



**ADVANCED  
MANUFACTURING  
AUTOMOBILITY  
VIRTUAL REALITY  
LOGISTICS  
AGRI-TECH  
INNOVATION**

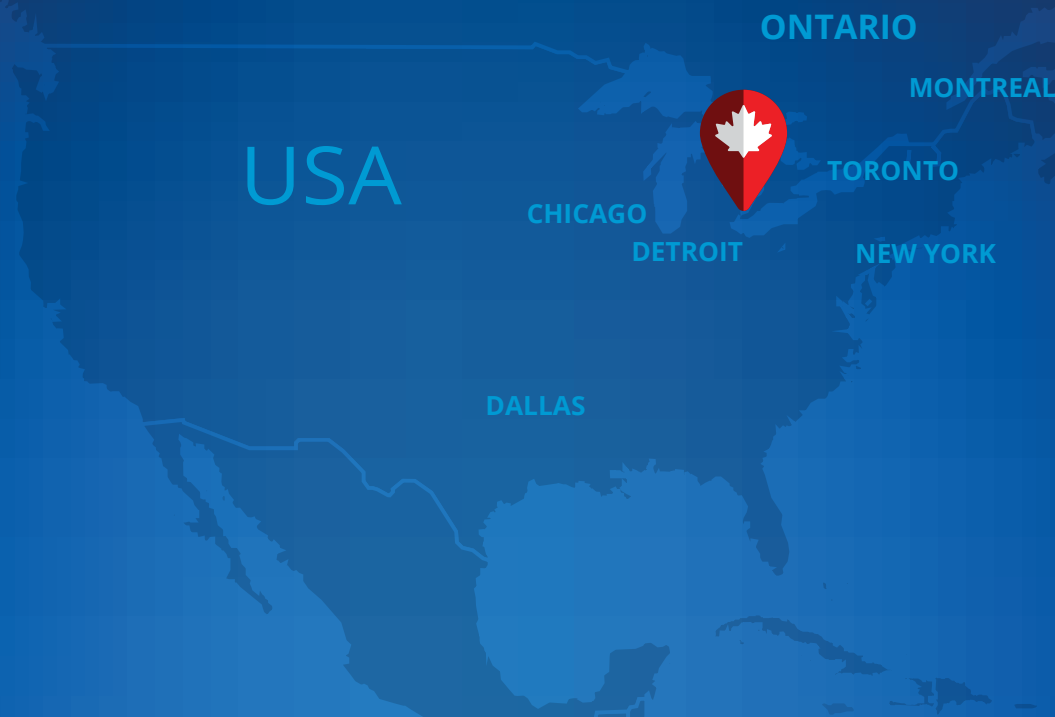
WindsorEssex  
ECONOMIC DEVELOPMENT

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# Windsor-Essex

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Message from the Chair of the Board .....	3
Message from the Warden of Essex.....	4
Message from the Mayor, City of Windsor .....	5
Message from the President and Chief Executive Officer .....	7
Business Retention & Expansion / Investment Attraction Business Development 2019 Highlights .....	8
Institute for Border Logistics and Security 2019 Highlights .....	20
2019 Performance Metrics .....	21
Small Business Centre 2019 Highlights.....	25
Marketing & Communications 2019 Highlights .....	33
2019 Financial Statements.....	41
Board of Directors & Staff.....	42

# Chair of the Board

**WindsorEssex**  
ECONOMIC DEVELOPMENT



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

As we move through the spring and into the summer of 2020, it is important to reflect on 2019 and what a good year it was. We have many things to celebrate from last year, including job growth in our area, a move by our organization to downtown and a more diversified economy.

Last year at our AGM, we had the privilege to unveil the Virtual Reality CAVE and it has become an important asset for the Windsor-Essex Region. The CAVE has been used to help support entrepreneurs and companies to develop, test and validate automotive technologies; inspire students to pursue further education or a career linked to automobility; and encourage local manufacturing companies to adopt digital twinning.

The WE Diversify project, funded by FedDev Ontario, provided \$5 million to the Windsor-Essex region to develop automobility innovation, and is designed to transition our Region from Canada's Automotive capital to Canada's Automobility Capital.

The Government of Canada, again through FedDev Ontario, is providing up to \$692,000 to the WindsorEssex Economic Development Corporation over the next four years to provide

coordinated support to women entrepreneurs to start and grow a business in emerging technologies.

This first of its kind strategy for the region, is intended to help more of our women-owned and women-led businesses grow, innovate and export to new markets. The program provides mentorship, skills training, and programming to help women scale their businesses through access to financing networks and expertise. To help us achieve a more inclusive and dynamic economy, this funding also supports more young women to pursue education or career paths that will lead them to choose starting or helping to grow a technology company.

The funding delivered by the WindsorEssex Small Business Centre is made available to support a range of activities through our entrepreneurial ecosystem partner agencies. As part of this initiative a new network called RISE was launched in March 2020. Managed by the Small Business Center, RISE is a network of organizations that are empowering women in entrepreneurship and women in STEM in Windsor-Essex. Look for the RISE emblem throughout the region!

I would like to share a story of a strong woman in my life that helped me understand the importance of women becoming leaders in our community. When my mother was 40 years old, she went back to school to get her Masters and her PhD in Psychology. She cashed in her RRSPs in order to pay for tuition and to put food on the table. Thanks Mom! "The World's largest emerging economies are not China, India, Brazil and Russia. They are the nations of women coming economically into their own." Danielle Fong.

In closing, I would like to thank the staff of WE EDC for the commitment to the organization and the Board of Directors for their commitment to their community.

# Message from the Warden of Essex County



*Gary McNamara*  
Warden of Essex County

The momentum and success that Windsor-Essex enjoyed in 2019 is allowing us to weather the storm of COVID-19 and will enable us to endure the economic impact that follows in its wake.

Our local business leaders and their skilled employees were faced with historic challenges in early 2020 and they met them head on with the same qualities that allowed them to succeed in the first place: resiliency, ingenuity, creativity and compassion.

They worked together in a time of great uncertainty to keep our supply chains strong and our store shelves stocked. They shifted manufacturing lines and priorities to make medical gowns, masks, face shields and hand sanitizer to keep safe our frontline workers and our most vulnerable residents.

They stayed positive and they persevered. They found new ways of doing business and kept the wheels of commerce turning through the lockdown, embracing curbside service and delivery.

Above all, they never stopped believing in Windsor-Essex and the people who call it home.

The WindsorEssex Economic Development Corporation, under the leadership of Stephen MacKenzie, was a unifying and steadying force in the midst of the crisis. They brought business leaders together, they shared information on government programs and they collected local data so we could best plot a coordinated, regional response to the economic challenges posed by the shutdown.

MacKenzie and his team will play a vital role as our economy rebounds from the unprecedented pressures of COVID-19. They have the connections and the vision to continue diversifying our economy and continue selling Windsor-Essex to the world as an attractive place to invest and do business. They certainly have an enviable product.

We have a diverse manufacturing base here in Windsor-Essex, a robust and growing agri-business sector and a highly-skilled workforce. We have a low-cost of living, unrivaled recreational opportunities and world-class post-secondary institutions. Our location just can't be beat.

We are at the epicentre of the North American marketplace. Half 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. That strategic geographic advantage will only grow with the completion of the Gordie Howe International Bridge.

Windsor-Essex will emerge from the COVID-19 pandemic stronger and more united than ever before. There will no doubt be challenges, but the WindsorEssex Economic Development Corporation will help us overcome them and steer us on a continued course of economic prosperity and diversification.

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 begin, as I do each year, by reminding everyone that I am proud to lead, live, work and make a difference in the City of Windsor. Our region truly is like no other – a region growing, developing, strengthening and diversifying. The early days of 2020 have shown us all... Windsor-Essex is a resilient community. That resiliency will be more important than ever as we consider local economic development now and into the future.

The Annual Report of the WindsorEssex Economic Development Corporation (WE EDC) is traditionally a place to reflect on our region's successes throughout the most recent year. Within these pages, you find the stories that shaped our economy in 2019. You will see how it is that we went about building and sustaining a thriving, innovative and dynamic region; and how our economic development leaders worked to form partnerships and investigate opportunities that create investment.

We remain committed to promoting local economic development and diversification. We nurture our strong cross-border relationships to ensure we continue to be a key player in the future of high-tech. We focus on the key areas of Business Attraction, Small Business Centre, Business Retention & Expansion, Institute for Border Logistics and Security, and Marketing and Communications throughout the year. We continue to engage in regional economic development interactions that include outreach, consultation, trade shows, performance metrics, entrepreneurship, marketing, and international outreach. All of the work undertaken, the initiatives launched, and the partnerships formed support our assertion that 'Your future starts... where Canada begins... Windsor-Essex, Ontario, Canada.'

We experienced another impressive year of important work to attract new business and support existing business, examining the present makeup of our local workforce to identify present and future opportunities and challenges, and promoting and showcasing the unique opportunities and quality of life inherent in our strategic location in the world. We accomplished this through cross-sectoral partnerships with businesses and educational institutions, by forming new alliances around the world, and by working closely with our colleagues in all levels of government. I am proud of the year that was, and of the work put in by the entire WE EDC board of directors and team.

And now – COVID-19. In responding to the public health crisis that hit our world, our top priority has been protecting the health and safety of the public. Very early on, as advice on self-isolation grew, the impact on our local economy was dramatic. The closing of our border to all but essential traffic highlighted the risks, but also the

incredible opportunities that accompany being a key international gateway between Canada and the United States of America. As the Province and Country stepped up to help employers and employees, we knew that we would need to take collective action to help rebuild our economy, and that those efforts would need to begin now.

The WindsorEssex COVID-19 Economic Task Force was struck to pull together leaders who could lay the foundation for that re-build. In these difficult times, I'm proud to see our region continuing to focus on leveraging our location, our status as a Foreign Trade Zone, and that incredible resiliency of our diverse community of businesses, entrepreneurs and families.

As corporations, we are watching the bottom line and are wondering: when will the bleeding end? And how will we recover? The nature of cross-border logistics may change, in the months and

years ahead. For this region, we are starting to wonder how our local economy can recover from the recession caused by this pandemic.

We are wondering if some opportunity lies within all this suffering. As our national government begins to explore the prospect of on-shoring and near-shoring manufacturing, which spent the last few decades moving off-shore, can we position the Windsor-Essex region as an economic option for new manufacturing opportunities?

For those of us living and working in this region, we know what this area has to offer and we are keen to attract some economic interest, in the months and years ahead. It will take heroic effort, innovative thinking, and complex solutions to ensure we create the conditions that support our local recovery efforts. This report helps us understand where we've been, and will help inform where we're headed.



# 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 team members, it is my pleasure to present the 2019 Annual Report for the WindsorEssex Economic Development Corporation. It was a very exciting and productive year for WE EDC as we continued to implement programs designed to support our entrepreneurs, our businesses and to attract foreign direct investment (FDI), while diversifying and future proofing the regional economy.

Our annual performance metrics show very positive outcomes and indicate that we are well positioned to continue this momentum in 2020 and beyond. WE EDC supported \$102,441,500 in combined investment from start-ups, business expansions and new companies that set up operations in Windsor-Essex. This investment led to the creation of 1,038 new jobs as reported

by the entrepreneurs and companies involved. We have strengthened our binational partnerships and proactively established formal agreements with our partners in Detroit.

As the lead economic development organization, the corporation continues to work with regional and international economic ecosystem partners to implement, and where applicable, update the Five-Year Strategic Plan. In 2019, WE EDC was successful in attracting \$8.3 million in government grants to support economic development initiatives for the region, including \$5 million from the Federal Government via the Federal Economic Development Agency for Southern Ontario (FedDev) to support and further develop the automobility innovation cluster. This includes promoting advancement in technologies involving connected, autonomous, electric and hydrogen powered vehicles, and related cybersecurity.

I would like to take this opportunity to thank the members of our Board for their leadership and support, and to 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 team. It is a privilege to work with such a dedicated, professional and passionate group for the benefit of the organization and the Windsor-Essex region.



# Business Development

## 2019 HIGHLIGHTS

### *Business Retention and Expansion*

Business Retention & 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 local businesses, and ultimately the success of the community. This is accomplished by taking the pulse of the 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.

### *Investment Attraction*

The goal of the Investment Attraction (IA) 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  
**312 JOBS**  
— & —

**\$68.5**  
**Million**  
in local  
investment



**29 IA**  
priority files  
**8 SUCCESSES**  
with  
**196 JOBS**  
— & —

**\$33.7**  
**Million**  
in local  
investment

## Key Projects & Initiatives

### *Regional Partners at Automobili-D at NAIAS 2019*



(L-R) Ed Dawson, WE EDC; Dr. Michael Siu and Heather Pratt, University of Windsor; Windsor Mayor Drew Dilkens; Susan Anzolin, IBLs; Wendy Stark, WE EDC. Photo by Tim Jarrold - BizXmagazine.com.



(L-R) Gina Meret-Dybenko, WE EDC; Irek Kusmierczyk, WEtech Alliance; Lee McGrath, Wendy Stark, Lana Drouillard, WE EDC; Essex County Warden Gary McNamara; Lina Williams; Ed Dawson, WE EDC; Tina Suntres, University of Windsor; Marion Fantetti, WE EDC.

WE EDC partnered with the University of Windsor, St. Clair College and WEtech Alliance, to have a presence at the Automobili-D Exhibit as part of the North American International Auto Show. The purpose of the Automobili-D event was to promote companies and institutions working on mobility-focused initiatives. The partners used this opportunity to showcase our capabilities and highlight the work underway - as part of the Autonomous Vehicle Innovation Network (AVIN) of Ontario. As a designated Regional Technology Development Site (RTDS), the region will be home to a high-fidelity virtual reality simulation testing environment that we will share with SMEs looking to develop technologies related to connected and autonomous vehicles, especially those working on border integration initiatives.

### *Consumer Electronics Show (CES) 2019*

The Consumer Electronics Show (CES) is recognized as the global stage where next-generation innovations are introduced to the marketplace. Members of WE EDC travelled to the show to learn about technology trends, with a focus on the mobility sector. With the work underway by the Institute for Border Logistics and Security (IBLS) to support Ontario's Autonomous Vehicle Innovation Network (AVIN), it was important to meet companies at the show who are working in the connected and autonomous vehicle space. Ansys/Barco showcased their Virtual Reality solutions that further emphasized the importance of simulation testing in the next generation of technology and vehicle development. Deloitte hosted WE EDC on a tour to meet mobility-focused start-up companies from Israel with award-winning technologies. Efforts are underway to capitalize on the many connections made at CES to help spur economic opportunities for the Windsor-Essex region.



IBLS VR Technology Partners from Ansys and Barco at CES 2019 (L-R) Ed Dawson, WE EDC; Glenn Nixon, Barco; Stephen MacKenzie, WE EDC.

## Workforce Summit: Redefining Retirement

The BR&E department partnered with Workforce WindsorEssex in presenting “2019 Workforce Summit: Redefining Retirement” held on February 20<sup>th</sup>, 2019. The Summit provided valuable insight into the realities of an aging workforce in Windsor-Essex, its impact on businesses, and how important it is for businesses to access the resources they need to engage in the proper succession planning strategies essential to their business retention and expansion sustainability. More than 70 representatives from a cross-section of organizations attended the event.

## 8<sup>th</sup> Annual Trade Day – U.S. CBP Detroit Field Office

On August 13, 2019, members of the BR&E team attended the 8<sup>th</sup> Annual Trade Day in Detroit, hosted by U.S. Customs and Border Protection. The event provided an opportunity for those in the trade community to participate in open dialogue and information sessions, and to hear formal presentations about the implementation of new and/or emerging trade strategies and clarification on new and existing trade priorities through formal presentations. It was important for the BR&E team to participate in order to meet with U.S. and Canadian government agencies including Immigration and Customs Enforcement Homeland Security Investigations, U.S. Department of Agriculture, U.S. Patent and Trademark Office, Food & Drug Administration, Small Business Administration, Canadian Border Services Agency, Canadian Food Inspection Services, and the Canadian Consulate General of Canada in Detroit.



## Economic Development Week

WE EDC with regional partners including all the municipalities in the Windsor-Essex region, the Small Business Centre, WEtech Alliance, Workforce WindsorEssex and the Ministry of Economic Development, Job Creation and Trade participated in the annual Economic Development Week in the Windsor-Essex region during the week of May 6 to May 11, 2019. WE EDC’s Marketing and Communications department organized a [media event](#) at Dainty Foods to launch the week.

This week-long initiative was created by the International Economic Development Council with a goal of increasing awareness of local programs that create jobs, advance career development opportunities, and increase the quality of life in a community.

The partners used this opportunity to take the pulse of business through outreach and surveys. A one survey concept was launched to receive feedback from the business community, and to share the aggregated collected data results amongst economic development practitioners. The data collected helps the region identify specific issues and challenges faced by Windsor-Essex companies.



Bear Industrial Axles proudly displays a sign ‘Take the Survey! I did!’ as a participant during economic development week.



### *4<sup>th</sup> Annual Emerging Technologies Conference and Trade Show*

On September 10<sup>th</sup>, the WindsorEssex Economic Development Corporation in partnership with the National Research Council of Canada's Industrial Research Assistance Program and the Canadian Association of Moldmakers presented the 4<sup>th</sup> annual Emerging Technologies in Automation Conference and Trade Show at Caesars Windsor. With over 380 attendees and 53 exhibitors this was the most successful event year to date. Furthermore, this was the first year that the conference introduced the 'Start-Up Zone' (sponsored by Automate Canada) where start-up automation companies had the opportunity to display their products and interface with experts in the field of automation and technology.

The conference was launched by Windsor Mayor Drew Dilkins and Essex County Warden Gary McNamara who welcomed the delegates. The morning included the announcement of a strategic partnership between Automate Canada and Michigan-based non-profit manufacturing and technology business association, Automation Alley.





The keynote speaker, Paul Zikopoulos (IBM Canada), provided a high energy perspective on how *'Artificial Intelligence'* will influence industry, consumers, and how we function in our day-to-day lives. Other featured speakers included, Joris Myny (Siemens) who gave a glimpse into the future through his presentation, *'Emerging Technologies in the Digital Transformation'*. Reid Schook (Rockwell Automation) presented, *'Investing in People and Technology to Address Workforce Challenges'*. Darren Ward (Vineland Research and Innovation Centre) provided insight into the advances in, *'Automation in Agri-Food Processing'*.

The exhibitors and attendees had the opportunity to participate in six breakout sessions that included topics such as *Artificial Intelligence; Factory of the Future; Digital Simulation and Automation in Agriculture*.

## 2019 Municipal Agriculture Economic Development and Planning Forum

The BR&E team was pleased to be part of the organizing committee for the 2019 Municipal Agriculture Economic Development and Planning Forum, hosted by the Municipality of Leamington, the Town of Kingsville and the Ontario Ministry of Agriculture, Food and Rural Affairs. More than 50 people attended the two-day event, including municipal leadership, rural and agricultural economic developers, municipal planners, and community tourism groups. Over the two days, activities included site tours of innovative businesses in Leamington and Kingsville; a workshop series covering an assortment of agri-business related topics; a presentation by Automate Canada who provided an overview of emerging technologies in automation; and a keynote address by Urban Agriculture Consultant, Henry Gordon Smith who led an inspiring discussion on sustainability and the emergence of urban agriculture as a solution.

This forum provided a great opportunity for the BR&E team to have an in-depth look into the Windsor-Essex agriculture and food processing sectors and explore how technology is shaping the future of the industry.

## Trade Missions

### INBOUND



#### APMA 2019

The 2019 Automotive Parts Manufacturers' Association (APMA) Annual Conference and Exhibition - *'The RACE: Survival of the Fastest'* took place at Caesars Windsor during the week of June 10<sup>th</sup> and included the *connectTEC Conference*, B2B meetings, industry specific presentations, and networking opportunities.

The BR&E team partnered with APMA and CMM to support the inbound delegations. Nineteen local companies hosted delegates from three countries for site visits. These site visits connected inbound purchasers with local companies for buying opportunities. The BR&E team was key to organizing B2B meeting that connected 361 companies as well as facilitated the meetings.

As partners, WE EDC partook in all conference events and provided continued support to APMA as well as participating local companies and visiting delegations.



#### Brazilian Delegation

Working in partnership with the Canadian Association of Moldmakers (CMM) and in collaboration with the Canadian Tooling and Machining Association (CTMA) and the Canadian Trade Commissioner Service in Brazil and WE EDC co-hosted a group of 11 Brazilian tool, die and mold makers who visited Windsor-Essex in April. The Brazilian delegates were members of ABINFER, an association of tool and mold manufacturers. The purpose of the trip was to find potential partners to help them provide advanced capabilities to their OEM customers in Brazil. The BR&E team and CMM arranged site visits to six local die and mold manufacturers as well as a tour of St. Clair College over the two-day visit. The delegates attended a formal dinner hosted by WE EDC and included guests from CMM, Business Development Bank of Canada, the Ontario Ministry of Economic Development, Job Creation and Trade, MITACS and the Canadian Consulate in Detroit.



Brazilian tool and mold manufactures tour Windsor-Essex companies.





Exciting week with the India delegation in town, site visits to Laval and Platinum Tool Toyota, Tata, and CMM.



**India Delegation**

After several trips to India (State of Chhattisgarh) by representatives from WE EDC and CMM, an opportunity for partnership and collaboration between the associations and the Chhattisgarh State Industrial Development Corporation (CSIDC) was established. Windsor-Essex was selected as a prime location to establish partnerships as the region is recognized as an international cluster for automation, advanced manufacturing and emerging technologies. Significant opportunities for collaboration exist between WE EDC, CMM and CSIDC to develop advanced manufacturing clusters in Chhattisgarh.

The inbound delegation was supported by the Federal Trade Commissioner Service, the Province of Ontario, local municipal governments, the University of Windsor, St. Clair College, CMM and WE EDC.

Members of the delegation included the Honourable Minister of Industries, Toyota, TATA, Azad, several mold, tool and die companies, and TAGMA (Tool and Gauge Manufacturers Association of India). During their visit, an official signing of a MoU took place between the State of Chhattisgarh Industrial Development Corporation, the WindsorEssex Economic Development Corporation and the Canadian Association of Moldmakers with the goal of having our local companies connect with potential purchasers as well as establish relationships for future collaboration.



**Second Visit by Brazilian Tool and Mold Delegation**

Following a visit earlier in the year, the Brazilian tool, die and mold association ABINFER sent delegates from seven companies to Windsor-Essex in August. Two members of the delegation stayed in the region for approximately one month, while other delegates stayed for approximately ten days. WE EDC provided temporary office space for the delegation and the BR&E team arranged site visits to ten local companies. It is likely that three of connections made will result in new business for local companies.

## Trade Missions

### OUTBOUND



Canadian Team at the automotive meetings in Querétaro Mexico.



#### **Automotive Meetings Querétaro**

In February, WE EDC joined a large delegation of Canadian companies and provincial and federal officials on a trade mission to Querétaro, Mexico. The mission was built around the Automotive Meetings B2B event from February 19<sup>th</sup> to 21<sup>st</sup>. Of the 45 Canadian companies exhibiting at the event, 23 were from Ontario and eight were headquartered in Windsor-Essex. The conference and formal meeting provided regional manufacturers the opportunity to connect directly with purchasers from automotive OEMs, Tier 1 and Tier 2 companies. The Canadian Trade Commissioner Service organized the Canada Pavilion and provided ongoing support to the partners and the exhibiting companies. The Ontario Trade and Investment Office organized a program of site visits to four Tier 1 companies where participants were able to meet with the purchasing teams and tour the plants.





IESS-VIII Conference and Tradeshow; left to right Kishor Mundargi; Mike Hicks; Diane Deslippe; Kim Thiara; Lee McGrath; Jonathon Azzopardi; Pradip Jansari and Matt Johnson.



### **Chennai, India Trade Mission to attend IESS VIII Convention and Tradeshow**

WE EDC and CAMM along with six local companies attended the IESS-VIII Conference and Tradeshow in Chennai, India. The purpose of the mission was to solidify opportunities for local companies to further the relationship between companies and develop commercial relationships as a means for bilateral flow of purchases and to look for potential partnerships on technologies. This was the fourth trip for some of the companies and resulted in more than 200 one-on-one meetings, plant tours and an opportunity to meet with Federal representatives from the Indian government.



### Investment Mission to China

In April 2019, Mayor Drew Dilkens led a Foreign Direct Investment mission to China. Mayor Dilkens and President & CEO MacKenzie met with companies in Tongxiang, Shanghai, Tianjin and Beijing that are considering setting up manufacturing facilities in our region. A number of these companies visited in November, and negotiations are ongoing.



Mayor Dilkens and Stephen MacKenzie meeting with representatives of Chinese companies considering investment in Windsor-Essex.



Mayor Dilkens, President & CEO Stephen MacKenzie and Ashok Sood, CEO Champion Products Corp. meet with city officials in Tongxiang.



Delegation members at Productronica, Munich (L to R) Heather Pratt, Dr. Peter Frise, Dr. Narayan Kar, University of Windsor; Ed Dawson, Ryan Donally, WE EDC and Dr. Peter Wawrow, St. Clair College (not shown, Waseem Habash).



### Trade Mission to Germany

In November 2019, members of the Investment Attraction (IA) team, led a week-long business development trade mission to Germany.

The delegates traveled over 1,500 KM within Germany to the cities Aachen, Bonn, Stuttgart, Munich, and Frankfurt to meet with ten companies resulting in eight leads. The group also took part in four company site tours and a campus tour of RWTH Aachen. Upon return from Germany, the IA team had many follow-up discussions and a plan to return in 2020.



WE EDC's Stephen MacKenzie, Pres & CEO with Jaroslan Stawiarski, Marshal of Lubelskie during the signing of a MoU.



**Trade Mission to Poland**

In May 2019, the Investment Attraction (IA) team coordinated a week-long trade mission to Poland. The delegation was represented by local industry and academic institutions. Meetings were held with Polish companies and institutions looking to build relationships with Windsor-Essex. Additionally, WE EDC met and generated leads with six Polish companies looking to expand into Canada.

Delegates travelled to the Warsaw, Lublin and Chelm to meet with federal and provincial agencies and local elected officials to sign MoUs that will serve to promote and share resources between Windsor-Essex and cities in Poland. The delegation attend B2B meetings with Polish companies looking for opportunities in Windsor-Essex.



WE EDC's Stephen MacKenzie, Pres & CEO signing a MoU with Mayor of Chelm Jakub Banaszek in Poland.



Windsor-Essex delegates at the World Horti Centre in The Hague, Netherlands.



### **Trade Mission to the Netherlands**

In the spring of 2019, a Windsor-Essex delegation made up of the Municipality of Leamington's Mayor Hilda Macdonald and CAO Peter Neufeld, Town of Kingsville's Mayor Nelson Santos and CAO Peggy Van Mierlo-West and Robert Brown, along with WE EDC's Investment Attraction (IA) team travelled to the Netherlands on a business development trade mission. The delegates attended one of the world's largest shows of its kind with over 1500 horticultural leaders and experts - Greentech Conference and Summit. The delegation built strong business relationships with qualified leads, exchanged ideas with world leaders in the agri-tech sector and learned about the latest trends and developments in horticulture and greenhouse development. The IA team participated in over 13 meetings with companies interested in expanding to Canada.

The delegation met with officials from The Hague, the Municipality of Westland and toured Agriport A7 – the most modern agriport in the world. On the final day the delegates were welcomed by the World Horti Centre to discuss greenhouse developments related to infrastructure investment opportunities for municipal governments. Three leads have moved to the next stage of expansion discussions with the IA team.

# Institute for Border Logistics and Security



## 2019 HIGHLIGHTS

2019 proved to be a watershed year for the Institute for Border Logistics and Security (IBLS) as part of an ambitious agenda to help spur the Windsor-Essex economy to be more diverse and innovative by focusing on mobility.

To help achieve this focus on mobility, the Institute for Border Logistics and Security, implemented a purposeful strategy to work with other local organizations across the region to develop a coordinated approach to grow and sustain an automobility innovation cluster in the Windsor-Essex region. The goal is to help transform the Windsor-Essex region from Canada’s Automotive Capital to the Automation Capital to Automobility Capital of Canada.



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

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

## KEY PROJECTS & INITIATIVES



FedDev Ontario \$5M announcement: L-R: Dr. Michael Siu, University of Windsor; Dr. Douglas Kneale, University of Windsor; Windsor Mayor Drew Dilkens; Hon. Marco Mendicino, Minister of Immigration, Refugees and Citizenship; Susan Anzolin, IBLS; Stephen MacKenzie, WE EDC.

### *\$5M to Support an Automobility Innovation Cluster*

On September 6, 2019, the Government of Canada – through the Federal Economic Development Agency for Southern Ontario (FedDev) announced up to \$5 million over three years to support the automobility innovation cluster in Windsor-Essex. This funding will allow for the rebranding of the area, promotion of a vibrant innovation and competitive entrepreneurial automobility network, and further advancement in technologies involving connected, autonomous, cybersecurity and electric vehicles.



Virtual Reality CAVE.

## *Official Unveiling of the Virtual Reality CAVE*

The official unveiling of the state-of-the-art Virtual Reality (VR) CAVE for connected and autonomous vehicle technologies located at IBLs took place at a ribbon-cutting ceremony following the WE EDC Annual General Meeting. The VR CAVE is a resource provided as a part of the Autonomous Vehicle Innovation Network's (AVIN) Regional Technology Development Site (RTDS) in Windsor-Essex. This program focuses on bolstering regional capacities and providing business and technical resources to small- and medium- sized enterprises to enable them to develop new products and solutions that will create jobs and global exports for Ontario.

The Windsor-Essex RTDS focuses on cross-border technologies and cybersecurity. This project is supported by partners including the Ontario Centers of Excellence (OCE), which delivers AVIN on behalf of the Government of Ontario, ANSYS, SimuTech Group Canada and Barco Group. Since the unveiling, the IBLs team has promoted the capabilities of the VR CAVE and the importance of simulation testing as part of today's product development and for the safe testing of future products and technologies. Over 75 demonstrations to OEMs, small- and medium-

sized companies (local and international), entrepreneurs, and students have taken place over the year. Efforts are ongoing to convert interest into projects that will support the development, testing and validation of connected and autonomous vehicle technologies.



VR CAVE demonstration to local high school students.

## *VR CAVE Inspires the Workforce of Tomorrow*

The IBLs team along with community partners from the Small Business Centre, WEtech Alliance, Workforce WindsorEssex, Canadian Association of Moldmakers (CAMM) and Automate Canada have partnered with the regional school boards in motivating and inspiring high school students on the evolution of technology and skills required for the future of work. The IBLs team hosted four sessions with approximately 50 students at each session to a day of experiential learning. These sessions included discovering the changes of work skills, the future of mobility, how to take an idea and turn it into a company and experiencing the power of the VR CAVE. This type of learning will help post-secondary students consider non-traditional jobs when making career choices.



Minister Kristy Duncan announces 'New Frontiers in Research' Program.

## VR CAVE Selected as Backdrop for Major Federal Announcement

On June 26, 2019, The Hon. Kirsty Duncan, Minister of Science and Sport hosted an announcement on a new research fund – 'New Frontiers in Research' that serves to bring new perspectives and approaches to supporting high-risk, interdisciplinary and transformative research. The VR CAVE was selected because it showcases new technology being applied to existing industry sectors to help spur greater innovation, in addition to the fact that it is intended to support SMEs to accelerate innovation.



Erin Skimson, VP, Product Management and Corporate Programs, Miovision.

## Smart Traffic Technologies

In the summer of 2019, WE EDC worked with Miovision – a smart city company - and the City of Windsor's Traffic Operations and Parking department to install five smart traffic devices on three traffic intersections along Huron Church Road with the goal of deploying smart traffic technologies along Canada's busiest trade corridor by the end of 2020. The installation of these devices serves as a helpful tool for the City in managing its daily operations as well as planning and future-looking initiatives. The data is also incredibly valuable for economic development purposes. WE EDC has had ongoing discussions with companies and academia who may benefit by utilizing this open source data.

## Digital Twinning

In September 2019, the IBLs team launched a "Digital Twinning" program as part of the federal funding to support the region's automobility cluster led by WE EDC. The purpose of the program is to increase awareness of the benefits of digital twinning and to encourage its adoption in local manufacturing facilities through support from WE EDC, St. Clair College, Automate Canada and the Canadian Association of Moldmakers (CAMM).

The program provides local companies an opportunity to create a virtual representation (digital twin) of a process, a product or service. By creating a digital twin, companies can optimize operations, detect issues, test new products and simulate scenarios to predict performance.



Linsey Kerkove, St. Clair College demonstrating digital twin of gun drill.

Pilot projects were initiated with Laval International and Cavalier Tool and Manufacturing to showcase how this technology enhances the manufacturing process. The Digital Twinning program and pilot projects were officially introduced to the community through the "Funding and Program Support for Local Companies" open house on December 3, 2019.

## 2019 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.*





# 2019 PERFORMANCE METRICS

## New Investment Facilitated

**\$ 102,441,500**

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



## Business Support Sessions

**311 Sessions**  
**3443 Attendees**



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

- 1** Skills Gap – Matching labour demand with a prepared workforce for today, and tomorrow
- 2** Regulatory Environment – Cross-Ministry - all levels of government – Red Tape - Delays in Application Reviews, Permit Approvals (Government must move at speed of business).
- 3** Business Immigration-Labour Mobility
- 4** Uncertainty of Global Trade Agreements
- 5** Investment Incentives

## Regional Labour Market Indicators†



\*values for Amherstburg were not available in Nov & Dec 2019

\*Industrial, commercial and institutional permits only

† Note: The above figures reflect all of Windsor and Essex County comparing 2018 to 2019. Source: Statistics Canada, Labour Force Survey custom tabulation

# Small Business Centre

## 2019 HIGHLIGHTS

The WindsorEssex Small Business Centre (SBC) continues to provide exceptional services and programs to local entrepreneurs and established small business owners. For nearly 30 years, SBC has facilitated a supportive business environment by providing clients with practical assistance and education to help them start and grow businesses. Its team of professional and experienced staff are committed to offering tangible business supports and programs including business consultations, seminars, mentorship and micro-grants. In 2019, SBC assisted in the launch of 153 new businesses, expansion of 98 existing businesses and facilitated five business purchases. These deals resulted in the creation of 530 new jobs in Windsor-Essex. The centre also awarded \$241,500 in grants through the Starter Company Plus and Summer Company programs. The Small Business Centre's programs and services are funded in part by the Ontario Ministry of Economic Development, Job Creation and Trade.

smallbusinesscentre

**WindsorEssex**  
ECONOMIC DEVELOPMENT

## KEY PROJECTS & INITIATIVES

### *Windsor-Essex Businesses Get Techie with Digital Main Street Pilot Program*

SBC received a \$125,000 grant from the Government of Ontario in 2019 to deliver the Digital Main Street (DMS) program to 15 local business improvement areas. DMS is a program that helps main street businesses achieve digital transformation. The program is built around an online learning platform, structured training programs and a Digital Service Squad (DSS) who help main street businesses grow and manage their business through the adoption of digital tools and technology. The DMS program provides the opportunity for grants of up to \$2,500 to help businesses strategically adopt technology and meet their digital goals.

In August 2019, SBC deployed its Digital Service Squad (DSS) — a team of technology specialists — to provide on-site consultations to storefront businesses across BIAs in the City of Windsor and the municipalities of Amherstburg, Essex, Kingsville, LaSalle, Tecumseh and Harrow. The DSS hit the pavement blitzing storefronts to inform businesses of the program. They also provided 234 consultations to 206 businesses between August and December. Thirteen local businesses were awarded a \$2,500 digital transformation grant in 2019. The DSS participated in a takeover of the Digital Main Street Instagram account on Oct. 28, 2019. By publishing a series of over 30 photos and videos during the day, the team highlighted their visits to small businesses in Ford City, Downtown Windsor and Amherstburg BIAs. The DSS continues to provide service to area businesses through 2020.

**DIGITAL  
MAIN ST.**



Lindsay Renaud drops by Youssef Hair Boutique to identify opportunities for them to grow their digital footprint.



Devon Gale meets with the co-owner of Whiskeyjack Boutique in the Downtown Windsor BIA.



Lindsay Renaud and Devon Gale from the Digital Service Squad.

## ***SBC Spearheads Women Entrepreneur Strategy Ecosystem Fund***

The Government of Canada announced a \$19 million investment to support the Women Entrepreneurship Strategy Ecosystem Fund in 2019. The government is providing up to \$692,000 over the next four years to the Windsor-Essex region to support women entrepreneurs to start and grow businesses in emerging technology sectors such as agri-food, automation, automotive and mobility. The funding was made possible with the support of the IBL, who developed and submitted the funding application.

Administered through SBC, the funding supports a range of activities linked to breaking down barriers and supporting women entrepreneurs and workers in technology and STEM. SBC has provided some of the funding to local organizations to coordinate and deliver services including University of Windsor's EPICentre, WEtech Alliance, Windsor Essex Capital Angel Network, WorkForce Windsor Essex and Build a Dream.



Members of Regional Alliance Windsor-Essex during Global Entrepreneurship Week.

## ***Regional Alliance Windsor-Essex Expands Public Reach to Businesses and Agencies***

The local Regional Alliance Windsor-Essex (RAWE) business support network went digital in 2019 with the launch of a [website](#) and social media - Twitter [@rawe-yqg](#) and [LinkedIn](#) to highlight its members, events and services. Sabrina DeMarco, Executive Director, SBC, co-chairs the alliance with Rob Went, Industrial Technology Advisor, National Research Council, which meets monthly.

RAWE is a not-for-profit organization made up of provincial and federally funded agencies and local member-driven groups who are devoted to maximizing economic diversity, growth and prosperity in the Windsor-Essex. Membership includes 26 organizations that provide programs and services to entrepreneurs and businesses.



Win This Space Essex Contest winner - Dan DesRosiers, owner of Emerson Supply Co., accepts Starter Company Plus grant from Shannon Dyck, SBC.

## ***Win this Space Essex Contest***

The Essex Centre BIA launched its *Win this Space Essex* contest during October's Small Business Week along with partners Libro Credit Union, Town of Essex and the WindsorEssex Small Business Centre. The program aimed to boost the Essex Centre business district and help create strong business-owners by providing them with resources to successfully take over a vacant storefront.

Following an application period, select entrepreneurs were invited to take part in a business training series facilitated by SBC. The top three finalists presented their business plans at an event. Dan DesRosiers, a SBC client and owner of Emerson Supply Co., was chosen as the winner. The contest afforded him the opportunity to expand his e-commerce store to a retail location at 41 Talbot St. N. in Essex. Emerson Supply Co. received \$12,000 in grant funding from the Essex BIA to cover 12 months of rent as well as training, mentorship and a \$5,000 Starter Company Plus grant from SBC.

SBC previously supported the first local Win this Space competition. Its client, The Bearded Dog Brewing Company, were the winners of Harrow's Win This Space initiative. The micro-brewery opened in April 2019 at 21 King St. E.



## Local Businesses Launch and Scale Through Starter Company Plus

Starter Company Plus is an acceleration program funded by the Government of Ontario that provides entrepreneurs and small business owners with free resources and support to help them start, expand or purchase a new business. Qualified applicants received 15 hours of hands-on training, mentorship and were provided the opportunity to apply for a \$5,000 grant. SBC received over 200 inquiries from entrepreneurs and business owners interested in applying to be one of 15 participants in its 2019 program.

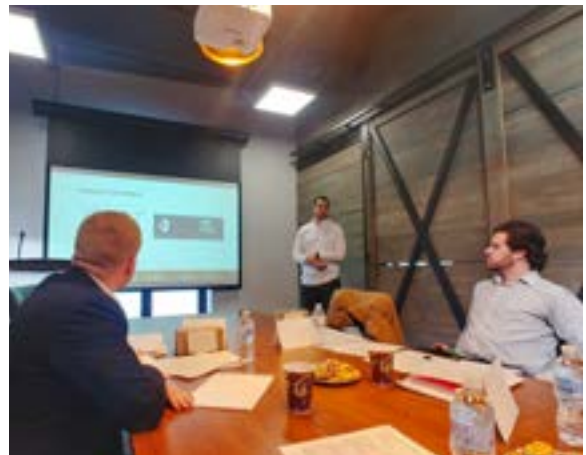
The program kicked off with a week of training for 15 participants and was led by Andrew Patricio, entrepreneur, trainer and public speaker. Following the training, participants worked closely with the SBC team to get their business plans and pitches ready for the grant review committee. The Starter Company Plus pitch day was held in December where participants presented their business cases to experienced entrepreneurs and professionals. Successful applicants were later matched with local mentors who continued to provide guidance on operating and growing their businesses.

The 2019 Starter Company Plus grant recipients are Beacon Ale House, Di Natale Spine + Sport, Gertrude's Writing Room, Kyle Morand Chiropractic, Love the Bump, Micovsky Chiropractic, R.E.C. Health & Fitness Inc., Shred Shop Inc. and Team Rehab.

Since offering the program in 2015, the Small Business Centre has provided training to nearly 700 entrepreneurs and awarded 138 grants; investing \$690,000 in Windsor-Essex businesses.



Andrew Patricio, founder of BizLaunch, provides training to Starter Company Plus participants.



An entrepreneur during the Starter Company Plus pitches to judges.



Shred Shop was among the 2019 Starter Company Plus grant recipients.

# Summer Company

## *Summer Company Program Drives Talented Student Entrepreneurs*



Myrtle Donnipad, Youth and Entrepreneurship Programs Advisor, centre, with the 2019 Summer Company student entrepreneurs.



Students are guided through a Summer Company mentor session.

During the summer of 2019, SBC saw 13 student-led businesses created through the Summer Company program. This long-standing Government of Ontario program provides students aged 15-29 with an opportunity to explore entrepreneurship first-hand. Participants receive business training, mentorship, advisory services and up to a \$3,000 grant to run a summertime business.

There were a variety of businesses in the 2019 cohort including selling environmentally friendly products, custom artwork, lawn care and landscaping services, tutoring services, website design and IT services. The program kicked off with a full day of orientation and training where participants received business training on topics including customer identification, sales and advertising, social media marketing and goal setting. Bi-weekly mentor meet-ups were also facilitated by business leaders who delved into shared successes and challenges as well as financial planning, time management, hiring employees and other practical business strategies. Entrepreneurs in the 2019 Summer Company program were a staple at the Downtown Windsor Farmers' Market, where students showcased their business products and services amongst the larger small business community.

## *Small Business Centre hosts Korean International High School Students*

A group of South Korean high school students from Yuhan Technical School visited the region as part of a formal international work/study program. Since 2015, WE EDC has played a pivotal role in supporting the students' experience in the region, primarily through facilitating valuable industry work placements as part of the co-op experience.

In December, SBC partnered with the school and hosted the students for one week to deliver business and entrepreneurship teachings. The curriculum outlined the role of business in the community and explored the necessary steps required to start and operate a business venture in Windsor-Essex.



Sabrina DeMarco, Executive Director, Small Business Centre presents to visiting Korean high school students.

## W.E. Shop Local Show Celebrates 5 Years of Promoting Local Businesses



WE EDC employees at the W.E. Shop Local Show.



A shopper checks out locally-inspired threads from Rare Apparel.



Small Business Centre employees at the W.E. Shop Local Show.



Attendees show off their reusable Love Local Shop Local canvas bags.



The 5th annual WindsorEssex Shop Local Show took place Oct. 24, 2019 at the Fogolar Furlan Club in Windsor. The signature event hosted by the WindsorEssex Small Business Centre featured 47 small business vendors and nearly 1,000 attendees who came out to support regional entrepreneurs by shopping local. Many of the participating businesses were returning vendors and existing clients of SBC. Vendors included food and beverage producers, fashions, beauty and wellness producers, artisanal products, wood furnishings and home goods. The show highlighted local, independent small businesses and provided them the opportunity to promote their products and services, connect with the wider business community and sell directly to residents.

The 2019 W.E. Shop Local Show was presented by WFCU Credit Union and sponsored by RBC, Tourism Windsor Essex Pelee Island, Windsor International Film Festival, Business Resource Centre of Essex, FedDev Ontario Small Business, Government of Ontario and YourTV.

## Clients Supported Through Robust Training and Networking Opportunities

SBC held a record number of business workshops and seminars in 2019. There were 292 events that saw 1,150 attendees. One of the most popular workshops continues to be Small Business Tax and CRA Regulations, delivered in partnership with the Canada Revenue Agency. SBC also hosted two networking events as part of its Banter, Business and Beers series, held at various Windsor-Essex breweries. In addition to its regular monthly information sessions on starting a business and writing a business plan, SBC also hosted many informative seminars delivered by its network of expert professionals and entrepreneurs. The seminars included:

- *Building Your First Team – The Right Way!* (Jess Critchlow, owner of Light UP Work)
- *Search Engine Optimization for Beginners* (Kylie Tiffin, owner of KET Marketing)
- *Digital Marketing 101 - Building Your Online Presence; Social Media 101 – Create, Engage and Interact* (Nichole Howson, owner of AIM Social Media Marketing)
- *Essential Management Skills for Business Owners* (Frank Abbruzzese, owner of AlphaKOR)
- *Financial Bootcamp: Know Your Numbers* (Jules Hawkins, CPA, CA, President Hawkins & Co. Accounting Inc.)
- *The Basics of Business Law* (Ilias Kiritis, LL.B., J.D. at Mousseau DeLuca McPherson Prince LLP Barristers and Solicitors)
- *Small Business Income Tax* (James Palanacki, Melissa Goyeau and Barry Wilson of Grant Thornton LLP)
- *Visual Merchandising — A Business Strategy* (Marina Garbutt, founder of Explore Retail Group, and Denise Ray, visual consultant)
- *Motivation, Productivity and Cultivating Resilience* (Shaun Ouellette, owner of Sage Therapeutic Consulting)
- *Cutting Through Food Business Regulations* (Food industry compliance experts from the Windsor-Essex County Health Unit, Windsor Fire & Rescue Services and City of Windsor)



Business, Banter & Beers networking events and seminars.



## Music Windsor-Essex Presents JUNOS 2019 Music Exchange Showcase

The SBC, through its Music Windsor-Essex initiative, partnered with the JUNOS London 2019 Host Committee to present the Host City Music Exchange on Feb. 28, 2019. The three-part community event began with two London bands hosting a presentation and performance at Catholic Central High School to educate students about the JUNOS and music entrepreneurship. A professional development workshop followed at Phog Lounge and included panelists representing industry associations from the Foundation Assisting Canadian Talent on Recordings (FACTOR), SOCAN Music, Musicians Rights Organization Canada (MROC),



A panel discussion featuring music industry experts was held at Phog Lounge.



The Brandy Alexanders playing a showcase concert at the Olde Walkerville Theatre.

Arts Council Windsor & Region, Windsor Federation of Musicians, Gypsy Soul Records, Indie Week and Home County Music and Art Festival and artist Tyrone Buccione. Over 50 music entrepreneurs and professionals participated in the workshops. The music exchange concluded with a free live music concert featuring two Windsor acts (Crissi Cochrane and The Brandy Alexanders) and the two London bands (Averages and Charlie Weber) at the Olde Walkerville Theatre. Following the Host City Music Exchange event, the Windsor artists were invited to play Juno week showcases in London prior to the JUNOS on March 19, 2019.



## Tourism Partnership Inspires People to Shop Local for the Holidays

For a second holiday season, the WindsorEssex Small Business Centre partnered with Tourism Windsor Essex Pelee Island to promote its annual W.E. Made It Gift Guide. The guide encouraged residents and visitors to shop locally crafted and curated items from Windsor-Essex businesses.



The Small Business Centre partnered on Tourism Windsor Essex Pelee Island's 2019 W.E. Made It holiday gift guide.

The guide featured upcoming holiday markets and various gift ideas from many SBC clients such as 30 ML Coffee Co., Michael Difazio Reclaim Artistry, Rare Apparel, Tagged It Paper Co., The Hook Pusher, Bearded Dog Brewing, Macro Foods, The Cheese Bar, and many more.

The gift guide is a part of a larger marketing campaign, W.E. Made It, a year-round guide to handcrafted artisanal Windsor Essex-made goods available at [yqgmade.ca](http://yqgmade.ca). The program encourages visitors and locals alike to explore and experience local artisans and makers. The marketing program opportunity is free for qualifying small businesses.





## 2019 Celebrating Success

**9,185**  
inquiries  
received

**865**  
business  
consultations



**292**

seminars  
workshops

**1,150**  
people  
attended

**\$241,500**  
funding facilitated

**153**



business  
start-ups

**98** business  
expansions



**530**

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, Investment Attraction, Small Business Centre and Institute for Border Logistics and Security teams.

## KEY PROJECTS & INITIATIVES

### 2019 HIGHLIGHTS

#### ADVERTISING CAMPAIGNS



#### *Your Future Starts... Where Canada Begins Marketing Campaign*

A marketing campaign developed by WE EDC was launched to brand the Windsor-Essex region to highlight 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. The Marketing and Communications department partnered with the firm Perspective Marketing to develop a 28-page tabloid titled *Your Future Starts... Where Canada Begins... Windsor-Essex, Ontario Canada*. The publication was delivered as a special feature through the *Globe and Mail* newspaper throughout Ontario, Montreal and Winnipeg and reaching over 400,000 readers.

WE EDC leveraged the *Where Canada Begins* video series produced over the past year and featured local residents and their companies within the tabloid. Each article included a link to the videos and for recruitment purposes linked to the company's career page. Read the [Perspective Windsor-Essex 2019](#) tabloid.

## Where Canada Begins Video Campaign – Update

The Marketing and Communication department released the last four videos of ten in a series featuring: Dr. Arezoo Emadi, University of Windsor; Jason Fiss, AAR MRO Services; Elizabeth Moses, Windsor Mold Group and Adam Frye, WEtech Alliance in 2019. To-date, the videos have been viewed over 6,200 times on [YouTube](#).



## Emerging Technologies in Automation Conference and Trade Show

A multi-faceted and an integrated marketing strategy was developed to promote WE EDC’s signature Emerging Technologies in Automation Conference and Trade Show.

The groundwork was laid by creating new assets for the conference website. An extensive social media ad campaign for Facebook, LinkedIn and Twitter was developed to attract sponsors, trade show exhibitors and delegates to the conference as well as feature speakers and highlight the topics. A Windsor Star campaign included targeted digital ads, print ad and the LED digital sign located in downtown Windsor. On CKLW AM800’s Experts on Call, Jonathon Azzopardi, former President of Canadian Association of Moldmakers, Vladimir Franjo, Industrial Technology Advisor, National Research Council Canada – IRAP and Lee McGrath, Director of Business Retention and Expansion, WE EDC presented information regarding the industry and the conference and trade show. Register to attend, exhibit and/or sponsor the 2020 Emerging Technologies in Automation Conference and Trade Show by visiting: [emergingtechnologies.ca](http://emergingtechnologies.ca)



## Digital Main Street Campaign

The Marketing and Communications department supported the Small Business Centre’s Digital Main Street Program with marketing assets that included Squad Member Business Cards, post cards and posters.



## W.E. Shop Local Show

An extensive marketing campaign was launched in 2019 by the Marketing and Communications team for SBC's signature event - W.E. Shop Local Show held on October 24, 2019.

A multi-faceted campaign included print and targeted online social media ads in The Windsor Star, plus a large display on the LED sign located in downtown Windsor.

Radio commercials aired for five weeks on CKLW AM800 and 93.9 The River featuring small business clients/vendors – Little Foot Foods, Frank Brewing Co and Whiskeyjack Boutique complemented by SBC's Executive Director Sabrina DeMarco's on-air invitation to the community to attend the event. Digital ads were also displayed on CKLW's website. Radio commercials aired on Blackburn's Mix 96.7, Country 95.9 and Cool FM plus online digital ads were displayed on their websites.

Print ads were developed for the Essex Free Press and Windsor Life Magazine. As part of an in-kind sponsorship, the event was advertised on YourTV. Marketing assets were developed and included post cards, posters and lawn signs as well as an event passport and give-away laptop stickers.

During the show, CKLW radio personality Lisa Williams along with the station's promotional team provided live promotion of the event. Over 1,000 people entered the doors during the four hour event.

In 2019, social media campaigns on Facebook, Twitter and LinkedIn were developed for:

- *Where Canada Begins video series*
- *Your Future Starts Where Canada Begins articles*
- *Emerging Technologies in Automation Conference and Trade Show*
- *2019 Economic Development Week*
- *Trade Mission to Poland and the signing of a MoU with the City of Chelm in Poland*
- *Small Business Centre's Summer Company Program*
- *Small Business Centre's services*
- *Virtual Reality CAVE*



## 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\**

The following media releases were prepared by the Marketing and Communications department to communicate corporate initiatives, they include:

- *Windsor-Essex "Where Canada Begins" on the World Stage at the 2019 North American International Auto Show*
- *WE EDC Launches Marketing Campaign to Brand the Region...Where Canada Begins*
- *Windsor-Essex Region Celebrates International Economic Development Week - May 6 – 11, 2019*
- *WindsorEssex Economic Development Corporation's 2018 Annual General Meeting and Ribbon-Cutting of the Virtual Reality CAVE*
- *WindsorEssex Economic Development Corporation (WE EDC) and the Canadian Association of Moldmakers (CMM) will sign a MoU with Hon'ble Chief Minister Shri Bhupesh Baghel, from the State of Chhattisgarh, India*
- *Windsor-Essex, Ontario Launches Digital Main Street Service Squad*
- *Over 350 Delegates Attend the 4th Annual Emerging Technologies in Automation Conference and Trade show*
- *W.E. Shop Local Show Celebrates 5 Years of Highlighting Entrepreneurship in Windsor-Essex*

\*For the full details visit:

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

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

## PUBLIC RELATIONS

In 2019, the WindsorEssex Economic Development Corporation proactively identified events and sponsorships with speaking opportunities 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
- 2019 Biz X Awards
- International Women’s Day 2019 Dinner and Panel Discussion
- 2019 Workforce Summit: Redefining Retirement
- Canadian International Auto Show in Toronto, ON
- Automobili-D - North American International Auto Show in Detroit, MI
- Economic Development Week – International Economic Development Council
- Automotive Parts Manufacturers’ Association Annual Conference and Exhibition
- Canada-US Cross-Border Innovation Corridors: A Dialogue in Niagara, ON
- Ontario Centres of Excellence (OCE) Discovery Show
- United Way Community Leadership and Impact Conference in Toronto
- Gordie Howe International Bridge Community Benefits Plan
- 2019 Business Retention and Expansion International Conference
- MFG Day 2019
- Build A Dream Event
- FIRST Robotics
- WEtech/WERCC: 2019 Tech Mobility Day
- Windsor Transportation Club’s Highway Carrier Night

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

#### **BRIEFINGS:**

- The Hon. Todd Smith, Minister of Economic Development, Job Creation & Trade - Ontario Open for Business Plan
- The Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development and Minister responsible for FedDev - Ontario Federal Incentive program announcement for APAG Elektronik
- Mexican Consul Alberto Bernal Acero and Deputy Consul Alejandro Noriega - Windsor-Essex companies with operations in Mexico/APMA Annual Meeting

- Consul General Joseph Comartin and Michael Grant, Canada's Assistant Deputy Minister for the Americas - Cross border connections
- The Hon. Elizabeth Dowdeswell, Lieutenant Governor of Ontario - Business and cultural factors and quality of life in Windsor-Essex
- Representatives from U.S. Consulate General Toronto - Trade issues
- Trade Commissioners - Business development and trade
- The Hon. Todd Smith, Minister of Economic Development, Job Creation & Trade Southwestern Ontario Development Fund and reducing red tape
- Dinesh Bhatia, Consul General of India and a delegation from India - Business development and trade
- Industry Discussion with Mark Poweska, New President & CEO of Hydro One
- The Hon. Victor Fedeli, Minister of Economic Development, Job Creation & Trade - Economic Roundtable
- WDBA Community Benefits Plan announcement
- Windsor Port Authority News Conference
- The Hon. Marco Mendicino, Parliamentary Secretary to the Minister of Infrastructure - FedDev Funding Announcement
- Welcome remarks: Emerging Technologies in Automation Annual Conference

#### **PRESENTATIONS:**

- International Economic Development Council 2019 Leadership Summit - *What's At Stake in US-China Trade War*
- Leadership Windsor-Essex - WE EDC Five Year Strategic Plan
- South by Southwest (SXSW) Conference - *Robot Xing: Border Operations in the Age of Autonomy*
- ProsperUs Leadership Council Presentation - *Presentation on the ProsperUs Cradle to Career Initiative at the United Way Worldwide Conference*
- Business Retention and Expansion International - *Two presentations at the BREI Annual Conference*
  - *The Pathway to Recognizing and Formalizing an Industry Cluster*
  - *Defending Against the Gray Tsunami – A Knowledge Transfer Case Review*
- Economic Development Advisory Committee, Town of Amherstburg

## EVENT MARKETING



(L – R) Tal Czudner, Chair, WE EDC; Rakesh Naidu, President & CEO, Windsor-Essex Regional Chamber of Commerce; Tom Bain, Mayor, Lakeshore; Hon. Caroline Mulroney, Minister of Transportation & Francophone Affairs; Drew Dilkens, Mayor, City of Windsor; Stephen MacKenzie, President & CEO, WE EDC.

### *A Plan to Build Ontario Together Luncheon*

WE EDC hosted a luncheon – A Plan to Build Ontario Together with keynote speaker, the Hon. Caroline Mulroney, Minister of Transportation & Francophone Affairs with 150 attendees. The Marketing and Communications team coordinated and managed the event including the development and distribution of the invitation, management of the registration, venue management, prepared and distributed a media advisory and provided media relations support. Media coverage included: The Windsor Star: [Mulroney to speak at luncheon in Windsor, Transportation Minister Caroline Mulroney says Hwy. 3 'a priority'](#); CKLW AM800: [Minister Reiterates Commitment to Expand Highway 3](#); Blackburn: [Mulroney reaffirms commitment to Highway 3 expansion](#)

### *Engaging Windsor-Essex with Government on International Trade Diversification*

The WindsorEssex Economic Development Corporation and the Windsor-Essex Regional Chamber of Commerce co-hosted a roundtable discussion with Canada's Parliamentary Secretary to the Minister of International Trade Diversification, Omar Alghabra, at the WE EDC offices. Various key sector stakeholders from the Windsor-Essex region and a representative of the Trade Commissioner Service, Global Affairs Canada, joined



A roundtable discussion with Omar Alghabra, Canada's Parliamentary Secretary to the Minister of International Trade Diversification and key sector stakeholders.

Parliamentary Secretary Alghabra, in discussions surrounding Canada's Trade Diversification Strategy and how this could create opportunities for our businesses to expand their global footprint and enhance their competitiveness abroad. Our Windsor-Essex business representatives provided feedback on the tools and resources that our companies need to help them diversify, navigate foreign markets, and succeed internationally.



## WEBSITE & SOCIAL MEDIA STATS



### @weecdev

**New Twitter Followers - 443**  
 Total Twitter Followers - 3,979  
 Total Interactions - 8,506  
 No. of Mentions - 1,160



### @SBCWindsorEssex

**New Twitter Followers - 149**  
 Total Twitter Followers - 1,462  
 Total Interactions - 5,668  
 No. of Mentions - 291



### /WindsorEssex

**New Fans - 265**  
 Total Fans - 2,574  
 Total Interactions - 4,190  
 Total Impressions - 413,522



### /SBCWindsorEssex

**New Fans - 347**  
 Total Fans - 3,250  
 Total Interactions - 8,668  
 Total Impressions - 313,740



### /weecdv

**New Followers - 199**  
 Total Followers - 395  
 Total Interactions - 172  
 Total Impressions - 2,892



### /SBCWindsorEssex

**New Followers - 389**  
 Total Followers - 1,559  
 Total Interactions - 3,768  
 Total Impressions - 74,545



### Choosewindsorressex.com

Users - 27,478  
 Pageviews - 64,143  
**New Visitors - 87.7%**  
 Returning Visitors - 12.3%

### Site Visits By Country

- Canada - 72%
- USA - 17%
- India - 2.5%
- China - 0.8%
- United Kingdom - 0.6%



### WindsorEssexSmallBusiness.com

Users - 17,887  
 Pageviews - 55,570  
**New Visitors - 85.3%**  
 Returning Visitors - 14.7%

# Financials

**WindsorEssex**  
ECONOMIC DEVELOPMENT

Extracted from the annual audit reports issued by BDO Canada LLP

## Statement of Financial Position

31-Dec-19

	Actual 2019	Actual 2018
Total Current Assets	1,092,912	836,201
Capital Assets	1,272,149	57,392
<b>Total Assets</b>	<b>2,365,061</b>	<b>893,593</b>
Operating Line	65,936	0
Accounts Payable and Accrued Liabilities	79,153	149,486
Deferred Revenue	460,739	116,395
<b>Total Current Liabilities</b>	<b>605,828</b>	<b>265,881</b>
Deferred Contributions	1,182,333	0
<b>Total Liabilities</b>	<b>1,788,161</b>	<b>265,881</b>
Net Assets:		
Invested in Capital Assets	155,752	57,392
Internally Unrestricted	0	70,320
Internally Restricted - Development	421,148	500,000
<b>Total Net Assets</b>	<b>576,900</b>	<b>627,712</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>2,365,061</b>	<b>893,593</b>

## Statement of Operations

For the year ended December 31, 2019

	Actual 2019	Budget 2019	Actual 2018
Revenue:			
Core Funding	2,167,932	2,167,932	2,167,932
Other Government Funding	670,285	585,310	472,240
Other	100,897	72,621	162,246
Deferred Contributions	295,159		0
	<b>3,234,273</b>	<b>2,825,863</b>	<b>2,802,418</b>
Expenses:			
Salaries and Benefits	1,371,156	1,611,434	1,427,452
Small Business Centre Events and Special Projects	413,838	521,000	438,263
Administration	451,489	440,750	370,635
Development and Other Support Programs	580,254	292,000	428,698
Media and Special Events	135,330	88,600	168,697
Amortization	37,859	22,000	14,490
Amortization - Virtual Lab	295,159	0	0
	<b>3,285,085</b>	<b>2,975,784</b>	<b>2,848,235</b>
Excess Revenue Over Expenses	-50,812	-149,921	-45,817
Net Assets, beginning of year	627,712	627,712	673,529
<b>Net Assets, end of year</b>	<b>576,900</b>	<b>477,791</b>	<b>627,712</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 2019-20

Chair (from June 2018)	Tal Czudner, Vice President, Landscape Effects Group of Companies
Vice Chair (from June 2018)	Diane Reko, CEO, 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, Partner, Cooper's Hawk Vineyards
Director	Chris Savard, General Manager, Devonshire Mall, Cushman & Wakefield Asset Services
Director	Paul Mastronardi, Red Sun Farms
Director	William Willis, Founding Partner, Willis Business Law
Director	Kyrsten Solcz, Executive Director, Solcz Family Foundation
Director	Kevin Laforet, Regional President, Caesars Entertainment and CEO, Caesars Windsor

## Staff 2019

**WindsorEssex**  
ECONOMIC DEVELOPMENT

Program Director – Women Entrepreneurship Strategy, Small Business Centre	Nicole Anderson
Executive Director, Institute for Border Logistics and Security	Susan Anzolin
Office Management Coordinator	Kathy Bellamy
Executive Liaison	Holly Connelly
Mobility Analyst	Edward Dawson
Executive Director, Small Business Centre	Sabrina DeMarco
Business Attraction Specialist	Ryan Donally
Youth Entrepreneurship Advisor, Small Business Centre	Myrtle Donnipad
Business Advisor, Small Business Centre	Shannon Dyck
Director, Marketing & Communications (to Sept. 2019)	Lana Drouillard
Business Retention & Expansion Ombudsman	Marion Fantetti
Director, Business Attraction	Matthew Johnson
President and Chief Executive Officer	C. Stephen MacKenzie
Director, Business Retention & Expansion	Lee McGrath
Information Coordinator	Cristina Melnik
Business Retention & Expansion Coordinator	Gina Meret-Dybenko
Business Advisor, Small Business Centre	Natasha Marar
Manager, Business Retention & Expansion	Wendy Stark
Business Attraction Coordinator	Na Qu
Marketing & Communications Coordinator	Lina Williams



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ECONOMIC DEVELOPMENT

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## smallbusinesscentre

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and Security

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