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ANNUAL REPORT



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IN MEMORY OF SUSAN ANZOLIN



Susan Anzolin,
Colleague and Invest WindsorEssex family member

On Dec. 19, 2022, Invest WindsorEssex suddenly lost a dear colleague – Susan Anzolin. This was especially painful as Susan was not only a coworker but an Invest WindsorEssex family member. Susan was a mentor and friend to her work family. She left us with fond memories and a legacy of work that we will hold close to our hearts as we continue to serve this community.

Susan was a brilliant and visionary leader who became a lifelong public servant after proudly graduating from the University of Windsor with a master’s degree in political science.

Susan was eager to serve her country and worked alongside some of the best and the brightest people in Ottawa, Edmonton, Montreal, Kitchener-Waterloo and Windsor-Essex.

She was passionate about women in leadership inspired by her strong work ethic and her dedication to public service. Susan herself was a woman in a leadership role as the executive director at the Institute for Border Logistics and Security (IBLS) for Invest WindsorEssex. This was, by far, her favourite role of a long and storied career. Her pride was reflected in her work in championing electric and connected vehicles and was credited with coining the title for Windsor-Essex - “Automobility Capital of Canada”.

We will long remember Susan’s energy, tenacity and her ability to give Canadians and her fellow Windsor-Essex citizens a better future because of her passion for the region.

MESSAGE FROM THE CHAIR OF THE BOARD



Chris Savard,
Chair of the Board, Invest WindsorEssex

I am pleased to bring greetings on behalf of the Invest WindsorEssex (IWE) Board of Directors. Our Annual General Meeting is a time to reflect on the previous year and to celebrate the achievements our region experienced in 2022.

We are grateful to our federal and provincial representatives for promoting our region's strengths and ensuring that our interests are advocated for at both Queen's Park and Parliament Hill. We would also like to express our sincere appreciation to our key funders – the City of Windsor and the County of Essex.

Our region has experienced unparalleled levels of cooperation as we strive to grow our local economy. This cooperation is not limited by a particular political stripe or a municipal boundary – the collective hard work of these key stakeholders has brought Windsor-Essex to the doorstep of unprecedented economic growth.

Our regional economy is evolving and growing. We embrace change and discover new ways of

achieving - and Windsor-Essex achieves. We build the things that build things. We are the automobility capital of Canada.

Windsor-Essex recently landed the NextStar Energy EV battery plant. This project is currently under construction and represents a \$5 billion investment, while creating more than 3,000 jobs. This plant represents the largest investment in Canada's auto industry and will be the catalyst for continued economic growth in our region. Invest Windsor-Essex currently has a very robust pipeline of leads that will result in billions of dollars of new investment and thousands of jobs to be created in the coming months and years.

Other recent key community infrastructure investments include the construction of the Herb Gray Parkway (\$1.4B), the new Gordie Howe Bridge (\$5.7B) and the future construction of the Windsor-Essex Single Site Acute Care Hospital (\$2.0B).

All of this success however, comes with its challenges. Our region will need to recruit people to fill all of these jobs, we will require more housing and an investment in infrastructure to support this exponential growth. This situation is a nice problem to have and one that we collectively have worked hard to create. As mentioned earlier, our region will embrace this challenge and find a way to succeed.

On behalf of the Board of Directors of Invest WindsorEssex, I would like to close by expressing our gratitude and appreciation to President and CEO Stephen MacKenzie and the entire IWE team. Our region is embarking on generational economic change and this team of dedicated and passionate professionals have worked tirelessly to promote our region and to land a significant amount of jobs and investment.

Mahatma Gandhi said, "The future depends on what we do in the present". While there is still a great deal of work to be completed, our recent collective efforts will pay huge dividends for future generations here in Windsor-Essex.

MESSAGE FROM THE WARDEN, COUNTY OF ESSEX



Hilda MacDonald

Warden, County of Essex and Mayor of Leamington

The doors to growth and prosperity opened wide for the Windsor-Essex region in 2022. There is an urgency in the air and a feeling that now is our time.

The massive \$5-billion NextStar Energy electric-vehicle battery plant is rapidly taking shape. The Gordie Howe International Bridge towers are now supporting the first pieces of the cable-stayed deck that will carry traffic between Canada and the United States for decades to come. Construction is expected to start in 2026 on our new state-of-the-art regional hospital, which will help us attract top medical talent and improve health-care for generations. The agri-tech sector in Essex County is continuing to expand and develop as a key link in North America's food supply chain. All of this is spurring millions of dollars in spinoff investments and a building buzz beyond our borders.

With a population of 400,000, the Windsor-Essex region is a formidable economic player with assets that include a mild climate and attractive, diverse communities with all the amenities for a great way of life. Attracted by thousands of new jobs and a reasonable

cost of living, former residents are returning home and new residents are establishing roots here.

Over the next 30 years, the population of Essex County alone is expected to grow to between 268,000 and 315,000. That's an additional 2,300 to 3,900 residents per year, compared to an average of just 1,040 over the past 15 years. The number of jobs in the county is likewise expected to grow, from 72,000 to between 107,000 and 124,000 by 2051.

The County of Essex is preparing for that growth in a way that ensures we maximize our economic opportunities while preserving our commitment to the environment and the quality of life issues that make this region such an attractive place to live. We are addressing housing shortages and expanding our road capacity in sync with current and future economic opportunities – always mindful of what is best for the entire region.

We are also embarking on the creation of our first-ever strategic plan – a guiding document that will articulate an overarching vision for the future of Essex County that can be used, day to day, month to month and budget to budget, to guide administrators and the decision-makers on county council. This plan will also help our many municipal, provincial, federal, community and corporate partners to understand our vision as we continue to work together toward a bright and sustainable future. This cooperative approach has served us well and is the most effective instrument in our toolkit.

The staff and board of Invest WindsorEssex have been invaluable partners in harnessing the incredible potential of the rapid economic and population growth we are experiencing. We are grateful for all they do behind the scenes to put our best foot forward every time there is an opportunity to attract new investment and for their steadfast support of local businesses and entrepreneurs. Their work in 2022 was simply outstanding, and we know there is more to come.

MESSAGE FROM THE MAYOR, CITY OF WINDSOR



Drew Dilkens,
Mayor, City of Windsor

2022 was a year of incredible progress in Windsor and Essex County as we all worked in lockstep to make this community a better place to live, lay down roots, raise families, build careers, dream, grow and invest. In this complex, global economy that we all work and compete within, progress happens through partnerships and by forming trusted bonds with businesses, labour, healthcare, academic leadership and the efforts of an entire community to drive the kinds of results that we all want to see in Windsor-Essex. Collectively, we have demonstrated a desire and a drive to build a strong, resilient, innovative and attractive community that stands out and stands proud in Ontario, in Canada, and in the world. I have never been more optimistic and excited about our City's future than I am today.

In April, the Conference Board of Canada released their report on the 24 largest municipalities across the Nation. Windsor was the top city in their review as having the *brightest economic indicators of all two-dozen communities studied*. Windsor came out on top. Across the entire country! From manufacturing, to the industrial sector, to construction and real estate – our community

is seeing the best economic indicators of any in the Nation. Our time is now to capture this moment to cement our economic prosperity.

The NextStar Energy battery manufacturing plant (named Canada's top business deal of 2022), is currently under construction. This \$5-billion investment will bring more than 3,000 jobs online over the next few years. This plant represents the largest investment in Canada's auto industry, and one of the largest investments in Windsor in a century. With it, come several opportunities, as supply chains pivot to support NextStar here in Windsor, the Volkswagen plant in St. Thomas, and three EV battery plants being constructed just across the border in the United States. As the world pivots to EVs, Windsor has solidified itself as the Automobile Capital of Canada, and will be home to the facility that powers it all. Now, we are turning our attention to creating similar conditions for future investment by planning for development in Sandwich South. This land, south of Windsor's International Airport, will soon host our regional acute care hospital. Meanwhile, thousands of homes are already planned for this area and the 401 to the south provides perfect access to Ontario's main economic corridor.

In west Windsor, construction continues on the \$6-billion Gordie Howe International Bridge, which is already transforming the local landscape. When it is complete, we will need to be ready to take advantage of having Canada's largest infrastructure project right here in our backyard by ensuring Sandwich South is ready to be the closest and largest industrial park on the Canadian side of the US-Canada border. In addition to all of this, every week we inch closer to the creation of the Ojibway National Urban Park, in partnership with the federal and provincial governments, and with Parks Canada, which has the potential to become Windsor's very own version of Banff National Park.

Premier Ford and the provincial government understand and appreciate the potential that we have, right here in Windsor and in the surrounding region.

MESSAGE FROM THE MAYOR, CITY OF WINDSOR



They understand the key to unlocking our potential is direct access to the 401 via a new interchange connecting with an extended Lauzon Parkway. They recognize that our success will be their success. The Federal government clearly feels the same. We are creating more jobs, more housing, and planning for the infrastructure needed to support this exponential growth. This is our time to lay the groundwork to ensure we attract the investment, create the well-paying jobs, build the homes for our families and create our own destiny.

On behalf of the City, I would like to thank the board and dedicated staff at Invest WindsorEssex for their continued work to support these initiatives that are changing our community in such vital and once-in-a-lifetime ways. Thank you for supporting local businesses and helping to ensure our community is ready to seize opportunities and prepare for the unimaginable as we step into our bold and bright future.

MESSAGE FROM THE PRESIDENT AND CEO



C. Stephen MacKenzie,
President and CEO, Invest WindsorEssex

On behalf of our Board of Directors and the Invest WindsorEssex (IWE) team, it is my sincere pleasure to present the 2022 Annual Report for Invest WindsorEssex. It certainly has been an extraordinary year! In March, LG Energy Solution and Stellantis N.V. announced a joint venture (later named NextStar Energy Inc.) that will build a 4.5-million square foot electric vehicle battery manufacturing plant with an investment of over \$5 billion dollars (CDN). The factory is expected to employ over 3,000 employees once fully operational in 2025. When considering the resulting supply chain and indirect jobs that will be created, the total job numbers could reach over 20,000.

In May, Stellantis announced that it plans to invest \$3.6 billion in the Windsor and Brampton Assembly plants. According to company officials these investments will transform the plants into “flexible, multi-energy vehicle assembly facilities” ready to “produce the electric vehicles of the future,” fuelling new jobs, including the return of the third shift at both factories.

Invest WindsorEssex worked with the federal and provincial governments as well as Windsor City Council and our regional ecosystem partners to facilitate these record-breaking investments that will secure the Windsor-Essex economy for at least a generation. Our organization’s primary role was to lead the site selection process and regional promotion. The IWE team continues to be aggressive in recruiting supply chain companies involved in this emerging electric vehicle industry and will prioritize talent recruitment efforts for our existing and new companies.

In total IWE **supported over \$8 billion in combined investment** from local start-ups, expansions and FDI in Windsor-Essex. This combined investment will lead to the **creation of 4,959 new (direct) jobs** as reported by the entrepreneurs and companies involved.

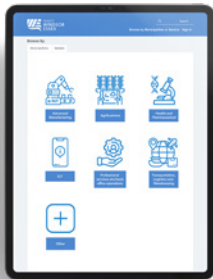
As the lead economic development organization for the region our team continues to work with regional and international economic ecosystem partners to promote Windsor-Essex as a competitive location for foreign and domestic investment as well as prime location for fostering entrepreneurship. IWE continues to serve the region and its stakeholders through advancing economic growth and sustaining prosperity.

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. I would also like to extend my sincere thanks and appreciation to the IWE team. It is a privilege to work with such a dedicated, professional and passionate group that are committed to driving economic prosperity in the Windsor-Essex region.

2022 HIGHLIGHTS

BUSINESS RETENTION AND EXPANSION

New Source WindsorEssex database allows Windsor-Essex companies to promote their capabilities



In early 2022, the Business Retention and Expansion (BRE) team launched the new **Source WindsorEssex** database highlighting the capabilities of local companies operating in advanced manufacturing, automobility, agri-business, life sciences, transportation, logistics and warehousing and information and communication technology. Local companies are encouraged to **create a free account profile**. This secure database is searchable by sector, municipality, industries supplied, certifications, materials capabilities and more. Invest WindsorEssex is promoting the dataset to purchasing professionals, trade commissioners abroad and companies looking for new suppliers.

Economic Development Week



The BRE team partnered with Workforce WindsorEssex and St. Clair College again in 2022 to roll out the annual Economic Development Week Survey. The survey’s purpose was to gauge how local businesses fared and to determine the challenges they faced. The results also inform economic development strategies for the coming year. Of the 117 survey respondents, the majority were from the manufacturing and other services sectors. More than half of the businesses indicated they plan to expand in the next year and over 80 per cent felt that the Windsor-Essex region is an excellent or good community to conduct business. Availability of fiber

optic networks and electricity were the most cited positive attributes. New for 2022, the BRE team worked with the Marketing and Communications team to develop a series of **social media videos** to highlight the services provided to the local business community.

Online and in-person events

Forward Thinking webinar series

The final two webinars in this four-part series took place on Feb. 11 and May 12. Business Valuation was the topic of the Feb. 11 event which was attended by more than 50 people from Windsor-Essex businesses of all sizes and across multiple sectors. Attendees learned the importance of knowing what your company is worth and how this is critical to business decisions for future planning. The final webinar in the series was titled Building Organizational Structure to Support Future Goals. Participants learned the importance of management structures, strategies, and methods for developing a robust knowledge transfer infrastructure and recognizing its benefits.



▲ Heather Pilot of Pilot Hill provided an overview of the defence industry in Canada.

Emerging Technologies Speaker Series

On June 13, the Emerging Technologies Speaker Series returned in-person with Opportunities in Aerospace and Defence. Heather Pilot of Pilot Hill and the Best Defence Conference provided an overview of the defence industry in Canada, including the government entities and prime contractors involved and advised attendees what they need to do to be considered as a new supplier. Gleb Mierson of the Fraunhofer Innovation Platform at Western University discussed opportunities to collaborate on research projects with the Fraunhofer Innovation Platform for Composites Research, particularly in the areas of new lightweight materials and advanced manufacturing processes. From Alex Tsoulis of Mitsubishi Heavy Industries Canada Aerospace, attendees heard about the pipeline projects at MHI Canada Aerospace and how the company engages with new suppliers. Finally, Alain Gauthier of Black Ridge Defence spoke about various current Canadian defence projects, their budgets and the potential bidders for each one. Attendees were from a broad range of industries, from tech to manufacturing, and were looking to diversify their customer base.

The Evolving Threat of Cybersecurity in Automotive

The BRE team in partnership with the Ministry of Economic Development, Job Creation and Trade, co-hosted a one-hour webinar on April 28, addressing the evolving threat of cybersecurity in automotive. This webinar focused on Ontario’s automotive manufacturing sector and related supply chain organizations to help learn more about the importance of cybersecurity. A keynote presentation from the University of Windsor’s SHIELD Automotive Cybersecurity Centre of Excellence addressed the stark cybersecurity realities in automotive manufacturing. A panel of leading Ontario-based experts in automotive cybersecurity from four robust and innovative cybersecurity firms included: the Automotive Security Research Group, BlackBerry, Magnet Forensics and Vehiqilla. Panelists discussed why cybersecurity is a critical issue, strategies to avoid malicious cyber-attacks, the critical steps in an organization becoming cybersecure ready and creating a workplace culture focused on cyber awareness and security with employees. This topic has become more relevant and appropriate to our businesses in Windsor-Essex as cybersecurity is one of the four pillars of our region’s Automobility Strategy.



Identifying opportunities for local companies in the EV supply chain

To support the growing recognition of the Windsor-Essex region as the Automobility Capital of Canada and to assist local companies to take advantage of this shift, the BRE team hosted two workshops focused on opportunities in the EV supply chain. PEM Motion, the private German company behind the Canadian Automobility Hub, delivered both workshops which were versions of their multi-day Fit 4 E-mobility program condensed into a single full day. The program included a discussion of market trends, the shift towards electric mobility and the difference between conventional and electric vehicles, followed by a more detailed examination of the production process for key EV components. The presentations enabled participants to determine the potential of their companies to enter the EV supply chain. They could also identify their value proposition and any gaps in their capabilities.



▲ Robin Johnston, PEM Motion



▲ Students pose in front of AIS Technologies Group during Manufacturing Day.

Manufacturing Day returns to Windsor-Essex

After a 3-year hiatus due to the pandemic, the annual Manufacturing Day resumed on Friday, Oct. 7, 2022. The event was once again coordinated in partnership with Invest WindsorEssex and Workforce WindsorEssex and area school boards and industry. This is part of a North American-wide initiative aimed at highlighting technology and career opportunities in modern manufacturing to address skilled labour shortages.

Approximately 700 local high school students participated in a daylong initiative touring local manufacturing facilities. Hosted by 18 manufacturers in the region, the tours provided the students an opportunity to learn about careers in the sector and see first-hand how the sector is evolving and transforming into the world of automation, innovation and various emerging technologies. Participating employers included: Cavalier Tool & Manufacturing, Anchor Danly, AIS Technologies Group, South Essex Fabricating and AAR Aircraft Services Windsor ULC.

Emerging Technologies in Automation Conference and Trade Show



The BRE team's signature event, Emerging Technologies in Automation Conference and Trade Show, returned to an in-person format after two successful virtual events in 2021. Approximately 300 people attended the event at Caesars Windsor which also featured 45 exhibitors.

Opening plenary speakers Calum Cawley of MacLean Engineering and Nicole De Long of Vineland Research and Innovation Centre spoke about the significance of automation in the mining and agriculture industries. Closing speaker Nicolas Durand of ABB focused on the impact and future of robotics across many industries. Attendees learned about the process of automating 3M Canada's various facilities from keynote speaker, Arun Muthu. The

morning breakout sessions provided learning opportunities on topics such as artificial intelligence, robotics, automobility technologies and intellectual property protection while afternoon sessions featured technology demonstrations across several industry verticals: mold-making, automotive, construction, healthcare and agri-business.

Invest WindsorEssex is grateful for the sponsorship from St. Clair College, the University of Windsor, BDC, Grant Thornton and WEtech Alliance. National Research Council's Industrial Research Assistance Program, Automate Canada and Ontario Centre of Innovation were all instrumental in the development of the 2022 conference program. The team was pleased to be able to present a donation to FIRST Robotics and to have Dave Ellis, President of FIRST Robotics Canada at the event to speak to the importance of the program in fostering students' interest.

A post-event survey showed most respondents rating various aspects of the event as either "good" or "excellent" and 97 per cent reported making valuable connections. **Next year's conference will be held on Nov. 2, 2023.**



Attendees learned about the process of automating 3M Canada's various facilities from keynote speaker, Arun Muthu. The trade show allowed participants to interact with various companies and experience some of the technology.

2022 HIGHLIGHTS INVESTMENT ATTRACTION

LG Energy Solutions-Stellantis joint venture battery plant landed in Windsor-Essex

Windsor-Essex secured Canada’s first large scale battery plant with an investment of over \$5 billion (the largest auto investment in Canada’s history) and is expected to create over 2,500 well-paying jobs. This investment will attract more battery supply chain companies to establish in Windsor-Essex, the Automobility Capital of Canada. The Investment Attraction (IA) team has been working with this high priority file since February 2021 when the lead was first introduced by Invest Canada. Working together with the City of Windsor, the federal and provincial governments and the County of Essex, the IA team submitted a request for information including all relevant site selection data, incentives and resources available. Windsor-Essex competed with over 20 communities across North America and became the Canadian finalist to secure this investment. This announcement is only the beginning as Invest WindsorEssex looks toward working with the supply chain partners, securing regional expansions and attracting further foreign direct investments.



▲ Joe Goncalves, vice president, investment attraction and strategic initiatives, David Kim, executive vice president, head of advanced automotive battery, LG Energy Solutions; Stephen MacKenzie, president and chief executive officer, Invest WindsorEssex; Na Qu, investment attraction specialist, Invest WindsorEssex during the announcement for a new EV battery plant in Windsor-Essex.



\$5 billion investment



2,500+ jobs



largest auto investment in Canada's history

British Columbia based Nexe Innovations to open facility in Windsor



▲ Nexe Innovations opens 54,000 square foot manufacturing facility in Windsor, Ont. Installed component manufacturing equipment at NEXE's Windsor facility.

Surrey, BC company Nexe Innovations is in the process of setting up in Windsor-Essex. The company holds various patents on its plant-based and decomposable coffee pods and is planning on tapping into the greenhouse and food and beverage industries as their operation advances. The reason for shifting its manufacturing operation from the west coast to Windsor-Essex is due to the region’s expertise in advanced manufacturing and automation, talent pipeline and business friendly environment. Nexe plans to invest \$30 million into facility renovations, machinery and equipment installation. The plant will hire up to 50 employees.

Invest WindsorEssex and City of Windsor visit LGES and supply chain companies in Poland



▲ Joe Goncalves and Mayor Dilkens visited the LG Energy Solutions plant in Poland.

Joe Goncalves, vice president, investment attraction and strategic initiatives, Invest WindsorEssex and Drew Dilkens, mayor City of Windsor, visited LG Energy Solutions' (LGES) battery plant in Poland to thank and welcome the company for selecting Windsor, Ontario to establish their first Canadian operations. While in Poland, the Windsor delegation toured the manufacturing complex to get better insight into the plant layout and operating process. They also visited LGES supplier company - Dongshin MoTech's Poland plant, to further solidify investment plans for establishment of a Windsor-Essex facility. The trip concluded with a visit to a German automotive OEM lead to present the region's value proposition and explore potential opportunities.

Korean-based battery supply chain company Dongshin Motech chooses Windsor for its North American headquarters

The immediate goal after landing the \$5-billion EV battery plant investment from NextStar Energy Inc. (LG Energy Stellantis JV) is to attract battery supply chain companies to the region to establish a complete battery manufacturing ecosystem. The IA team identified various upstream suppliers and started working with Dongshin Motech, a battery aluminum casing manufacturing company. Dongshin Motech is a tier one supplier for NextStar Energy Inc. The production for the first order is expected to begin in the summer of 2024.

The total investment amount for this project is over \$80 million and will create 300 jobs. The new 300,000 square foot plant is currently under construction and is expected to be completed by the spring of 2024.



▲ Stephen MacKenzie, president and chief executive officer, Invest WindsorEssex accompanied by Na Qu and Joe Goncalves, Investment Attraction team, Invest WindsorEssex and Dongshin Motech executives at the site of the future facility.

Amazon delivery station comes to Windsor

The IA team began working with Amazon on this investment project in the summer of 2021. In April 2022, the e-commerce giant Amazon announced setting up its last mile delivery station at Grand Central Business Park in the City of Windsor. The operation is expected to begin in 2024 and will be approximately 250,000 square feet. The facility will employ up to 300 full-time and part-time people, providing great job opportunities for logistics graduates from the University of Windsor and St. Clair College. This investment will help diversify the local economy and attract new businesses into the Windsor-Essex region.



Amazon's first delivery station in Windsor-Essex expects to employ 300 people.

Ridder Canada establishes Leamington office to serve greenhouse industry



Dutch-based greenhouse technology company Ridder set up new Leamington office to serve growing greenhouse industry.

Windsor-Essex is home to the largest vegetable greenhouse cluster in North America and second largest in the world. As the industry continues to expand, the demand for greenhouse technologies to help companies meet their facility management and labour demand has increased exponentially. Prior to the pandemic, the IA team engaged with Ridder, a Dutch developer of advanced greenhouse technologies, to identify new office space. In September, Ridder Canada had a grand opening of their new Leamington facility. This expansion will allow the company to provide innovative technologies and solutions to support local growers with their challenges due to changes in legislation, labour shortage and sustainable production. The company is expected to hire 20 to 30 employees over the next few years.

Investment Attraction pitches to 66 LGES supply chain companies in South Korea

Vice President of Investment Attraction and Strategic Initiative, Joe Goncalves along with President and CEO, Stephen MacKenzie and City of Windsor Mayor, Drew Dilkens travelled to South Korea to attract new investment. The group pitched the EV supply chain opportunities in Windsor-Essex to 66 LGES supplier companies. The IWE team presented the regional value proposition to local investors who have interest in establishing North American operations in the region. Thanks to LGES team's support and coordination, over 130 participants from supplier companies joined the IWE event which allowed for positive engagement and promising prospects. The IWE team has been following up with companies that showed interest in setting up in Windsor-Essex since the visit and will continue advance the projects further.



Mayor Drew Dilkens and IWE's Stephen MacKenzie and Joe Goncalves pitched the opportunities in the EV battery supply chain to 66 South Korean companies.

2022 HIGHLIGHTS

AUTOMOBILITY AND INNOVATION

IWE VR CAVE supports Habitat for Humanity Windsor-Essex



▲ IWE's Bryan Holmes, digital twin technician, gives Leamington Mayor a tour of the VR CAVE.

Through the Invest WindsorEssex (IWE) digital twinning program in partnership with St. Clair College, the IWE team, led by Digital Twin Technician Bryan Holmes, used the CAD model to bring the home to life in the Invest WindsorEssex Virtual Reality CAVE. This process identified how the new design would ultimately look and allowed builders to perform an accessibility audit on the homes to ensure they are fully accessible prior to construction. The Automobility and Innovation Centre (AIC) team showcased the simulated design of a 3D printed home as part of a first of its kind in Canada housing project lead by Habitat for Humanity Windsor-Essex and in partnership with the University of Windsor. This project will result in a historic build in Leamington as the first 3D printed homes for residential use in this country. An emerging technology, 3D printing could be a game-changing solution to the current housing crisis through increasing efficiency of buildings, promoting housing density and reducing costs associated with construction.

I Canada's first international border crossing digital twin



▲ IWE's Akash Charuvila, engineering lead - VR and optics with the Hon. Helena Jaczek, minister responsible for Federal Economic Development Agency for Southern Ontario (FedDev).

On April 21, Invest WindsorEssex's AIC team launched Canada's first virtual international border crossing for connected and automated vehicle (CAV) testing. Together with FedDev Ontario, the City of Windsor and Windsor Detroit Borderlink Limited, IWE unveiled one of the region's newest test tracks for cross-border CAV technology and infrastructure simulation.

Through IWE's leadership with support from FedDev Ontario, a digital twin (3D version) of the Windsor Detroit Tunnel using light detection and ranging (LIDAR) technology was created. The LIDAR scan was completed by CMF Group and Site Management System and the digital twin was deployed in the IWE Virtual Reality (VR) CAVE, Canada's largest publicly accessible VR CAVE. Creating a virtual design of the Windsor Detroit Tunnel allows the IWE team to work with companies to simulate how an automated vehicle crosses the border. This is one step along the journey that will eventually result in automated vehicles being able to pass safely through the heavily-travelled international border crossing. **Interested companies can sign up to join the Windsor-Essex Regional Technology Development Site (WE RTDS) and use the test track free of charge.**

Automobility and Innovation Centre leading Project Arrow eXtended reality phase



▲ Project Arrow virtual design.

As the Official Virtual Reality Simulation Partner for the Automotive Parts Manufacturers' Association's (APMA) Project Arrow, the AIC team is proud to lead another important phase of the Project Arrow concept vehicle development. The next chapter involves using eXtended Reality (XR), which is a combination of virtual reality and augmented reality to bring to life contributions of products and technologies on the vehicle. These efforts were showcased at CES 2023. Ultimately, the Project Arrow XR showroom will showcase the latest model in a photorealistic and 1:1 scale for anyone at conferences to activate parts or triggers to learn more about the hardware and software companies involved.

Invest WindsorEssex is proud to have been selected as one of seven Regional Technology Development Sites under OVIN



▲ The OVIN central hub team, along with members from each RTDS.

On Dec. 13, 2022, the Hon. Victor Fedeli announced that Ontario is investing \$19 million through the Ontario Vehicle Innovation Network (OVIN) to support seven Regional Technology Development Sites (RTDS) across the province, with each site having different specializations.

The Windsor-Essex Regional Technology Development Site (WE RTDS), along with our local partners, offers multiple services to Ontario-based startups and SMEs. The WE RTDS will run a total of 13 different programs and will specialize in simulation, digital twinning, cross-border technologies and automotive cybersecurity.

Local SMEs will receive access to Canada's largest publicly accessible virtual reality (VR) CAVE for free to support their automobility related projects. The WE RTDS is most excited about the automotive cybersecurity programs, offering companies free penetration testing and a robust threat library to ensure products can be tested for vulnerabilities in order to launch safely and securely. In this three-year program, the goal of OVIN is to help establish Ontario as a global leader in the electric vehicle space. As the Automobility Capital of Canada, the Windsor-Essex region, including the IWE team, is honoured to be a part of this program.

"The OVIN program will continue to support Ontario-based SMEs and allow our team to identify and build on the many innovations already taking place here in Windsor-Essex involving the next generation of vehicles," Stephen MacKenzie, president and chief executive officer, Invest WindsorEssex.

2022 HIGHLIGHTS SMALL BUSINESS & ENTREPRENEURSHIP CENTRE

Small Business & Entrepreneurship Centre's programming supports over 30 local entrepreneurs



▲ SBEC clients partake in entrepreneurial programming.

Through the Small Business & Entrepreneurship Centre's (SBEC) signature entrepreneurial programming, over thirty entrepreneurs successfully launched and scaled their businesses in the Windsor-Essex region. The Starter Company PLUS program ran from September to December and provided training and mentorship to 13 startup businesses. Participants successfully pitched their business concepts to a team of judges from the local business and entrepreneurship community and were each awarded up to a \$5,000 grant. Starter Company PLUS supported businesses from a variety of industries including retail, accommodation and food services, construction, therapy services, legal dispute resolution, product manufacturing and salon services. The program will return in fall 2023.

Starter Company PLUS

SBEC continued their partnership with its Small Business Enterprise Centre partners in London, Sarnia, Chatham and St. Thomas to deliver the Foodpreneur Advantage program. This program features a series of introductory seminars and training opportunities to support entrepreneurs looking to get started in the food and beverage manufacturing industry. SBEC also delivered two cohorts of the Foodpreneur Scale-Up Program that comprised of a comprehensive 10-week program for a select group of businesses that produce consumer packaged goods and have demonstrated high potential to scale operations. Eight businesses from Windsor-Essex participated in the Foodpreneur Scale-Up program, connecting with industry experts and mentoring opportunities, and six of them were awarded a \$5,000 grant. Foodpreneur Advantage is supported by Libro Credit Union and the Federal Economic Development Agency for Southern Ontario.

Summer Company

SBEC welcomed 10 high school students from Windsor-Essex into its Summer Company program in 2022. Summer Company is an Ontario government program which provides youth with the resources and training to start a new summer business. Full-time students, aged 15-29, received hands-on business training, advice, and mentorship from local business leaders and up to a \$3,000 award. This summer the students launched a variety of businesses including bakeries, custom greeting card publishing, swimming lessons, lawn care, wellness products, 3D virtual home tours, marketing, embroidery and screen printing and computer building services. Summer Company students also had the opportunity to promote their products and services as vendors at the Downtown Windsor Farmers' Market.

Digital Main Street breaks records with the number of grants allocated to Windsor-Essex businesses



▲ SBEC client The Beauty Refinery receives \$2,500 Digital Transformation Grant.

SBEC was awarded a fourth Digital Service Squad (DSS) grant from Digital Main Street (DMS). This grant allowed the organization to continue employing a team of digital marketing specialists to provide support to businesses and promote DMS programs in Windsor-Essex. The DSS provided one-on-one assistance to bricks-and-mortar small businesses to help them grow their digital presence, adopt modern technologies, and aid in applying for the Digital Transformation Grant (DTG). The DTG, a \$2,500 grant, is used by storefront businesses to adopt and leverage digital technologies and tools. During 2022, 89 Windsor-Essex small businesses in SBEC's service area were awarded a Digital Transformation Grant, totaling \$222,500 in support for local companies. The DSS is available to local businesses through March 2024.

Growing Creative Careers provides training to 36 individuals in the arts and culture industry



▲ Participants of the Growing Creative Careers receive training on how to build creative projects.

The Small Business & Entrepreneurship Centre (SBEC) continued its partnership with WorkInCulture, a Toronto non-profit arts service organization, and Arts Council Windsor & Region to deliver the Growing Creative Careers: Windsor & Region program. This is an intensive professional development experience for artists, creatives and cultural workers living in Windsor-Essex. The program is funded by the Ontario Trillium Foundation and offers participants a training series that includes workshops, access to online resources and local experts and facilitated peer mentoring circles. Two cohorts were delivered in 2022, providing training to 36 individuals which focused on how to build creative projects and supporting, growing, and sustaining healthy boards of directors in our local arts organizations. The program will run its final cohort in spring 2023.

SBEC provides targeted supports for women entrepreneurs through the Women's Entrepreneurship Strategy



▲ Lee McGrath, program director for the Women's Entrepreneurship Strategy, and the Hon. Charmaine A. Williams, associate minister of women's social and economic opportunity, conducted a round table discussion with local female led businesses.



▲ Sabrina DeMarco, executive director, Small Business & Entrepreneurship Centre (a division of Invest WindsorEssex), is joined by Vanessa Calva Ruiz, consul of Mexico, Consulate of Mexico Leamington, during a letter of intent signing on April 25 to acknowledge SBEC's partnership with the Mexican Consul on a new Mexican women's entrepreneurship program.

The Women's Entrepreneurship Strategy for Windsor-Essex is a collaborative project funded by the Federal Economic Development Agency for Southern Ontario through the Government of Canada's Women Entrepreneurship Strategy to support women entrepreneurs in starting, adapting, and growing their business. The eco-system funding was provided under the leadership of the Small Business & Entrepreneurship Centre (SBEC) along with its partners Build-a-Dream, the University of Windsor's EPICentre, WETech Alliance, WindsorEssex Capital Angel Network (WECAN) and Workforce WindsorEssex.

As SBEC wraps up the fourth year of funding, the partners as a collective have interacted with over 4,300 women in our region. These women-led companies have created a total of 216 new jobs, outlining the importance of supporting women-owned business in our community to enhance economic growth and innovation.

Through strategic partnerships and initiatives with newcomer and settlement agencies, including Women's Enterprise Skills Training of Windsor (WEST) and Windsor Women Working with Immigrant Women (W5) SBEC provided support for immigrant women and delivered programming on "Entrepreneurship as a pathway to Employment." In addition, SBEC partnered with WECAN to strengthen the angel investors network in our region by hosting the monthly investor meetings. This provided an opportunity for local investors to meet with entrepreneurs ready for investment.

In Q2 SBEC formalized its partnership with the Consulate of Mexico in Leamington to provide resources and workshops to participants in a new pilot program supporting Mexican women entrepreneurs. A letter of intent was signed on April 25, 2022, in Leamington between SBEC and the Mexican Consulate to further expand and support the program. The new and expanded program supports women-led businesses by providing formalized training, mentorship and one-on-one advisory support to develop and grow their businesses. The opportunity to work one-on-one with women entrepreneurs is an important pillar of the WES programming and in 2022 Women of Windsor (WOW) mentorship group was also included as a community partner.

SBEC celebrates 30 years supporting entrepreneurs with world-renowned business keynote, Kevin Harrington

SBEC was delighted to celebrate their 30-year anniversary serving the Windsor-Essex region by hosting world-renowned keynote speaker, Kevin Harrington at the St. Clair Centre for the Arts on Nov. 21, 2022.

Kevin Harrington is an original “shark” on the hit ABC TV show Shark Tank, the creator of the Infomercial, pioneer of the As Seen on TV brand and co-founding board member of the Entrepreneur’s Organization. His legendary work behind-the-scenes of some of the most well-known business brands has produced well over \$5 billion in global sales, the launch of more than 500 products and the making of dozens of millionaires.

At SBEC’s celebratory anniversary event, the popular TV personality and business guru provided attendees with time-tested tools for scoring big wins in the business world. The event attracted over 230 aspiring entrepreneurs and business leaders in Windsor-Essex and included a networking reception sponsored by St. Clair College and St. Clair College Alumni Association followed by an interactive keynote address that sparked a lot of discussion and engagement throughout the evening. The event was also supported by the Federal Economic Development Agency for Southern Ontario.



◀ Photos from SBEC's 30-year anniversary celebration, Fostering Your Inner Shark with Kevin Harrington.

SBEC moves forward with multiple regional initiatives and collaborations

SBEC continues to partake in multiple community initiatives and collaborations to aid in fulfilling their mandate to provide exceptional services and programs to local entrepreneurs and established small business owners.

During Q1, SBEC partnered with the Municipality of Leamington to deliver Reinvent This Space, a business recruitment initiative that encourages and inspires participants to explore their dreams of entrepreneurship and equips them with the tools and skills needed to open a business in uptown Leamington. SBEC worked with the competition participants to provide training, mentorship, and assistance in developing successful business plans and pitches. Three finalists were invited to pitch their business to a committee who selected the winner, Alissa Enns (The Plant Based Baker) who received a \$15,000 grant funded by the Municipality of Leamington to assist with rent for 12 months for a vacant storefront in uptown Leamington.

Throughout 2022, SBEC continued to provide targeted services and programs to Sandwich Towne and the surrounding west end community through funding provided by the Gordie Howe International Bridge Community Benefits Plan. SBEC conducted six workshops on diverse topics including business fundamentals, marketing, taxation, social media and succession planning.

Additionally, SBEC conducted targeted outreach to businesses in this area via in-person, phone, and email to provide information on SBEC services, events, and programs. Many of these interactions were converted into consultations whereby SBEC business advisors were able to provide more in-depth advice and support on business matters and opportunities.

To conclude the year, SBEC was honoured to be awarded “Outstanding Community Champion” during the Association of Fundraising Professionals (AFP) National Philanthropy Day Celebration. This award recognizes a business, organization or individual who exemplifies an outstanding commitment to engage, support and collaborate with charitable organizations and individuals in the community.

SBEC actively works to build strong relationships and cultivate connections with local small businesses and other private and public sector partners across the community to better serve the Windsor-Essex community and inspire a culture of entrepreneurship.



▲ SBEC's Stephanie Clark, Cristina Melnik, Sabrina DeMarco, Craig Ramsey (keynote speaker & Amazing Race Canada winner), Lee McGrath, Aparna Krishnamoorthy and Renée Morel at the Association of Fundraising Professionals (AFP) National Philanthropy Day celebration.

..... 2022 Celebrating Success

6,627
inquiries
received

1,327
business
consultations

86
seminars/
workshops

1,260
people
attended

Grant Funding
\$30,000
(Summer Company)

\$131,500
(Starter Company)

\$131,500
youth
funding
facilitated
(Starter Company)

130
Start
Ups

96 business
expansions

398
jobs created

OUTREACH
 SMALL BUSINESS & ENTREPRENEURSHIP CENTRE
A DIVISION OF INVEST WINDSOR/ESSEX

2022 HIGHLIGHTS MARKETING AND COMMUNICATIONS

The Marketing and Communications department develops strategies that support and leverage business development activities and 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 Invest WindsorEssex and its departments - Business Retention and Expansion, Investment Attraction, Automobility and Innovation and Small Business & Entrepreneurship Centre.

ADVERTISING CAMPAIGNS

Promoting the Automobility Capital of Canada



The Marketing and Communications team launched two paid social media campaigns to increase awareness of the Windsor-Essex automobility ecosystem and to grow the target audience.

Source WindsorEssex

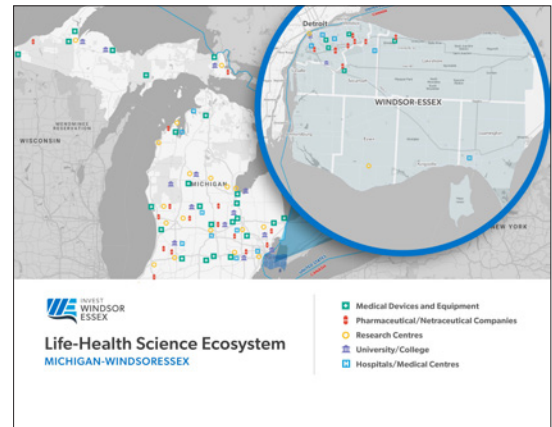
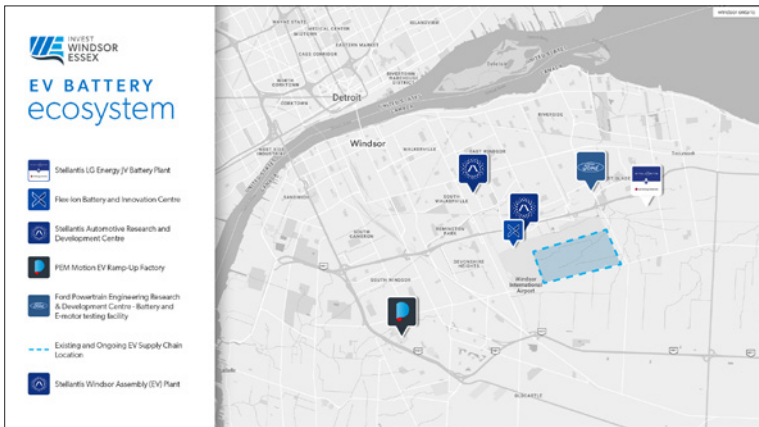
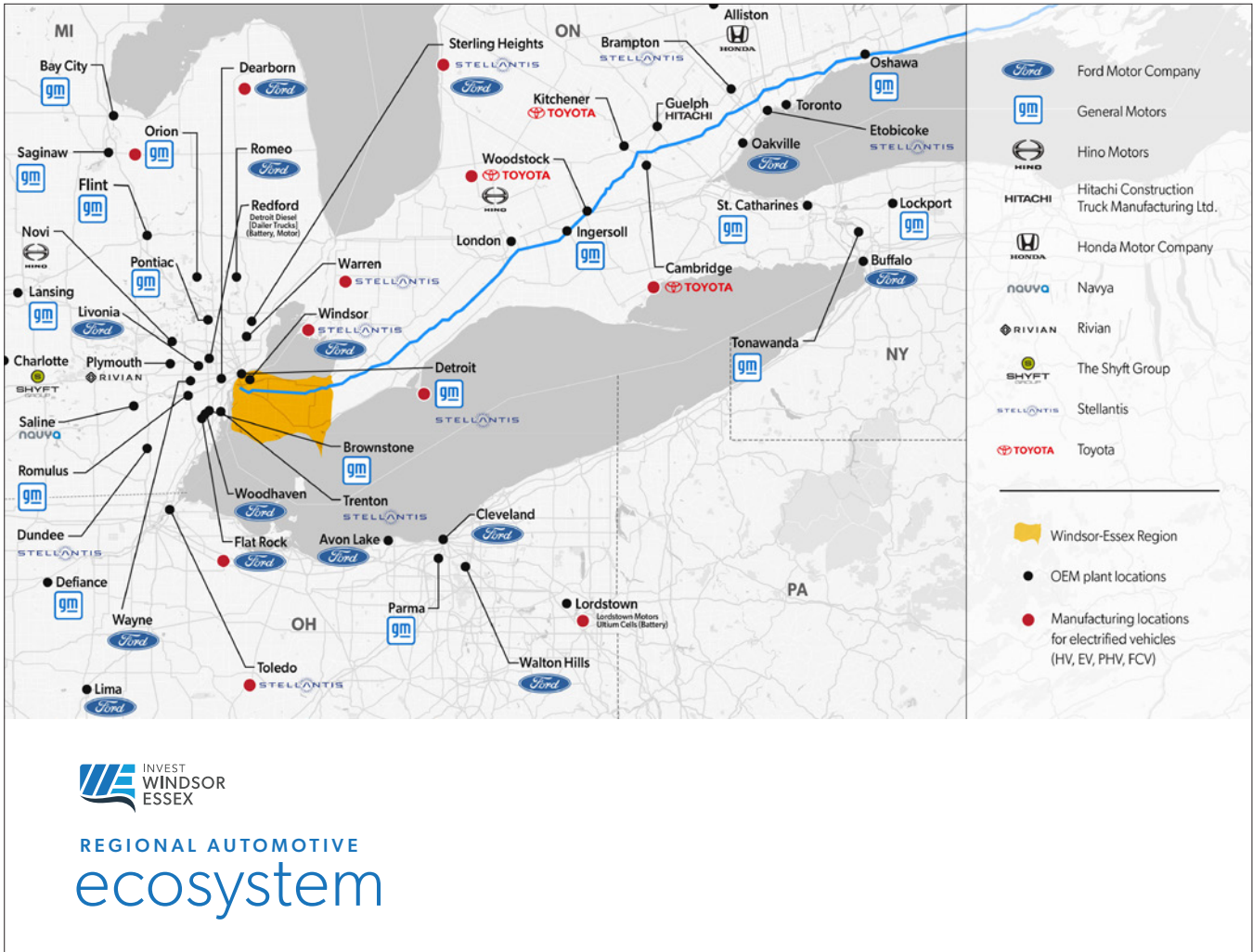


The Marketing and Communications team developed a media release for the launch of the new online key sector database as well as assets for both print and digital promotion.

The campaign targeted local companies from key sectors to create an online profile including their capabilities and services for increased exposure to potential purchasers. This regional tool will continue to be promoted globally to ensure maximum exposure for all listed companies.

Ecosystem maps

To assist with investment attraction efforts, the marketing team developed several ecosystem maps to highlight the region's key sectors for the purpose of FDI promotion.



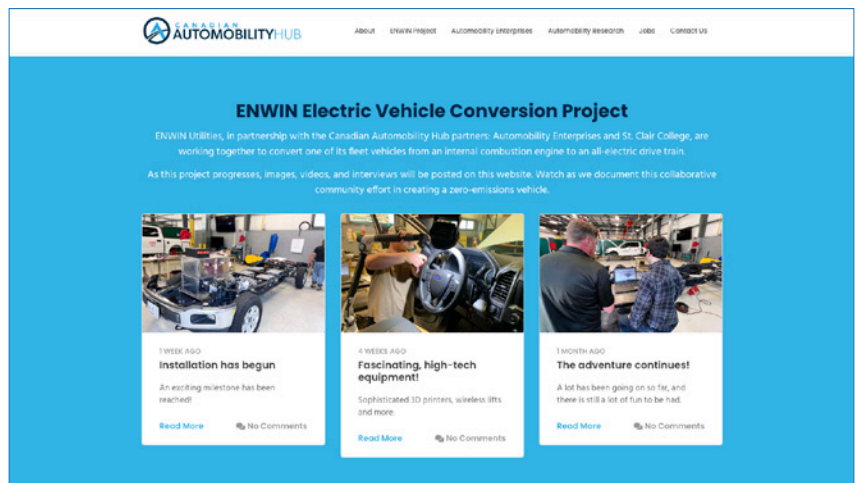
Windsor-Essex: A Bridge to Your Future



Invest WindsorEssex’s (IWE) Marketing and Communications department launched a marketing campaign mid-June: Windsor-Essex: A Bridge to Your Future. The campaign was launched across the states of Michigan, Ohio, Illinois, and Indiana targeting small to medium-sized technology companies to expand their operations and cross into Canada’s innovation hub and into Canada’s rapidly growing automobility capital. The campaign includes videos, social media, billboards, display ads and search engine marketing tactics designed to drive audiences to a landing page (TheFutureIsWe.ca) profiling the Windsor-Essex region’s value proposition and next steps to future expansion.

ENWIN electric vehicle conversion project

Invest WindsorEssex is supporting ENWIN Utilities, in partnership with the Canadian Automobility Hub partners: Automobility Enterprises and St. Clair College. The partners are working together to convert one of ENWIN’s fleet vehicles from an internal combustion engine to an all-electric drive train. As this project progresses, the IWE Marketing and Communications team has partnered with the group to promote project milestones through regular blogs that include images, videos and project updates on the Canadian Automobility Hub website and across IWE social channels.



Perspective Windsor-Essex



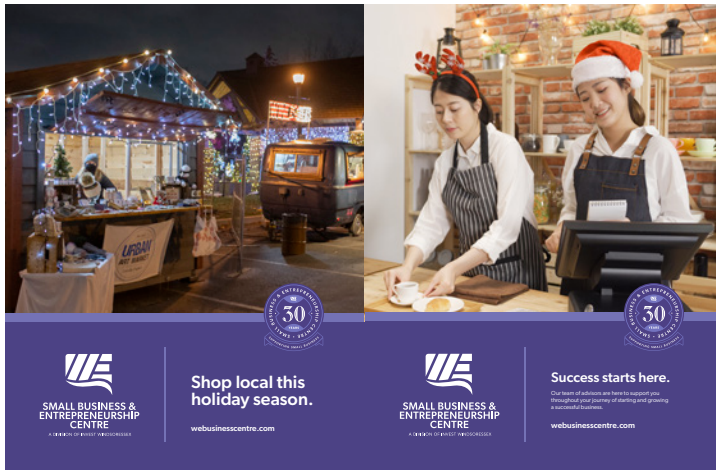
The Invest WindsorEssex (IWE) Marketing and Communications team launched a Globe and Mail campaign promoting investment opportunities in the region throughout Ontario and internationally across all trade media networks.

This 16-page tabloid titled “**Welcome to Windsor-Essex... the Automobile Capital of Canada**” was delivered on Sept. 16, 2022 as a special feature through the Globe and Mail newspaper, reaching a readership of over 300,000. This insert was accompanied by a digital media promotion targeting government officials, investors, real estate professionals and business influencers to ensure international reach.

This marketing initiative features ecosystem partners across WindsorEssex and further promotes the region as the Automobile Capital of Canada. Windsor-Essex’s great quality of life, access to global talent and rapidly growing automobility and technology sectors were highlighted, showcasing the region as a premier location for mobility innovation and investment to thousands of prospective companies and individuals.

Copies of Perspective Windsor-Essex were also distributed to all Canadian Trade Commissioner Service offices globally in the United States, Europe and Asia. The tabloid will be used as a marketing tool by IWE and regional partners and will be made available at conferences, trade shows, as well as other events throughout the year.

October is Small Business Month



Small Business Month, celebrated annually in October, is a special tribute to small businesses. The Small Business & Entrepreneurship Centre (SBEC) marked the occasion by profiling eight of their clients. The Marketing and Communications department, with the assistance of a video production company, developed videos and featured select successful SBEC clients and their business operations. The clients also showcased how the SBEC helped them start and grow their businesses. The videos were released throughout the month of October.

Watch videos

▲ A two-page advertisement was placed in Tourism Windsor Essex Pelee Island's Holiday Gift Guide.



▲ SBEC client Whamburg is one of eight business featured in a video campaign.

▶ Advertisement placed in the October edition of Biz X Magazine.



Advertising

WINDSOR | LASALLE | TECUMESH | LAKESHORE | AMHERSTBURG | ESSEX | KINGSVILLE | LEAMINGTON | PEELE ISLAND



WELCOMES

STELANTIS + LG Energy Solution

TO WINDSOR, ONTARIO

Future home of Canada's largest EV battery manufacturing plant



THE FUTURE IS WINDSOR-ESSEX
CROSS INTO CANADA'S AUTOMOBILITY CAPITAL

LOCATION Busiest U.S. - Canada border at the heart of the richest consumer market in the world	TALENT Highly educated, skilled & diversified workforce	CONNECTED Seamless connections to U.S. supply chains through air, rail, highway & water	AFFORDABLE Attractive land, development & housing costs
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519-255-9200 | info@investwindsor-essex.com
investwindsor-essex.com





OUR LOCATION. YOUR ADVANTAGE.

INVESTWINDSORESSEX.COM

Built on manufacturing, driven by innovation.
Windsor-Essex is the Automobility Capital of Canada.

Did you know that Windsor-Essex, Ontario, situated at the heart of the richest consumer market in the world, has emerged as an international hub for automation and mobility? Now is the perfect time to be part of the Automobility Capital of Canada!

Join us for the ride!



Learn more: automobilitycapital.ca



CONGRATULATIONS
to all the nominees & winners of the 2022 Business Excellence Awards.




INVESTWINDSORESSEX.COM

▲ Leamington Chamber of Commerce, sponsorship of the Business Excellence Awards and program guide advertisement.



Windsor-Essex:
a cross-border hub for medical research and innovation



INVESTWINDSORESSEX.COM

▲ Invest WindsorEssex was a silver sponsor of the WE-Spark International Health Research Conference held on Nov. 11 - 12 in Windsor, Ont. An advertisement was placed in the conference program.

Advertising

BUSINESS RETENTION & EXPANSION
A DIVISION OF INVEST WINDSOR ESSEX

- Information & Connections
- Professional Advice
- Assistance

ECONOMIC DEVELOPMENT WEEK MAY 10-14, 2022
IN WINDSOR-ESSEX

INVEST WINDSOR ESSEX

WEST WINDSOR Small Business Relief Fund

Up to \$10,000 in funding for eligible businesses.

APPLY NOW

Funded by: Federal Economic Development Agency for Southern Ontario / Financé par: Agence fédérale de développement économique pour le Sud de l'Ontario

Canada

SMALL BUSINESS & ENTREPRENEURSHIP CENTRE
A DIVISION OF INVEST WINDSOR ESSEX

Be your own boss this summer

Get training, mentorship and \$3,000 to start a new business.

Summer Company

A one-stop source for starting and growing your business in Windsor-Essex.

Book a **FREE** consultation with a virtual business advisor, or visit our new website for further resources:
webusinesscentre.com

SMALL BUSINESS & ENTREPRENEURSHIP CENTRE
A DIVISION OF INVEST WINDSOR ESSEX

Visit Windsor Essex:

Canada's Automobility Capital at the North American International Auto Show

September 14 & 15

INVEST WINDSOR ESSEX | **University of Windsor** | **ST. CLAIR** | **WE-tech** | **WINDSOR ESSEX**

EVENT MARKETING

Largest private automotive investment in Canada's history announced for Windsor-Essex

The Marketing and Communications team coordinated several events for the visiting investors from LG Energy Solutions and Stellantis as well as created a robust organic social media campaign pre, during and post the announcement highlighting Invest WindsorEssex's involvement in the project.



IWE's Investment Attraction team pose with the Invest in Canada team and representatives from LG Energy Solutions.

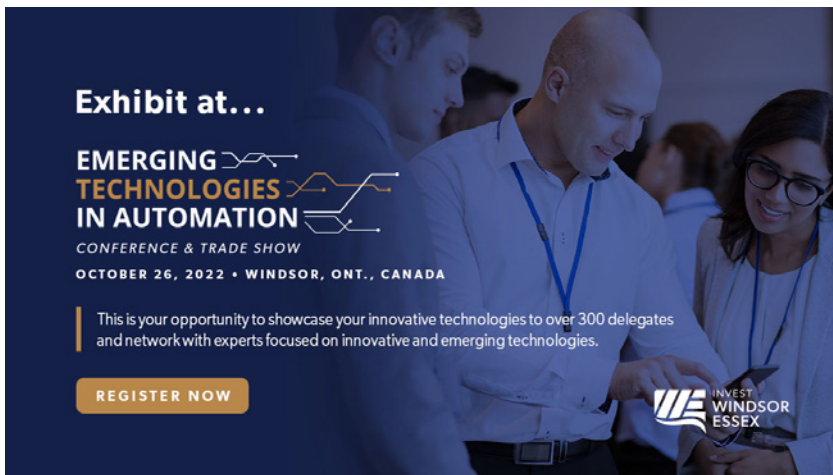


Various Events



Emerging Technologies in Automation Conference and Trade Show

The Emerging Technologies in Automation Conference and Tradeshow returned to an in-person event this year. The Marketing and Communications department supported the Business Retention and Expansion team with the development of a marketing strategy that included a robust digital paid and organic advertising campaign to promote the event. The conference website was continually updated to include up-to-the-minute agenda details, speaker profiles and sponsorships. The Marketing and Communications department also developed and maintained the event registration page and managed all media relations around the conference.



North American International Auto Show



Invest WindsorEssex (IWE), the University of Windsor, St. Clair College, WEtech Alliance and Tourism Windsor Essex Pelee Island partnered to showcase the Windsor-Essex region on a global stage at the AutoMobili-D exhibit of the North American International Auto Show (NAIAS). The IWE Marketing and Communications team lead the booth design and coordination for the region’s participation at the show. The Marketing and Communications team also produced an informational flyer that included a description of the partners and the region’s value proposition.

The goal of this regional participation at the NAIAS was to build awareness of Windsor-Essex as a premier location for mobility innovation and to showcase the technological advancements and programming available to companies looking to expand into Canada’s Automobility Capital. Over the two days, partners networked extensively with major mobility OEMs and early-stage technology companies to bolster the region’s reputation and opportunities amongst growing mobility tech companies.

In addition to promoting the region’s assets and opportunities for foreign direct investment, the Invest WindsorEssex Automobility and Innovation team unveiled a compendium of digital test tracks for connected and autonomous vehicle (C/AV) testing.

Fostering Your Inner Shark, an Evening with Kevin Harrington



The Fostering Your Inner Shark, an Evening with Kevin Harrington event was a celebration of the Small Business & Entrepreneurship Centre’s (SBEC) 30-year anniversary. The Marketing and Communications department supported SBEC with the development of a robust marketing strategy that included a paid and organic social media advertising campaign, radio commercials that aired with Bell Media and a digital campaign with the Windsor Star. The Marketing and Communications department also developed and maintained the event registration page and managed all media relations.

SPONSORSHIPS

WOMEN'S ENTERPRISE SKILLS TRAINING OF WINDSOR INC. Proudly Presents International Women's Day *Virtual Gala, 2022* #BreakTheBias

OVER 30 YEARS OF SERVICE

Gala Sponsor ST. CLAIR CREDIT UNION

Title Sponsor wfcu CREDIT UNION

For Women. For Success. WEST Inc. WOMEN'S ENTERPRISE SKILLS TRAINING OF WINDSOR INC. PROGRAM GUIDE WESTOFWINDSOR.COM 519-256-6621

Journey Towards Success Awards #BreakTheBias Keynote Speaker Beverly Jacobs

OUR SPONSORS AND DONORS

Logos for TD, University of Windsor, OHREA, BIZA, HUB, Windsor Star, AMEPO, CTV, CHAMPION, WINDSOR STAR, GSC, and CPA.

WEST of Windsor International Women's Day Gala sponsor



National Engineering Month advocate sponsor

WE-tech ALLIANCE

TECH MOBILITY

POWERED BY INVEST WINDSOR ESSEX

IN PARTNERSHIP WITH @OCI, OVIN, Ontario

Tech Week YQG partner

AWARDS



Invest WindsorEssex was the recipient of a 2022 AVA gold digital award for its **newly launched website**. The website promotes the Windsor-Essex region as a competitive location for both foreign and local investment and enables easier access to data and information relevant to site selectors and local businesses for the purpose of investment, expansion and talent attraction. This international competition recognizes excellence by creative professionals responsible for the planning, concept, direction, design and production of digital communications.

EDAC MARKETING CANADA AWARDS

2022 WINNER GREATER THAN \$600,000

SINGLE ADVERTISEMENT

Windsor-Essex is the Automobility Capital of Canada

Invest WindsorEssex

In October 2022, Invest WindsorEssex's Marketing and Communications department was awarded a marketing award in the category of 'Single Advertisement' by the Economic Developers Association of Canada (EDAC). The EDAC Marketing Canada Awards is a national competition that strives to recognize and highlight up-and-coming best practices, particularly focused on marketing initiatives that have a direct impact on the economy. Published in Perspective Ontario – Driving Prosperity magazine, the 2-page advertorial highlighted the Windsor-Essex region as the Automobility Capital of Canada.

MEDIA RELATIONS

[New job-placement program to keep UWindsor grads in region](#)

[IWE partners with Habitat for Humanity Windsor-Essex to support housing project](#)

[IWE launches key industry database to highlight local capabilities and increase global market reach](#)

[Government of Canada invests over \\$2.5 million to support Windsor businesses impacted by blockade](#)

[IWE hosts Minister Jaczek to unveil Canada's 1st virtual international border crossing for CAV tech testing](#)

[SBEC partners with Consulate of Mexico in Leamington to provide programming for women entrepreneurs](#)

[Invest WindsorEssex hosts annual general meeting and highlights 2021 regional accomplishments](#)

[Windsor expands electric vehicle supply chain footprint](#)

[Windsor-Essex, Ontario launches targeted campaign to attract U.S. tech companies to Canada](#)

[Windsor-Essex Canada's Automobility Capital on world stage at North American International Auto Show](#)

[Invest WindsorEssex launches Globe and Mail campaign targeting FDI in mobility sector](#)

[Invest WindsorEssex Automobility and Innovation team to participate in TCXpo in Ottawa](#)

[Global automation company AXILE Machine establishes North American operations in Windsor Ontario](#)

[Windsor-Essex's largest automation conference attracts over 400 attendees and exhibitors](#)

[SBEC celebrates 30-year anniversary with world-renowned business expert and Shark Kevin Harrington](#)

WEBSITE AND SOCIAL MEDIA STATS



@_investwe
New Twitter followers: 480
Total Twitter followers: 5,100
Total interactions: 3,326



@wesmallbusiness
New Twitter followers: 228
Total Twitter followers: 2,003
Total interactions: 1,580



/InvestWindsorEssex
New fans: 262
Total fans: 3,573
Total interactions: 3,278
Total impressions: 272,548



/WEBusinessCentre
New fans: 223
Total fans: 3,678
Total interactions: 1,630
No. of impressions: 152,223



@InvestWindsorEssex
New followers: 368
Total followers: 1,236
Total interactions: 4,013
Total impressions: 55,681



@webusinesscentre
New followers: 154
Total followers: 2,351
Total interactions: 2,771
Total impressions: 50,872



Invest WindsorEssex
New followers: 998
Total followers: 4,914
Total interactions: 9,703
Total impressions: 424,833



@webusinesscentre
New followers: 234
Total followers: 857
Total interactions: 1,059
Total impressions: 29,001



investwindsor.essex.com
Users: 48,679
Page views: 99,813
New visitors: 85.2%
Returning visitors: 14.8%



webusinesscentre.com
Users: 19,099
Page views: 67,236
New visitors: 82%
Returning visitors: 18%

Top Site Visitors



Canada
51%



USA
36%



China
1%



India
2%



United Kingdom
1%



PERFORMANCE METRICS 2022

What We Do

Invest WindsorEssex 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 three key ways:

Informing

We provide the most current and relevant information and data on site selection, market research and available government funding.

Guiding

We provide answers and advice on general business practices, expansion planning, multi-national branch planning and exporting, as well as training and educational resources.

Connecting

We help organizations cut through red tape and we connect them directly with key decision makers, potential partners and funders.

New Investment Facilitated

\$8,047,762,585

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

110 Expansions Facilitated

4,959 New Jobs Facilitated

12 Priority Files

130 Business Startups

14 Funding Applications and Joint Papers Developed

Business Support Sessions

219 Sessions

2554 Attendees

Top Economic Priorities as reported by Windsor-Essex Businesses

The top issue for business across all sectors from 2020-2022, was the closure of the Canada-U.S. Border, and limited cross-border business travel by land and air. The Government of Canada implemented COVID-19 entry restrictions for all cross-border travel, including mandatory use of the ArriveCAN app included testing, quarantine and isolation requirements for anyone entering Canada and conversely, entry to the United States. This issue was resolved when the Government of Canada announced the removal of all COVID-19 entry restrictions, effective Oct. 1, 2022. The ArriveCAN app remains optional.

- 1** Labour force challenges: Continued shortfalls in labour/talent pools across all sectors and growing concern for labour resources as new infrastructure projects come online. Companies are met with increased labour costs including competitive wages/incentives in the U.S.
- 2** Housing & labour: A two-fold challenge where demand for housing is outstripping the skilled labour capacity. In-turn, talent attraction is stymied by lack of available and accessible housing.
- 3** Rising energy costs (electricity and natural gas): Impacting the bottom line across all sectors (especially agri-greenhouse, manufacturing) with very few programs/incentives to mitigate the impact.
- 4** Inflation: Cost of inventory deeply impacting small and medium-size businesses by impeding growth and creating a barrier to forecasting special projects and expansions with increased cost of assorted materials (especially steel), impacting critical manufacturing production deadlines and financial well-being of companies (especially smaller companies who cannot maintain consistent supplies due to cost overhead). Uncertainty over inflation trends has seen some softening of the industry. Supply chain disruption adds to uncertainties.
- 5** Small business struggling with COVID-19 loan re-payments: Inflation impacting their ability to forecast/schedule repayment of pandemic recovery loans coming due.

Regional Economic Indicators †



Population
369,175



Labour Force
221,475



Employment
205,975



Unemployment
15,450



Unemployment Rate
7%



Participation Rate
60%



Employment Rate
56%



† Notes: The above figures reflect all of Windsor and Essex County, comparing 2022 to 2021

Source: Statistics Canada, Labour Force Survey custom tabulation.

2022 FINANCIAL STATEMENTS

Extracted from the annual audit reports issued by BDO Canada LLP

Statement of Financial Position

31-Dec-22	Actual 2022	Actual 2021
Total Current Assets	\$ 2,976,413	\$ 1,689,368
Capital assets	\$ 539,747	\$ 1,033,786
Total Assets	\$ 3,570,160	\$ 2,723,154
Accounts payable and accrued liabilities	\$ 2,068,020	\$ 498,578
Deferred revenue	\$ 230,193	\$ 379,948
	\$ 2,298,213	\$ 878,526
Deferred contributions	\$ 522,795	\$ 911,535
Total Current Liabilities	\$ 2,821,008	\$ 1,790,061
Net Assets:		
Invested in capital assets	\$ 70,952	\$ 122,251
Unrestricted	\$ 566,755	\$ 310,497
Internally restricted - development	\$ 111,445	\$ 500,000
Total Net Assets	\$ 749,152	\$ 933,093
Total Liabilities & Net Assets	\$ 3,570,160	\$ 2,723,154

Statement of Operations

For the year ended December 31, 2022

	Actual 2022	Budget 2022	Actual 2021
Revenue:			
Grants	\$ 4,505,165	\$ 3,214,682	\$ 3,752,197
Core Funding - City of Windsor	\$ 1,291,661	\$ 1,291,661	\$ 1,291,661
Core funding - County of Essex	\$ 1,060,540	\$ 1,060,544	\$ 1,060,544
Deferred contributions realized	\$ 388,740	\$ 348,272	\$ 388,741
Miscellaneous revenue	\$ 88,476	\$ 7,500	\$ 47,755
	\$ 7,334,582	\$ 5,922,659	\$ 6,540,901
Expenses:			
Development programs	\$ 4,677,760	\$ 2,988,663	\$ 3,990,976
Salaries and benefits	\$ 1,436,378	\$ 1,733,559	\$ 1,121,323
Office operations	\$ 712,931	\$ 634,600	\$ 508,337
Amortization - Virtual Lab	\$ 362,832	\$ 348,272	\$ 362,833
Media and special events	\$ 237,889	\$ 134,297	\$ 123,802
Amortization - other	\$ 64,825	\$ 54,770	\$ 89,666
Support	-	\$ 20,000	\$ 81,944
Amortization - Equipment	\$ 25,908	-	\$ 25,908
	\$ 7,518,523	\$ 5,914,161	\$ 6,304,789
Excess of revenue over expenses (expenses over	\$ (183,941)	\$ 8,498	\$ 236,112
Net assets, beginning of year	\$ 933,093	\$ 933,093	\$ 696,981
Net assets, end of year	\$ 749,152	\$ 941,591	\$ 933,093

All financial information contained in the above illustration were extracted from BDO LLP audit report.

Readers are encouraged to review full disclosure contained therein on our website.

BOARD OF DIRECTORS 2022-2023

Chair	Chris Savard, Regional Manager Operations, Devonshire Mall, Primaris REIT
Secretary/Treasurer	Kevin Laforet, Regional President & CEO, Caesars Entertainment & Caesars Windsor
Director	Mayor Drew Dilkens, City of Windsor
Director	Hilda MacDonald, Warden, County of Essex
Director	Alex Anobile, Young Professional, Strategic Consulting
Director	Robert Gordon, PhD, President and Vice-Chancellor, University of Windsor
Director	Waseem Habash, Senior Vice President, Academic and College Operations
Director	Paul J. Mastronardi, Red Sun Farms
Director	Federica Nazzani, Managing Partner, Capital Assist
Director	Kyrsten Solcz, Executive Director, Solcz Family Foundation
Director	Jimi Tjong, PhD PEng, Adjunct Professor
Ex - Officio	Stephen Mackenzie, President and CEO, Invest WindsorEssex

STAFF 2023

ADMINISTRATION

Stephen MacKenzie	President and Chief Executive Officer
Holly Connelly	Executive Liaison
Shannon Theroux	Office Management Coordinator

AUTOMOBILITY AND INNOVATION CENTRE

Matthew Johnson	Executive Director, Mobility Partnerships and Innovation
Edward Dawson	Senior Manager, Automobility and Innovation
Deepan Dhingra	Cybersecurity Analyst/Threat Specialist
Mackenzie Habash	Program Manager
Bryan Holmes	Software Developer, Simulation Team
Jessica McCarthy	Office Coordinator
Kassem Nizam	Program Manager

BUSINESS RETENTION AND EXPANSION

Wendy Stark	Director, Business Retention and Expansion
Francisco Contreras	Data Administrator and Analyst
Marion Fantetti	Business Ombudsman
Yashaswini Pagadala	Economic Development Officer

INVESTMENT ATTRACTION

Joe Goncalves	Vice President Investment Attraction and Strategic Initiatives
Na Qu	Investment Attraction Specialist

MARKETING AND COMMUNICATIONS

Gina Meret-Dybenko	Director, Marketing and Communications
Katlyn Melnik	Communications and Event Coordinator
Teuta Shabani	Communications and Event Coordinator
Lina Williams	Marketing and Communications Specialist, Corporate Marketing

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SMALL BUSINESS AND ENTREPRENEURSHIP CENTRE

Sabrina DeMarco	Executive Director
Stephanie Clark	Business Advisor
Aparna Krishnamoorthy	Business Advisor
Natasha Marar	Manager, Marketing and Entrepreneurship Programs (on leave)
Lee McGrath	Program Director, Women Entrepreneurship Strategy
Cristina Melnik	Business and Entrepreneurship Specialist
Renee Morel	Client Success Coordinator
Lindsay Renaud	Digital Service Squad Advisor
Wayne Sankarlal	Digital Service Squad Advisor

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