small Business Centre (SBC) provides entrepreneurs with practical assistance and education necessary to start and grow new businesses. From concept, through startup and early growth stages of business, the team of professional and experienced staff representing a variety of business backgrounds are committed to offering tangible business supports and programs including business consultations, seminars, mentorship and guidance every step of the way. These initiatives facilitate a supportive business environment to assist entrepreneurs to startup new businesses, expand existing businesses, and create jobs in Windsor-Essex. Youth entrepreneurship programming and education continues to be an important component of the SBC strategy to foster a culture of entrepreneurship and to inspire our next generation of business leaders, entrepreneurs and innovators. The SBC's programs are funded in part by the Ontario Ministry of Economic Development, Job Creation and Trade.

## KEY PROJECTS & INITIATIVES

**Starter  
Company  
PLUS**



Andrew Patricio, Speaker/Entrepreneur delivers Starter Company PLUS training.



Starter Company graduates at the end of training week.

### *Starter Company PLUS Program - Accelerating Small Business Startups*

Starter Company PLUS is a free acceleration program that provides entrepreneurs with resources and support to help them start, expand, or purchase a new business. Qualified applicants receive hands-on training, mentorship and are provided the opportunity to apply for a \$5,000 grant.

Entrepreneurship training is a key component of the Starter Company PLUS program. Fifteen hours of interactive classroom-style training is led by experienced professionals who guide participants through the development of a business plan, including segments on market analysis, competitor analysis, marketing strategy, and cash flow projections. It also allows early-stage entrepreneurs to network and learn from each other in a friendly, open setting, where they can discuss their progress and individual challenges.

The Program matches participants with successful local business mentors to answer questions and offer experienced business advice. Regularly scheduled meetings with a Business Advisor also provides the opportunity for one-on-one discussion and feedback on the business planning process. By the end of the program, participants have completed a high quality, detailed business plan, and are given the opportunity to apply for a micro-grant of up to \$5,000. More importantly, participants know exactly what they need to move forward with their new business.



**In 2018, SBC held 5 training cohorts in which 471 clients participated. 24 business startups were launched, 14 business expansions and a total of 43 new jobs were created.**

### *Private Sector Partnership Boost Financial Skills and Supports through scaleUP 3.0 Program*

**scaleUP  
FINANCIAL**

Expert advice and partnerships are at the backbone of programs available through the SBC. One longstanding private sector partner of the SBC continues to be Hawkins & Co. – a locally owned and managed accounting firm who pride themselves on helping business owners grow their wealth, and still sleep at night. Two successful longstanding programs designed to help boost the financial skills and confidence of small business owners were developed in response to pain points experienced by early stage small businesses.

**Financial Bootcamp** is a popular longstanding one-day session that stresses the importance of good financial record keeping practices and touches upon various methods from an excel spreadsheet to more complex systems to empower business owners to understand their bottom line. This full-day boot camp is a prerequisite course for **scaleUP Financial** - a hands-on course designed for business owners to use a just-in-time cloud-based accounting platform for their payroll, taxes and WSIB remittances. Graduates of these programs show increased confidence in understanding their business financials and remark that adopting new technological software for their businesses has increased their business efficiencies, reduced unnecessary time and paper and made it easier to deal with government compliance and taxes.



Jules and Allison Hawkins of Hawkins & Co. provide training and expertise to small business owners.

## *TechBoost Supports the Growth of Small Business with the Latest Technology*

SBC in partnership with Hackforge and with the support of Libro Credit Union the TechBoost program was launched to support the growth and development of small businesses in Windsor-Essex. The program provides affordable training by providing in information technology tools and products for small business. We understand that running a small business is a 24/7 type of job, so spending time trying to choose the right technology solution or learning how to use a new kind of software platform can be daunting for a small business. TechBoost was created to take the guess work out of the equation and provide small business solutions.

Throughout 2018, 17 workshops were provided across the City of Windsor and the municipalities of LaSalle and Lakeshore. Participants learned how to choose tools and products for small business, create and maintain a Google business listing, manage social media, keep a business safe and secure online, set up an online store, creating a website, automate business tasks with Google Apps, utilize online accounting software and more.



Rebecca Welbourn of Hackforge launches Techboost initiative.



**SBC offers a robust calendar of events for the small business community.**

**69 information sessions on Starting a Business and Writing a Business Plan with 512 attendees**

**30 business development seminars on topics such as: New Bill 148, Coffee with a Banker with 396 attendees**

**4 networking events with 217 attendees**

**Partners: WEtech Alliance, Windsor Business Accelerator, Hackforge, EPICentre, RBC, Kavanaugh and Milloy Law Firm**



## Fostering Youth Entrepreneurship through the Summer Company Program

Nineteen enterprising student entrepreneurs were enrolled in this exciting program and launched their very own ventures through the support of Summer Company - a longstanding signature program delivered in partnership with the Ontario Government. The Summer Company program provides full-time students between the ages of 15-29, hands-on business training and mentoring, together with awards of up to \$3,000, to help start and run a summer business and get a real taste of what it's like to be an entrepreneur. Students selected for the program received \$1,500 to put towards their startup expenses such as equipment purchases, inventory, website and marketing.

Summer Company is a competitive process and students are required to submit their ideas through a written business plan and formal interview process. Students selected into the program are required to attend business training and orientation to learn about business and entrepreneurship including marketing and sales, managing their money, and presentations skills. Speakers include business experts and entrepreneurs from the surrounding community as well as past Summer Company program participants who act as mentors and speak to their experiences.

The student entrepreneurs receive ongoing support throughout the summer months. While they are operating their businesses, they are required to attend bi-weekly mentor sessions facilitated by seasoned business owners who provide advice and mentorship while speaking about the trials and tribulations of running a business. Last year the SBC enlisted the students to participate as vendors during the popular Walkerville Buskerville Festival over the weekend to showcase their goods and practice their sales and marketing skills.

The program culminated with a public media event where the students made their final pitches and received their final award of \$1,500 for successfully completing the program. The student businesses included lawn care services, organic pet treats, subscription boxes, wooden signs, website design and photography services.

# Summer Company



Students network and get down to business during Summer Company Training Day



Public visitors of Walkerville Buskerville Festival peruse the wares of our Summer Company student vendors.

## Small Business Month Celebrations – W.E. Shop Local Show



Small businesses promote and sell their products at the W.E. Shop Local Show 2018.

The SBC hosted its 4th Annual Small Biz Expo – rebranded to the W.E. Shop Local Show - on October 25 at the Fogolar Furlan Club. Over 48 local independent businesses participated by showcasing and selling their one-of-a-kind products and services. Many of the participating businesses were repeat vendors of the growing and evolving event and many are clients of the SBC. Vendors included food and beverage producers, fashions, beauty and wellness producers, artisanal products, wood furnishings, home goods and more.

The evening was designed to showcase the vibrancy and diversity of the Windsor-Essex local and independent small business sector via shopping, tasting, live demonstrations and networking. Over 1200 people attended, more than double from the previous year to celebrate and shop local as part of SBC's Small Business Month's W.E. Shop Local Show.

This year's sponsors included WFCU Small Business, Royal Bank of Canada, Business Resource Centre of Essex County, Tourism Windsor Essex Pelee Island, Ministry of Economic Development, Job Creation and Trade, and Canada Business Ontario.

## Initiatives to Boost Business in the Region

**Win This Space Initiative:** The Harrow and Colchester Chamber of Commerce (HCCC) and the Small Business Centre partnered on the Win This Space initiative. HCCC was successful in securing funding through the Libro Prosperity Fund, which provides up to \$1,000 in rent each month for a year towards a commercial storefront in downtown Harrow to the winner. Thirty applications were accepted and completed 15 hours of business training and mentorship at the Small Business Centre. Business plans were submitted and the group was short listed to five, who pitched their business to a panel of judges. The Bearded Dog, a new craft brewery and pub was selected as the winner.



Media launch day for Win This Space Initiative

**W.E. Made It Campaign:** SBC with partners Tourism WindsorEssex and Pelee Island (TWEPI), launched a new program called W.E. Made It. The initiative is a guide to finding handcrafted artisanal Windsor-Essex made goods via the website, [yqgmade.ca](http://yqgmade.ca). The program encourages visitors to explore and experience local artisans and makers – and encourage visitors (and locals alike) to purchase locally made goods. This marketing campaign is open to local businesses to join, free of charge. To date 191 local artisan small businesses have registered for the W.E. Made It campaign.



## Supporting Food Entrepreneurs, Producers and Processors

As part of SBC's Agri-Food Business Builder Initiative and in response to the growing demand by food entrepreneurs in the region, SBC hosted part two of last year's "How to Get More Windsor-Essex Products in the Shopping Cart".

This full day seminar was held on November 13 and presented by Peter Chapman of SKUfood. Participants learned how to understand the retailer as a customer, how to focus on the numbers, and how to build a sales plan. Peter's experience includes both sides of the desk. Prior to working with suppliers and launching SKUfood, he worked for 19 years with Canada's largest food retailer, Loblaw. His engaging and educational presentation was designed to help our local food entrepreneurs to understand what retailers are looking for when it comes to performance from suppliers.

Several small food processing businesses from last year's session have received ongoing mentorship from Peter throughout the year and he will continue to mentor through the Agri-Food Masterclass Mentorship program in 2019.



L-R: Theo Rallis, Rallis Olive Oils; Keynote Peter Chapman, SKUfood "Surviving and Thriving When Selling to Retailers"





## 2018 Celebrating Success

**10,736**  
inquiries  
received

**1,327**  
business  
consultations



**268**

seminars  
workshops

**1,868**  
people  
attended

**\$172,500**  
grant funding  
facilitated

(Starter Company  
Plus program)

**\$100,500**  
youth funding  
facilitated

(\$55,500 Summer  
Company + \$45,000  
Futurpreneur)

**131**  
business  
start-ups

**51** business  
expansions



**359**  
jobs created



# OUTREACH

smallbusinesscentre

# Marketing & Communications

The Marketing and Communications department develops strategies and plans that support and leverage business development activities and may include the following elements: event management, media/public relations, communications, social media, marketing tools such as videos, brochures and integrated marketing and advertising plans. These strategies are developed for the Corporation's Business Retention & Expansion, Business Attraction, Small Business Centre and Institute for Border Logistics and Security teams.

## 2018 HIGHLIGHTS

### ADVERTISING CAMPAIGNS

#### *Perspective Windsor-Essex*

The Marketing and Communications team managed the production of a 16-page marketing tabloid that was distributed in mid-April within the Globe & Mail newspaper to a readership of 300,000 across Ontario, Montreal and Winnipeg. The focus of the Perspective Windsor-Essex 2018 edition was to brand the Windsor-Essex Region as an international hub for innovation and automation. Stories featured companies in the region that are leaders in automation and emerging technologies. <https://bit.ly/2DTTgwR>



#### *Emerging Technologies in Automation Conference and Trade Show*

Marketing assets for the 2018 Emerging Technologies in Automation Conference and Trade Show were developed and uploaded to the Corporation's website. The new assets were incorporated in advertisements to promote the event nationally in the Perspective Windsor-Essex tabloid and the Canadian Association of Mold Makers' Annual Directory. The conference and trade show was heavily promoted through all social media channels.





### Google Adwords Online Campaign

A Google AdWords campaign was developed for the Business Attraction Department with a goal of reaching a European audience with interests in business development in Canada. A paid search target audience is different from those drawn from an organic search and thus maximizes our reach to potential investors. The campaign used keywords that closely match the content on WE EDC's website. Prospects interested in the same keywords will likely stay engaged and have a higher likelihood to convert to leads.



### Foreign Trade Zone (FTZ) Campaign

A marketing campaign was developed for the Windsor-Essex Foreign Trade Zone to promote the benefits for business, the Windsor-Essex FTZ advantage and the various programs offered. The campaign included a promotional video, and assets such as a promotional flyer, trade show banners, online and print ads for placement in Canadian Sailing magazine, Port of Windsor edition, APMA's Lead Reach and Connect magazine, Council of the Great Lakes Region's The Current magazine and India's premier B2B automotive magazine – AUTOCAR Professional.

### Branding the Region in Site Selection Magazine

In the competitive world of attracting investments, having shovel-ready site options available is a key factor in being considered as a potential location by investors. To ensure that we are promoting the certified sites available in Windsor-Essex, the BA team worked in collaboration with the Marketing and Communications team to develop content for an advertising editorial published in the March edition of Site Selection magazine – a US publication with a global distribution of over 60,000 targeting senior level site selectors and CEOs.



## Where Canada Begins Video Campaign

A video campaign was launched early in 2018, the purpose of producing the series was to brand the Windsor-Essex Region on a national level with the objectives of highlighting the many assets, career opportunities, the excellent quality of life, as well as promote the region as a place where entrepreneurs and businesses can thrive.

These short videos are voiced by real people that are residents in the region who reveal the “whys” in their decision to choose and call Windsor-Essex home. The videos featured Kyle Brown, SIRVED Mobile Solutions; Sean Hubberstey, CenterLine Windsor; Shelley Fellows, Radix Inc; Andy Kale, Jakub Koter, Ali Al-Aasm, Red Piston; Dr. Nadia Al-Aasm, Cabana Dental; Ajit Saxena, Mucci Farms; Adam Frye, WEtech Alliance; Elizabeth Moses, Windsor Mold Group; Byron Thompson, ENWIN Utilities Ltd;. Dr. Arezoo Emadi, University of Windsor and Jason Fiss, AAR MRO Services. [YouTube.com/WindsorEssex](https://www.youtube.com/WindsorEssex)



Where Canada Begins: Jason Fiss from AAR MRO Services



Where Canada Begins: Dr. Al-Aasm from Cabana Dental



Where Canada Begins: Sean Hubberstey from Centerline



Where Canada Begins: Byron Thompson from ENWIN Utilities Ltd.



Where Canada Begins: Red Piston



Where Canada Begins: Dr. Arezoo Emadi from The University of Windsor



Where Canada Begins: Elizabeth Moses from Windsor Mold Group



Where Canada Begins: Ajit Saxena from Mucci Farms



Where Canada Begins: Kyle Brown from Sirved Mobile Solutions



Where Canada Begins: Shelley Fellows from Radix/AIS Technology Group



Where Canada Begins: Adam Frye from WEtech Alliance



# small business centre

## Themed Ads – SBC

The Marketing and Communications department developed themed online and print advertisements. An online 10-month Facebook advertising campaign was developed and in sync with the programs and events taking place during specific months and featured some clients.



## W.E. Shop Local Show

An extensive marketing campaign was developed for SBC for their signature event held in October for Small Business Month. Creative assets were developed and used in a variety of ways to promote the event, including online advertising – banner ads on CKLW AM800, Blackburn Radio, YourTV and Facebook ads. Print ads were also created for placement in the Essex Free Press and Biz X Magazine. Additionally, a regional radio campaign with AM800 CKLW and Blackburn were developed. Six SBC clients were featured in the radio commercials that invited the public to the show and to visit their businesses while shopping local.

## MEDIA RELATIONS AND COMMUNICATIONS



On behalf of the Corporation, the Marketing and Communications team prepares and distributes reports, media releases, manages media events and social media to communicate corporate initiatives and provides support to the business development teams and their clients.

### *HIGHLIGHTS - MEDIA RELEASES\**

- Rural Economic Development (RED) Funding Announcement
- A Bi-National Workshop
- NAFTA Update and NAFTA 2.0 Vision Panel
- Economic Development Week
- Summer Company 2018
- German Auto Parts Company Kauth North America Selections Windsor-Essex
- Small Business Month Celebrations – W.E. Shop Local Show
- Business Development Bank of Canada Presents an Economy in Transition

\*For the full details visit:

[choosewindsorssex.com/mediareleases](http://choosewindsorssex.com/mediareleases)

[choosewindsorssex.com/quarterlyreports](http://choosewindsorssex.com/quarterlyreports)

## **PUBLIC RELATIONS**

In 2018, the Marketing and Communications department proactively identified events and sponsorships with speaking opportunities for WE EDC's senior management team that met target markets and provided maximum exposure for the Corporation, such as:

- Amherstburg Chamber of Commerce Business Excellence Awards
- Leamington Chamber of Commerce Business Excellence Awards
- Windsor-Essex Regional Chamber of Commerce (WERCC) Business Excellence Awards
- 2018 Biz X Awards
- Georgie-Odette Leadership Symposium
- MFG Day 2018
- Build A Dream Event
- FIRST Robotics
- WEtech/WERCC: 2018 Tech Week and Tech Mobility Day
- Windsor Transportation Club's Highway Carrier Night

### ***Briefings and Presentations by Stephen MacKenzie, President and CEO***

- Bi-National Workshop on Cross Border Transportation
- World Economic Forum: Windsor-Detroit-Ann Arbor Seamless Integrated Mobility System
- W-E NAFTA Working Group
- W-E Trade Working Group (Tariffs)
- International Economic Development Council Webinar: Keeping Up with Both Sides (CAN-US) of the NAFTA Debate and Its Impact on The Global Economy
- Preparing for the Impact of Tariffs: Manufacturers Event
- International Economic Development Council: Innovating Beyond Borders
- Institute of Municipal Assessors (IMA) Conference: Windsor-Essex Overview
- County of Essex Council
- City of Windsor Council



## WEBSITE & SOCIAL MEDIA STATS



### @weecdev

**New Twitter Followers - 466**  
 Total Twitter Followers - 3,536  
 No. of Tweets - 742  
 No. of Mentions - 1,049



### @SBCWindsorEssex

**New Twitter Followers - 204**  
 Total Twitter Followers - 1,313  
 No. of Tweets - 128  
 No. of Mentions - 200



### /WindsorEssex

**Facebook Fans - 2,274**  
 Facebook Likes - 219  
 Total Posts - 826  
 Total Impressions - 1,518,585



### /SBCWindsorEssex

**Facebook Fans - 2,903**  
 Facebook Likes - 503  
 Total Posts - 365  
 Total Impressions - 975,500



### /weecdv

**Total Followers - 196**  
 New Followers - 136  
 Total Engagements - 620



### /SBCWindsorEssex

**Total Followers - 1,170**  
 New Followers - 181  
 Total Engagements - 1,744



### /windsor-essex-economic-development-corporation

**Total Followers - 1,305**  
 Total Impressions - 142,929  
 Total Engagements - 5,114  
 Total Clicks - 3,452



### /sbcwindsor-essex

**Total Followers - 281**  
 Total Impressions - 23,600  
 Total Engagements - 616  
 Total Clicks - 357



### Choosewindsor-essex.com

Users - 25,710  
 Pageviews - 61,181  
**New Visitors - 87.2%**  
 Returning Visitors - 12.8%

### Site Visits By Country

- Canada - 71.66%**
- USA - 16.07%
- India - 2.01%
- France - 1.61%
- United Kingdom - 1.14%
- Other - 7.77%



### WindsorEssexSmallBusiness.com

Users - 21,847  
 Pageviews - 70,751  
**New Visitors - 21,649**  
 Returning Visitors - 4,019

# Financials

**WindsorEssex**  
ECONOMIC DEVELOPMENT

Extracted from the annual audit reports issued by BDO Canada LLP

## Statement of Financial Position

31-Dec-18

	Actual 2018	Actual 2017
Total Current Assets	\$ 836,201	\$ 1,113,661
Capital Assets	57,392	16,444
<b>Total Assets</b>	<b>\$ 893,593</b>	<b>\$ 1,130,105</b>
Accounts Payable and Accrued Liabilities	\$ 149,486	\$ 162,789
Deferred Revenue	116,395	293,787
<b>Total Current Liabilities</b>	<b>265,881</b>	<b>456,576</b>
Net Assets:		
Invested in Capital Assets	57,392	16,444
Internally Unrestricted	70,320	157,085
Internally Restricted - Development	500,000	500,000
<b>Total Net Assets</b>	<b>627,712</b>	<b>673,529</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 893,593</b>	<b>\$ 1,130,105</b>

## Statement of Operations

For the year ended December 31, 2018

	Actual 2018	Budget 2018	Actual 2017
Revenue:			
Core Funding	\$ 2,167,932	\$ 2,167,932	\$ 2,167,932
Other Government Funding	472,240	612,660	935,141
Other	162,246	178,944	42,528
	<b>2,802,418</b>	<b>2,959,536</b>	<b>3,145,601</b>
Expenses:			
Salaries and Benefits	1,427,452	1,411,580	1,289,554
Small Business Centre Events and Special Projects	438,263	574,500	739,336
Administration	370,635	341,470	328,279
Development and Other Support Programs	428,698	501,925	601,784
Media and Special Events	168,697	128,460	133,989
Amortization	14,490	14,000	27,714
	<b>2,848,235</b>	<b>2,971,935</b>	<b>3,120,656</b>
Excess Revenue Over Expenses	\$ (45,817)	\$ (12,399)	\$ 24,945
Net Assets, beginning of year	673,529	673,529	648,584
<b>Net Assets, end of year</b>	<b>\$ 627,712</b>	<b>\$ 661,130</b>	<b>\$ 673,529</b>

All financial information contained in the above illustration were extracted from BDO Canada LLP audit report. Readers are encouraged to review full disclosure contained therein on our website.

## Board of Directors 2018-19

Chair (from June 2018)	Tal Czudner, General Manager, Essex Golf & Country Club
Vice Chair (from June 2018)	Diane Reko, Chief Executive Officer, Reko International Group
Secretary/Treasurer	Peter Roth, Former Managing Partner Roth Mosey
Director	Mayor Drew Dilkens, City of Windsor
Director	Mayor Tom Bain, Town of Lakeshore
Director	Tom O'Brien, President, Cooper's Hawk Vineyards
Director	Chris Savard, General Manager, Devonshire Mall
Director	Paul Mastronardi, Red Sun Farms
Director	William Willis, Founding Partner, Willis Law
Director	Kyrsten Solcz, Executive Director, Solcz Family Foundation
Director (from June 2018)	Kevin Laforet, Caesars Windsor
Director - (to June 2018)	Terry Rafih, Chairman & CEO, Rafih Auto Group

## Staff 2018

**WindsorEssex**  
ECONOMIC DEVELOPMENT

Executive Director, Institute for Border Logistics and Security	Susan Anzolin
Office Management Coordinator	Kathy Bellamy
Economic Development Coordinator (to February 2018)	Adam Castle
Executive Liaison	Holly Connelly
Business Attraction Specialist (to August 2018/Mobility Analyst from August 2018)	Edward Dawson
Director, Marketing & Communications	Lana Drouillard
Business Retention & Expansion Ombudsman	Marion Fantetti
Director, Business Attraction (to June 2018)	Jose Goncalves
Director, Business Attraction (from November 2018)	Matthew Johnson
Director, Business Retention & Expansion	Lee McGrath
President and Chief Executive Officer	C. Stephen MacKenzie
Business Retention & Expansion Coordinator (from November 2018)	Gina Meret-Dybenko
Chief Operating Officer (to December 2018)	Rakesh Naidu
Manager, Business Retention & Expansion	Wendy Stark
Marketing & Communications Coordinator	Lina Williams

## Staff 2018 **smallbusinesscentre**

Business Advisor (to December 2018)	Cassandra Capacchione
Executive Director	Sabrina DeMarco
Youth Entrepreneurship Advisor	Myrtle Donnipad
Manager, Small Business Centre/Business Advisor	Shannon Dyck
Business Advisor	Natasha Marar
Information Coordinator (to November 2018)	Gina Meret-Dybenko
Information Coordinator (from December 2018)	Cristina Melnik



## WindsorEssex

ECONOMIC DEVELOPMENT

700 California, Suite 200  
Windsor, Ontario, Canada N9B 2Z2  
519-255-9200 1-888-255-9332  
[info@choosewindsor.essex.com](mailto:info@choosewindsor.essex.com)

[choosewindsor.essex.com](http://choosewindsor.essex.com)



## smallbusinesscentre

700 California, Suite 200  
Windsor, Ontario, Canada N9B 2Z2  
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