ANNUAL REPORT 2017

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TO SERVE OUR REGION’S

BUSINESS NEEDS

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saving  borrowing  investing  sharing
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As the Warden of Essex County and the Chair of the WindsorEssex Economic Development Corporation (WE EDC), on behalf of the Board of Directors, I am pleased to share that it has been through the hard work, leadership and dedication of Stephen MacKenzie, CEO and the team at the WindsorEssex Economic Development Corporation that 2017 has been such a success.

The WindsorEssex Economic Development Corporation has worked diligently over the past year to strengthen relationships with all of the municipalities, organizations, institutions and industry that play a role in improving the economy and quality of life in our region. This increased level of collaboration is already paying dividends, by creating an array of opportunities for business retention, expansion and attraction and stimulating job creation across our region. Of particular note, the Institute for Border Logistics and Security (IBLS) was added as a WE EDC department, and has made significant contributions to support our transportation and logistics sector, and is leading the region's connected and autonomous vehicle research initiatives, working with numerous partners to secure grants and build the capacity in this space for the present and future economic opportunities this industry may provide.

Our goal has always been to encourage and foster business investment, growth and competitiveness in the Windsor-Essex region. Essex County businesses and residents have always been resilient and they continue to adapt and reinvent in order to seek out competitive advantages and new opportunities. The partnerships, determination and sense of community demonstrates the understanding of the value of the region and will undoubtedly allow Essex County to remain competitive in the global marketplace, while also strengthening the local economy. There is a buzz around the region, of optimism and future opportunities, of diversification and evolution, of exciting collaboration using innovation and technology.

Windsor and Essex County have been and continue to be a land of opportunity. The WindsorEssex Economic Development Corporation is a key participant in influencing and nurturing investment and activity in support of our region and our residents. With all these prospects as our focus, Windsor-Essex County has the potential for enduring prosperity and growth.
Economic development is at the heart of every great community and developing our economy really means developing a dynamic and thriving city. This doesn't happen on its own. It takes the skills of experts collaborating with partners to create an environment that encourages investment. The City of Windsor and the WindsorEssex Economic Development Corporation (WE EDC) continue to focus on promoting local economic development and diversification, encouraging new cross-border partnerships and embracing the future of high-tech.

The City of Windsor saw continued strength in our local economy. Leveraging our strategic location, the City of Windsor is now designated as a Foreign Trade Zone enabling us to provide programs and financial incentives to companies to further diversify the local economy and attract new global firms. In addition, the Windsor-Essex region has been named one of the top ten best locations for investment in Canada by the international publication Site Selection Magazine.

Powered by innovation, the City of Windsor renewed existing partnerships. Our cross-border bid for Amazon’s HQ2 put the City of Windsor and the entire region on a world stage. It showed there are great things happening in Windsor, and by joining our story with our American neighbours, we create a strong value proposition for businesses looking to expand. We have continued to align our economic development with our partners across the river and we recognize that each of us is an important strategic piece of a larger puzzle when attracting large tech firms.

A robust local economy has sustained our active residential real estate market, with strong growth expected to continue into 2018. The construction sector also reported continued growth, marked by the Gordie Howe International Bridge project and other local projects, the Devonshire Mall renovations and the University of Windsor’s $30-million science research and innovation centre. In addition to successful developments, the City of Windsor saw continued success in sport tourism investments, hosting the 2017 Memorial Cup at the WFCU Centre, where the Windsor Spitfires championship win contributed to a strong growth in the local personal services sector.

The City of Windsor is thriving. We are a diverse community of families, businesses and entrepreneurs. On behalf of Windsor City Council, I would like to thank Stephen MacKenzie for his work as CEO and all of the staff at the WindsorEssex Economic Development Corporation for their continued dedication into 2018.
Message from the Chief Executive Officer

It's been a very exciting and productive 2017 for the WindsorEssex Economic Development Corporation (WE EDC). Numerous initiatives were implemented and goals accomplished by the dedicated team within business retention and expansion, small business, business attraction and marketing and communications who all work together and contribute to the growth of economic development in our region.

The 2017 Annual Report provides the details associated with the following highlights: The Institute for Border Logistics and Security (IBLS) was added as a department of the WE EDC in 2017 and is contributing support to the transportation and logistics sector. In collaboration with a number of partners the goal of IBLS is to integrate new technologies to make the cross-border transportation network more efficient, effective and safe for the movement of goods, people and services within Canada and abroad. The Windsor-Essex region is now designated as a Foreign Trade Zone (FTZ) providing our businesses with further incentives and an opportunity to attract new global firms. Cross-border partnerships were further developed as we assisted with the submission of a Canada/US joint bid for Amazon's HQ2 on behalf of Windsor-Essex.

Overall our performance metrics in 2017 show very positive outcomes and indicate we are well positioned to continue with this momentum in 2018 and beyond. To reference a few, the region enjoyed a $183,754,000 combined investment from business expansions and attractions, a 75% increase year over year. This investment led to the facilitation of 1,542 new jobs as reported by the companies involved, a 32% increase.

Throughout the year, numerous partnerships have been formed regionally, nationally and internationally with communication and collaboration with our municipalities and stakeholders as our top priority. We continue to show the world that our region is the right choice for investment decisions by positioning Windsor-Essex as the “gateway” to Canada.

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

2017 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 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.

BR&E supported creation of 754 JOBS & $82 Million in local investment

Business Attraction

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

43 BA priority files 11 SUCCESSES with 323 JOBS & $101.5 Million in local investment
OUTBOUND TRADE MISSIONS

Portugal

In November, WE EDC’s BR&E team participated in an exploratory trade mission to Portugal, along with the Canadian Association of Mold Makers (CAMM), and visited nine Portuguese mold, plastics and equipment manufacturers. Western Portugal has a large cluster of mold manufacturers and associated suppliers, similar to the cluster in Windsor-Essex. The group also visited Centimfe (a technological centre for mold makers), and met with representatives of Cefamol, the Portuguese mold association. The plant tours allowed CAMM to compare the business practices of Canadian mold makers to those of Portuguese mold makers, noting differences in the age of equipment, pace of work, software utilized and capital expenditure. There was interest by many of the companies, as well as Cefamol and Centimfe, in increasing connections between clusters in the two regions. Invitations have been extended for both Cefamol and Centimfe to visit Windsor-Essex in 2018.

Mexico

In February a large Canadian contingent, including four Windsor-Essex companies, the Automotive Parts Manufacturers’ Association (APMA) and the Canadian Association of Mold Makers (CAMM), attended Automotive Meetings Querétaro (AMQ) in Mexico. AMQ is a bi-annual event involving pre-arranged B2B meetings between automotive parts and equipment suppliers and their potential Tier 1 or OEM customers. Following AMQ, the Canadian Trade Commissioner Service in Mexico arranged six site visits to large automotive parts manufacturers in the State of Guanajuato, all of which were specifically looking for Canadian suppliers. BR&E continued communications with several of these companies and extended invitations to visit Windsor-Essex. One company visited in June 2017 during the APMA Conference, where they participated in 12 B2B meetings and toured the facilities of two potential suppliers. Another company the group visited has made multiple visits to Windsor-Essex to meet with potential suppliers.
As in previous years, the BR&E team worked with Global Affairs Canada (including Canadian Trade Commissioners in Mexico), the Ontario Ministry of International Trade (including the Ontario Investment Office in Mexico), the Ontario Ministry of Economic Development and Growth and the Canadian Association of Mold Makers to develop a program of site visits for incoming delegations of purchasers attending the Automotive Parts Manufacturers’ Association (APMA) Conference. This year there were purchasers and supplier coaches from four companies in Mexico, including one OEM and three Tier 1 automotive suppliers. Their purchasing needs included fixtures, plastic injection molds, automation, stamping dies and more. During the week of the APMA Conference, BR&E facilitated visits to 20 Windsor-Essex companies for these delegations. The visits resulted in at least four invitations for the Windsor-Essex manufacturers to visit the Mexican operations or the companies’ European headquarters. At least one firm purchase order was issued to a Windsor-Essex company as a direct result of these visits.

A separate Mexican Tier 1 purchasing delegation traveled to Windsor-Essex in May to look for new tooling suppliers. BR&E arranged site visits to two Windsor-Essex companies with suitable capabilities. The Mexican company had been purchasing tools from China and wanted to diversify its supplier base to include Canadian suppliers. Further discussions continued with both companies.
Over 300 people attended the Emerging Technologies in Automation Conference and Tradeshow. The participants included local company representatives and exhibitors as well as delegates from outside the region. The delegates networked and heard presentations from many experts in emerging technology such as: Siemens, ABB Robotics, Reko International Group Inc., Brave Control Solutions, Eagle Press and Dieffenbacher with exhibitors showcasing the latest development in automation at the interactive trade show. The keynote speaker, Kristen Dziczek with the Center for Automotive Research, enlightened the delegates with her presentation about the “Future Trends in Autonomous Manufacturing Systems.”

As automation has become the competitive advantage in today’s manufacturing world, the goal and design of the Emerging Technologies in Automation Conference and Tradeshow was to showcase and promote the hundreds of local companies that make this region known as an international hub for automation and one of Canada’s global leaders in innovation.

WindsorEssex Economic Development Corporation recognizes the importance of its role to support our region as an international hub for automation, therefore, we are looking forward to presenting the third annual signature event taking place on November 6, 2018. For more information, visit: choosewindsoressex.com/emergingtechnologies
Working with Government Partners

One of the key roles of the Business Retention & Expansion team is providing up-to-date information and resources to our businesses on government programs and opportunities, and changes to various regulations and legislation. In working with our government partners, we provided a series of educational sessions that delivered the information and guidance our businesses need to help them grow, stay compliant, export to new markets, and find new opportunities through government procurement systems, at all levels. The events were well attended by Windsor-Essex companies of all sizes and from various sectors.

OVER 230 PEOPLE ATTENDED THESE INFORMATION SESSIONS

- Doing Business with Government
- Food Safety Regulations for Exporters to Border States
- Learn to Export
- Exporting to the U.S.

MFG DAY 2017

The BR&E team partnered with Workforce WindsorEssex once again to organize Manufacturing Day (MFG DAY) in Windsor-Essex. After months of preparation and coordination, MFG DAY was successfully held on October 6. MFG DAY is an international event where manufacturers open their doors to groups of secondary school students so they can see the career opportunities available in a modern manufacturing plant. A total of 13 schools participated with over 600 students touring 12 manufacturing facilities and the St. Clair College Skilled Trades Regional Training Centre.
Tech Week YQG

As part of Tech Week YQG, WE EDC hosted a digital innovation pitch competition in partnership with WEtech Alliance and Splice Digital Innovations. Not only did participants have their pitch evaluated by professionals and receive feedback, but the winner - Lisa Jacobs, owner of Clinic Seekers received over $5,000 in support to assist her in the development of her innovation.

WE EDC also participated on a steering committee for WEtech Alliance and the WindsorEssex Regional Chamber of Commerce Tech Show. The Tech Show had over 400 attendees who discovered what's next in artificial intelligence and experienced first-hand the innovation in the regional tech ecosystem.

Cavalier Tool & Manufacturing Expansion

To celebrate the completion of its $6 million facility expansion project, Cavalier Tool held a ribbon cutting ceremony in March, coinciding with Economic Development Week. In addition to the investment in the 22,000-square foot addition, the company invested $3 million in equipment and hired 30 new employees with plans to hire 20 more. The BR&E team worked with Cavalier throughout this process, including connecting them with City of Windsor’s Community Improvement Program and supporting their application.

Government Investment Announcement for Nemak

The Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development announced a $3 million funding investment for Nemak of Canada, in partnership with Arbec Tool and Machine Ltd. This investment will support the development of stronger engine blocks made of lightweight aluminum. The BR&E team were pleased to provide support to Nemak throughout the funding application process. This funding would not have been possible if the City of Windsor had not provided Nemak with a grant in 2016 of $1.3 million over five years to secure new work and boost the number of local jobs.
Economic Development Week

In 2017, the week of March 27th was designated Economic Development Week in Windsor-Essex, and was recognized by a partnership with Workforce Windsor-Essex, WEtech Alliance, Small Business Centre, Ministry of Economic Development and Growth, all Windsor-Essex municipalities, and WindsorEssex Economic Development Corporation.

The organizations launched a consolidated business retention and expansion survey which replaced individual surveys previously conducted by each of the partners. The consolidated survey provided the partner organizations with aggregate information that can be used to analyze the region for growth opportunities, to identify challenges, to find any gaps in employment or skill sets and to determine trends. It was completely confidential and only aggregate information was shared.

The partners were pleased to report that over 200 businesses participated in the survey and many of the statistics were positive.

Automotive Parts Manufacturers’ Association (APMA) Annual Conference

Along with the Canadian Association of Mold Makers (CAMM), WE EDC was a partner in the APMA Annual Conference & Exhibition, assisting in the planning process and during the Conference. The Conference showcased technological and other advancements related to the automotive industry. The BR&E team promoted the opportunity to Windsor-Essex companies to present at the Conference. As a result, four local companies and institutions presented. BR&E also assisted CAMM and APMA with the B2B meetings which took place prior to the conference. A total of 411 individual company meetings were scheduled among a total of 71 delegates. Four Mexican companies sent their purchasing teams to the B2B meetings. Almost 500 people attended the Conference, representing OEMs and Tier 1, 2 and 3 automotive suppliers from Canada, the US, Mexico and Germany to attend the event.

Hon. Brad Duguid, Minister of Economic Development and Growth
Sellick Equipment Expansion

Since 2015, the BR&E team has worked with Sellick Equipment on their $18 million expansion by providing assistance with site location, funding and training resources, hydro capacity transmission and connection, and organizing the groundbreaking ceremony. WE EDC is pleased with the relationship that has been developed with the Sellick team throughout this process. Sellick announced that they will be looking for further expansion opportunities in the future. WE EDC’s Marketing team supported the client prior to the expansion with the groundbreaking ceremony and a media event.

Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) FAM Tour

BA and other WE EDC team members partnered with OMAFRA to organize a FAM tour to showcase the Agri-Business sector in our region to a group of Site Selection consultants from the United States. Additionally, we promoted our region to both OMAFRA and the Ministry of Economic Development and Growth. The group had the opportunity to tour many companies within the Agri-Business/Food Processing sector in the region. As well, we were able to showcase our strong strategic location as the busiest commercial crossing between Canada and the U.S., and how valuable this is for North American distribution supply chains. Some of the companies that hosted tours for this group were Aphria Inc. in Leamington, Mucci Farms in Kingsville, Cooper’s Hawk Vineyards in Harrow, Radix Inc. in Tecumseh and Hiram Walker and Sons in Windsor. The group also had the opportunity to hear a presentation and have a site tour of the Gordie Howe International Bridge Canadian Plaza site currently under development. The BA team has continued to build upon this relationship with the Site Selection consultants to gain insight on future attraction leads.
U.S. Manufacturer - PCS Company Opens in Tecumseh, ON

The BA team was engaged in assisting PCS Company with headquarters in Fraser, Michigan to launch their North American 2,500-square-foot distribution centre in the Town of Tecumseh. PCS Company recognized that Windsor-Essex is home to the largest machine, tool, die and mold cluster in North America and their decision to have a presence in the Canadian market was determined to be critical for their growth strategy moving forward. PCS Company manufactures and distributes mold components, mold bases, hot runner products and molding supplies for the plastic injection and die casting industries.

CX North America - A Tech Company Calls the Town of Tecumseh Home

The BA team worked extensively with CX North America to assist with the setup of their operations in the Town of Tecumseh. CX North America is a leader in freight collaboration solutions for the transportation industry and is a wholly owned subsidiary of Transport Exchange Group, a major solutions provider to the road transport industry in the United Kingdom and operator of two of its largest freight exchanges. More than 4,500 companies currently rely on collaboration services from Transport Exchange Group. We are pleased this growing information and communications technology company recognized the many benefits of locating in the region.

Penske Rentals and Leasing Opens in Windsor

The BA team worked with Penske Rentals and Leasing to provide support and information about the Windsor-Essex region, and assisted them in building connections within the growing transportation and logistics sector. The Marketing team assisted Penske with their official grand opening in Windsor.
Foreign Trade Zone Point

The creation of a new Foreign Trade Zone (FTZ) Point was announced by the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development and Minister responsible for FedDev Ontario, at Farrow Logistics. The FTZ Point will promote Windsor-Essex as a hub for international trade, leveraging its location in North America, direct access to the United States and solid manufacturing base to attract new investors.

Information sessions were held with regional businesses to highlight the many benefits and programs available through the FTZ Point. Participants from different fields such as Manufacturing, Transportation & Logistics, Small & Medium size businesses, Agri Business, and municipal officials attended sessions. WE EDC staff continue to work with local companies to assist them in taking advantage of FTZ programs.

Logistics Development Forum

The Business Development team attended the Logistics Development Forum in Vail, Colorado. WE EDC had the opportunity to connect and meet one-on-one with site selection consultants who specialize in the logistics sector. This was an opportunity to present the many assets of the region and the advantages including the region’s strategic location and how the Windsor/Detroit crossing is the busiest commercial border crossing between Canada and the U.S.

International Economic Development Council (IEDC) Conference - Toronto

The BA team attended the International Economic Development Council (IEDC) conference and meetings were arranged with site selectors from Europe, Canada and the United States to discuss lead generation. Ongoing communications with the site selectors are part of the FDI strategy for the BA team. IEDC is a nonprofit organization serving economic developers and is the largest global organization of its kind.
Amazon Bid - New Second Headquarters (HQ2)

The WindsorEssex Economic Development Corporation (WE EDC) and the City of Windsor reached out to Detroit to propose a joint bid for Amazon’s new headquarters. The joint bid highlighted to Amazon the best of both Windsor-Essex and Detroit and offered a “One Campus – Two Nations” proposal. The joint bid demonstrated the best of cross border collaboration and joint marketing of the shared bi-national region.

The Detroit-Windsor proposal contained many distinct advantages such as a walkable campus in the heart of downtown Detroit situated at an international border, a talent pool that is both deep and affordable, proximity to world class educational institutions, a low-cost operating environment, and a wealth of potential partners to drive innovation in fields such as mobility and advanced manufacturing. Locating HQ2 on the border would have provided Amazon a unique opportunity to access Canadian and global talent. Windsor’s proposal included an attractive incentive package consisting of national, provincial, and local support including prime downtown real estate at a nominal cost, property tax increment financing, grant funding and corporate income tax credits. The bid received significant coverage from national and international media that provided great marketing value and brand awareness for Windsor-Essex.

The Detroit leads were Mayor Duggan, Dan Gilbert of Bedrock and Detroit Economic Growth Corporation (DEGC). Windsor leads included WE EDC and Mayor Drew Dilkens who also participated on the bid committee with Warden Tom Bain. WE EDC leveraged the strength and information of various organizations in the region, such as WorkForce WindsorEssex, University of Windsor, Cross Border Institute, St. Clair College, Windsor-Essex Regional Chamber of Commerce, WEtech Alliance, County of Essex and Tourism Windsor Essex Pelee Island.

Although our joint bid was not shortlisted among the top 20 sites, the experience of collaborating with the Detroit region and jointly marketing the region has been rewarding. The economic development organizations on both sides of the border have developed a stronger and collaborative relationship that will further the mutual interests of the bi-national region. It has already led to both sides working on joint projects that will benefit cross-border trade and transportation.
On January 1, 2017, the Institute for Border Logistics and Security (IBLS) was designated a department of the WindsorEssex Economic Development Corporation. The objective is to provide an expanded suite of services and space to support economic development in the Windsor-Essex region. This change is the result of a two-year service agreement among the University of Windsor, the City of Windsor and the WindsorEssex Economic Development Corporation.

The IBLS is designed to promote cross-border logistics and border security to help small- and medium-sized enterprises (SMEs) be border ready.

As part of the transition for the IBLS from the University of Windsor to WE EDC, the IBLS website (IBLSCanada.com) was refreshed along with marketing efforts to establish the IBLS and its facility as a valuable partner and asset in supporting SMEs.
KEY PROJECTS & INITIATIVES

Exporting Seminars

The IBLS hosted and presented at the export seminars: “Learn to Export” and “Export to the U.S.” Other presentations were made by the Cross-Border Institute, Bridgeview Customs Brokers and US Customs & Border Protection. These seminars were in collaboration with the Ministry of International Trade (MIT) and with support from the Ministry of Economic Development and Growth (MEDG), SBC and IBLS – department of WE EDC. The seminars were well attended by people from the business community.

NAFTA Working Group

Throughout 2017, the NAFTA Working Group - WindsorEssex Economic Development Corporation, Windsor-Essex Regional Chamber of Commerce, Workforce WindsorEssex, St. Clair College, the Cross-Border Institute, along with provincial and federal partners came together to work on a strategy to support the region’s business community throughout the renegotiation of the North American Free Trade Agreement (NAFTA). The group worked collaboratively to identify key issues and priorities and look for opportunities to better support workers, businesses, communities and cross-border commuters in the region as part of the NAFTA negotiations.

NAFTA WORKING GROUP COLLECTIVE EFFORTS INCLUDE:

- A regional survey of businesses, commuters and various stakeholders was conducted. Survey findings released on October 20, 2017. https://bit.ly/2Hbbefr
- A NAFTA Fact Sheet developed for the Windsor-Essex region.
- Municipal resolutions were endorsed by the Towns of Amherstburg, Kingsville, Tecumseh, the City of Windsor and County of Essex, citing the importance of Canada’s automotive sector as a key priority throughout NAFTA discussions.
- Two roundtable discussions (automotive and small business/local economic issues) organized with 40+ community representatives, to have a dialogue with Canada’s Parliamentary Secretary Andrew Leslie (Canada-US Relations) and MP Tracey Ramsey on NAFTA.
Transportation and Trade

The IBLS and local organizations (the nine municipalities in Windsor-Essex region, Windsor Detroit Bridge Authority, Cross-Border Institute, University of Windsor, Connecting Windsor-Essex, Essex Terminal Railway, and Workforce WindsorEssex with a mandate linked to transportation and trade met to discuss the existing transportation system in the region. The group identified a number of priority projects that require additional investment, including a list of projects with a total estimated cost of over $500 million to be considered through an expression of interest by Transport Canada’s National Trade Corridors Fund. Several projects have been submitted as expressions of interest to Transport Canada and received approval to submit full applications. Final decisions are pending.

Electronic Logging Devices

The IBLS conducted an analysis of Electronic Logging Devices (ELDs) to help determine how to best support the local business community in preparation for the implementation of new legislation that was put in place by the U.S. in December 2017. This U.S. legislation requires the use of ELDs for all vehicles operating in the U.S. and thus has an impact on local carriers that cross the border and operate within the U.S. To help bring greater awareness, the IBLS assisted the Windsor Transportation Club at their Freight Carrier Night by acquiring a speaker from the Federal Motor Carrier Safety Administration (U.S. Department of Transportation) to provide an update on the legislation to 60 attendees. To minimize risk of complications through the logistics process, it is important for local carriers to be aware of, to understand and to adhere to all applicable regulations.

Connected and Autonomous Vehicles

The automobile industry is on the cusp of a technological transformation that has not been experienced since the introduction of the automobile because of connected and autonomous technology within vehicles. Numerous cities across the globe have started to test, deploy and identify infrastructure needs that would help advance the future of mobility. With leadership by the WindsorEssex Economic Development Corporation, a consortium of community partners have come together to support several proposals seeking over $10 million in funding and leveraging over $25 million to position the Windsor-Essex region as a global leader in cross-border autonomous vehicle testing. Final decisions are pending but in the meantime, the Windsor-Essex region is becoming more recognized for its assets and efforts in the connected and autonomous vehicles technology space.
Small Business Centre

2017 HIGHLIGHTS

The Small Business Centre (SBC) is a department of the WindsorEssex Economic Development Corporation and offers up-to-date, expert advice and practical assistance to new and existing business owners. A team of professional and experienced staff representing a variety of business backgrounds are committed to offering business information and resources including business consultations, seminars, mentorship and guidance to small businesses and entrepreneurs. These initiatives facilitate a supportive business environment to assist entrepreneurs to start-up businesses, expand existing businesses, and create jobs in Windsor-Essex. The SBC is partially funded by the provincial Ministry of Economic Development and Growth and the Ministry of Research, Innovation and Science.

KEY PROJECTS & INITIATIVES

scaleUp Financial

scaleUp Financial is a hands-on financial and accounting program launched by the SBC in partnership with Hawkins & Co. Accounting. The program equips entrepreneurs with financial management intelligence and the skills to use Xero, a fast-growing cloud-based accounting platform. This innovative partnership provides hands-on training, a discounted subscription and 6 months of in-person support through the SBC. In 2017, SBC ran two cohorts of the scaleUP Financial program, graduating 14 small businesses.

Your Business & the Building Code Program

The City of Windsor and the SBC collaborated on this initiative designed to help business owners proactively navigate through municipal bureaucracy and connect with city officials to answer their renovation and building code questions. This two-hour session provided businesses with information on the role of the Building Department, the building code basics, common permits for business renovations, compliance and inspections, questions to ask the Building Department, where to find reputable contractors, and questions to ask your contractor.
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 three key ways:

**What We Do**

**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.*

### 2017 PERFORMANCE METRICS

**New Investment Facilitated**

**$183,754,000**

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

- **Expansions Facilitated:** 151
- **New Jobs Facilitated:** 1542
- **Priority Files:** 43
- **Successes:** 11
- **Business Startups:** 132

**Business Support Sessions**

- **314 Sessions**
- **5317 Attendees**
2017 PERFORMANCE METRICS

Diversification
Retention & Expansion Files

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Regional Labour Market Indicators†

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<td>Population 15+</td>
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<td>Labour Force</td>
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<td>Building Permits*</td>
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</tr>
</tbody>
</table>

†Note: The above figures reflect all of Windsor and Essex County comparing 2017 to 2016. Source: Statistics Canada, Labour Force Survey custom tabulation

Priority Business
Attraction Files

Advanced Manufacturing ............ 24
Information Communications Technology ............... 12
Logistics and Warehousing ............ 3
Tourism/Entertainment ............ 4

Top Economic Priorities
as reported by Windsor-Essex Businesses

1. NAFTA – International Trade
2. Cross-Border Business Immigration, Labour Mobility & Foreign Worker Programs
4. Skilled Trades Workforce - Demand and Challenges
5. Government Regulatory & Legislative Policies - Impacting the Cost of Doing Business (Cap & Trade, Electricity Pricing, Access to Capital for Small Business)
6. Infrastructure Funding for Municipalities

WINDSORESSEX ECONOMIC DEVELOPMENT CORPORATION
Business Development Training Available Through Starter Company PLUS

The Starter Company PLUS program provides training, mentorship and a $5,000 grant to approved participants to support the launch of a new business or expansion of an existing business. Fifteen hours of mandatory in-class training is provided; plus individualized training and mentorship resources are available.

During 2017, five cohorts of training were held, with a total of 187 new and existing entrepreneurs representing a variety of sectors, ages and demographics participated in the training. To learn more about Starter Company PLUS, visit: windsoressexsmallbusiness.com/startercompany

STARTER COMPANY PLUS TOPICS:

• How to Create a Business Plan that Gets Results
• Know Your Numbers - How to Make Sense of Your Small Business Financial Statements
• Low Cost No Cost Marketing Tools You Can Use to Grow Your Business
• How to Cost and Price Your Products and Services Profitably
• Presentation Skills - Speak with Confidence and Grow Your Business
• Management and Human Resources Principles

Neighbourhood Small Business Grant Program

The Neighbourhood Small Business Grant is financially supported with an equal partnership between the United Way/Centraide Windsor-Essex County and the Small Business Centre. The purpose of these grants is to encourage new and existing businesses to locate in priority neighbourhoods across Windsor-Essex County, and is a part of a broad-based community and economic revitalization. It provides training opportunities to applicants from the Small Business Centre.

A media conference announcing the Neighbourhood Small Business Grant Program.

Left to Right: Tamara Kowalska, Wyandotte Town Centre BIA; Frazier Fathers, United Way; Sabrina DeMarco, Small Business Centre; Lorraine Goddard, United Way; Warden Tom Bain, County of Essex; Cindy Neman, Einstein's Edibles and Ford City; Stephen MacKenzie, WindsorEssex Economic Development Corp.
Neighborhood Small Business Grant – Awarded

In partnership with the United Way, SBC announced the first recipient of the Neighbourhood Small Business Grant. The $5,000 grant was awarded to Jose Gonzalez, owner of Ford City Financial located in Ford City. Jose was selected based on the merits of his business plans as well as the community benefits program he put forward. Ford City Financial is newly established on Drouillard Road and will be providing financial counselling, assistance and discounted tax rates to residents of Ford City as part of their community benefits commitment. Jose is vested in the community as a new resident and now a small business owner who wants to support his family and do good by the community he lives and works in.

Summer Company 2017 Fosters Youth Entrepreneurship

Eighteen Windsor-Essex students joined hundreds of others across the province as first-time entrepreneurs in the annual Summer Company program - a longstanding flagship program delivered in partnership with the Ontario government which provides young people 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, plus a grant of $3,000.

The program kicked off with a full-day of orientation and training in July and provided bi-weekly mentorship meetings and workshops led by local and seasoned business experts. The young entrepreneurs also partook in a variety of community festivals and events including the Walkerville Buskerville Festival. Summer Company culminated with a media wrap-up event on Aug 28th where the students pitched their businesses and presented what they have learned about “running” their own business.

The Summer Company program includes a diverse group of businesses offering services and products, such as videography, fashion, landscaping, boat cleaning, audio recording, tutoring, 3D printing, and property management.
Like a Boss: Effective Business Management Seminar

A variety of skills are required to run a business, especially a small business where the owner is expected to wear many hats and keep control over products, customer service, budgets and so much more. This full-day seminar presented by Andrew Patricio, entrepreneur, author and founder of BizLaunch - one of the largest small business training companies in North America - provided business owners practical tools for becoming an effective manager and strategies for building the right team to successfully grow their businesses.

Small Business Month Celebrations - Small Biz Expo

The SBC hosted its 3rd Annual Small Biz Expo with 75 local and independent businesses participating by showcasing and selling their one-of-a-kind products and services to the general public. Many of the participating businesses were repeat vendors of the growing and evolving expo and many are clients of the SBC. Vendors included food and beverage producers, fashions, beauty and wellness producers, artisanal products, wood furnishings, home goods and more.

In order to meet the demand by B2B service providers to participate in the Expo a B2B Entrepreneurs Lounge was introduced in 2017. The evening was designed to showcase the vibrancy and diversity of the Windsor-Essex local and independent small business sector via shopping, tasting, live entertainment and networking. Nearly 600 people stopped in to celebrate and shop local as part of SBC’s Small Business Month's Small Biz Expo.

This year’s sponsors included Royal Bank of Canada, Libro Credit Union, Ministry of Economic Development and Growth, and Canada Business Ontario.
Supporting Food Entrepreneurs, Producers and Processors

As part of SBC’s Agri-Food Business Builder Project and in response to the growing demand by food entrepreneurs in the region, SBC hosted two complimentary and informative seminars.

One seminar titled “From Recipe to Retail: The Steps to Successful Food Commercialization” was presented by consultants with NSF International and designed to provide scientific and technical information regarding packaging, food and label compliance, nutrition facts, and product and process development requirements.

The second seminar titled “How to Get More Windsor-Essex Products in the Shopping Cart” was presented by Peter Chapman of SKUfood. Peter’s experience includes both sides of the desk. Prior to working with suppliers and launching SKUfood, Peter worked for 19 years with Canada’s largest food retailer, Loblaw. His engaging and educational presentation was designed to help our local food entrepreneurs to be savvier and know what the right approach should be in getting more products retail ready and in the shopping cart. Distribution channels, access to markets, changing consumer tastes and trends in the retail space were just some of the topics addressed.

Nearly 60 startups and stage two companies were in attendance for both sessions and expressed a high level of satisfaction with the quality of the speakers and expertise provided.

Shortly after participating in the programs, one of the participants secured shelf space for their product with Sobeys.

PLUG IN to Music Windsor-Essex Event

WE EDC and SBC supported the WindsorEssex Music Advisory Council by hosting PLUG IN to Music Windsor-Essex. This event focused on showcasing local resources designed to help music businesses thrive in our region. Attendees heard about funding resources, business planning, and cross-border opportunities for local artists and businesses. The event also provided an opportunity for attendees to network with other music professionals at our region’s first music business ecosystem mixer.
**IEDC 2017: Spotlight on Windsor-Essex**

During the Annual International Economic Development Council (IEDC) Conference, held in Toronto on Sept. 19, 2017, SBC was presented with a Gold Award - Excellence in Economic Development for their monthly Small Business E-newsletter and a Silver Award for the SBC website. The SBC is proud of this honour which not only recognizes excellence in economic development and outstanding service to the local region, but also highlights our projects and marketing tools to other communities which can be used as a benchmark globally. Natasha Marar, Business Advisor was selected to participate as an expert panelist during a plenary session titled “How the Creative Industries Support Core Industry Development”. She presented the organization’s efforts to support the growth of the creative economy as well as develop an economic strategy to foster the growth of the music ecosystem. Over 200 international professionals attended the session and therefore this provided an excellent opportunity to share best practices and highlight the Windsor-Essex region.

![Natasha Marar presents at the IEDC conference in Toronto ON](image)

**Navigating the Border for Musicians and Music Workers Event**

WE EDC and SBC in partnership with the Arts Council of Windsor & Region hosted a panel of experts to offer insight into crossing the border as a musician and music worker. Panel guests included representatives from the Canada Border Services Agency and U.S. Customs Border Protection, touring artists, sound engineers, and the president of the local musician’s federation. Over 45 attendees had the opportunity to hear from the experts and ask questions on in-depth subjects such as: visa and immigration requirements, tax regulations, border crossing etiquette and more. In 2017, the Music Windsor-Essex initiative has connected with over 200 local musicians and music workers. The BR&E and SBC teams recognize an increase in services being accessed by creative based small and medium-sized businesses.
2017 Celebrating Success

- 11,807 inquiries received
- 1,362 business consultations
- 112 seminars/workshops
- 122 business start-ups
- $40,000 grant funding facilitated
- $154,000 youth funding facilitated
- 2,036 attendees
- 114 business expansions
- 465 jobs created
- OUTREACH
Marketing & Communications

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

2017 HIGHLIGHTS

ADVERTISING CAMPAIGNS

Branding the Windsor-Essex Region Locally, Nationally and Globally

Two marketing pieces in Site Selection Magazine were developed to promote the Windsor-Essex region. The magazine has a global reach to over 60,000 expansion planning decision makers - CEOs, corporate real estate executives, facility planners and site selector consultants to corporations. The focus of the investment profiles was to highlight the region’s advantageous location as one of Canada’s busiest trade corridors with the U.S. market. CenterLine (Windsor) was featured and a quote from Phil Campbell, VP of Sales was included to encourage other business leaders to consider investment in the Windsor-Essex region. The second profile focused on the Agri-Business and Food Processing sector in the Windsor-Essex region. Marketing also arranged for interviews with Vic Neufeld, CEO, Aphria and Jim Stanski, Vice President of Operations, Pernod Ricard (Hiram Walkers and Sons). See the articles at: siteselection.com/issues/2017/jan/ and siteselection.com/issues/2017/may/
A full-page advertisement was placed in the 2017 winter edition of Lead Reach and Connect - the official Automotive Parts Manufacturers Association magazine. The magazine was distributed to a circulation of over 900 industry executives and suppliers nation-wide as well as at the annual Canada-USA Automotive dinner held in Detroit, Michigan.

Marketing placed a full-page ad and an editorial piece in the Perspective Agriculture, Food and Beverage edition to promote this sector in the Windsor-Essex region. Over 156,000 copies were distributed within the Globe and Mail newspaper as well as to over 100 Federal Consulates, Embassies, and High Commissions worldwide. Copies were also sent to the Prime Minister’s Office and every MP and MPP. This was an opportunity to highlight the reasons that companies are choosing to invest in the Windsor-Essex region.

The Marketing department developed a 12-month digital and print marketing campaign for placement in the Windsor Star and Biz X Magazine to promote SBC programs and to feature clients.

• A testimonial ad campaign promoting the Summer Company program in March and in April, the focus was to highlight the Small Business Centre’s 25th Anniversary as well as launch an SBC video.

• An ad was placed in the May edition of Biz X Magazine and featured Envirodrone, a local company, SBC client and Starter Company grant recipient.

The Marketing team developed creative advertisements for print, online, and social media for “Due Southwest” a special tabloid produced by The Windsor Star and distributed to 25,000 National Post readers in the GTA. Additionally, a print ad to promote the buywindsressex.com website was developed and placed in two publications - Canadian Association of Mold Makers Official Association Magazine Directory and the Canadian Tooling Machining Association View Magazine.
SIGNATURE EVENTS

Marketing developed and executed plans to support two major signature events – Emerging Technologies in Automation Conference and Trade Show and the 3rd annual Small Biz Expo. Marketing elements included: event management, promotional materials, delegate registration website management, and integrated media campaigns.

A marketing strategy was developed to launch the Foreign Trade Zone (FTZ) Point designation. Marketing elements included a media conference with the Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development and Minister responsible for FedDev Ontario making the formal announcement, the development of a micro website (windsessexftz.com), digital ads for placement in the U.S. followed by organizing FTZ workshops for the region's businesses.

Economic Development Week
Businesses Take the Survey

To promote Economic Development Week in the region, a marketing strategy was developed and included collateral material, print ads as well as a digital ad campaign, a communication plan and media relations. As a result, significant media interviews took place, and a full page feature story appeared in the March edition of Biz X Magazine.

Showcasing the Windsor-Essex Region

Marketing supported the BA team to host Site Selector consultants from the U.S. by working with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to organize a FAM tour focusing on Agri-Business and Food Processing within the Windsor-Essex region. The local industry was most cooperative and helped make the FAM tour a great success. The Site Selectors toured locations throughout Windsor-Essex that included Aphria Inc., Mucci Farms, Cooper’s Hawk Vineyards, Harrow Research and Development Centre, and the Gordie Howe International Bridge Customs Plaza currently under development. For the final evening Marketing organized a reception, dinner, a tour and product tasting at Hiram Walkers & Sons Ltd. that allowed the consultants to network further with this sector, government officials and WE EDC board members.
WEBSITE & SOCIAL MEDIA STATS

@weecdev
New Twitter Followers - 488
Total Twitter Followers – 3,070
No. of Tweets – 740
No. of Mentions – 990

@SBCWindsorEssex
New Twitter Followers – 240
Total Twitter Followers – 1,109
No. of Tweets – 220
No. of Mentions – 317

/WindsorEssex
Facebook Fans – 2,173
Facebook Likes – 173
Total Posts – 754
Total Impressions – 762,774

/SBCWindsorEssex
Facebook Fans – 2,430
Facebook Likes – 516
Total Posts – 364
Total Impressions – 1,073,146

/Windsorexseconomic-development-corporation
Total Followers – 898
New Followers – 479
Total Engagements – 1,904

Choosewindsorexse.com
Users – 20,556
Pageviews – 57,181
New Visitors – 87%
Returning Visitors – 13%

Site Visits By Country
- Canada – 72.67%
- USA – 14.64%
- India – 2.09%
- Venezuela – 1.76%
- China – 1.07%
- Other – 7.77%

WindsorEssexSmallBusiness.com
Users -17,911
Pageviews – 66,017
New Visitors -17,637
Returning Visitors – 3,398
MEDIA RELATIONS

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

Cavalier Tool & Manufacturing Ribbon Cutting and Media Conference

Priority Neighbourhood Grant Announcement

Industry Roundtable and Media Conference with Premier Kathleen Wynne & Minister Brad Duguid

Ontario Premier, Kathleen Wynne and Minister of Economic Development & Growth Brad Duguid meet with regional industry reps

WE EDC CEO Stephen MacKenzie with Ontario Premier & Minister of Economic Development & Growth during a media conference

Penske Truck Leasing Grand Opening - Talius

New Company Announcement - Talius

City of Windsor Mayor Drew Dilkens at the Penski media event

Kelly Cahill, CEO, Talius; Jason & Brooke Watorek, Owners, Talius Ontario; Matt Johnson, Economic Development Officer, City of Windsor
PUBLIC RELATIONS

In 2017, the Marketing department proactively identified events and sponsorships with speaking opportunities for WE EDC’s senior management team that met target markets and provided maximum exposure for the Corporation.

Examples include:
- Amherstburg Chamber of Commerce Business Excellence Awards
- Leamington Chamber of Commerce Business Excellence Awards
- Windsor-Essex Regional Chamber of Commerce Business Excellence Awards
- Windsor-Essex Regional Chamber of Commerce Tech Week
- Hacking Health Windsor-Detroit Event
- International Economic Development Council Conference
- Automotive Parts Manufacturers’ Association Conference

Conference Board of Canada - 2017 Windsor-Essex Business Outlook Conference

The WindsorEssex Economic Development Corp. partnered with the Conference Board of Canada to bring the 2017 Windsor-Essex Business Outlook Conference to the region for the first time. Marketing assisted with creating marketing materials and communicating this conference thru social media channels. As well as, profiling WE EDC partners and funders as speakers including City of Windsor Mayor, Drew Dilkens; Essex County Warden, Tom Bain; WE EDC Board Chair, Marty Komsa; and

WE EDC CEO, Stephen MacKenzie. Marketing also arranged for a panel discussion with a focus on Cross-Border Commerce with Rakesh Naidu, WE EDC; Tim Galbraith, Cavalier Tool and Manufacturing; Dr. Bill Anderson, Cross Border Institute; and Mary Ann Wenzler-Wiebe, Business Development Bank of Canada. Over 85 registrants attended and significant media coverage with interviews took place.
COMMUNICATIONS

The Marketing department develops and distributes media releases on behalf of WE EDC to strengthen brand image, promote the region’s assets and to communicate investments in Windsor-Essex. Through the strategic use of the corporate website, e-mail and social media, communications are delivered to expand the public’s knowledge of the region by instantly reaching millions of people around the world.

Survey Results from Economic Development Week

In consultation with regional partners, marketing prepared and distributed a media release to announce the results of the consolidated regional business survey that highlighted the growth and local business priorities. The information was reported by the local media and included several interviews with WE EDC’s CEO Stephen MacKenzie and with Workforce WindsorEssex. Read the media release: https://bit.ly/2rNk6kV

2016 Annual Report and Annual General Meeting

Marketing managed content development and design for the 2016 Annual Report that was distributed at the Annual General Meeting held on June 20, 2017. The Annual General Meeting was held at the Fogolar Furlan Club with over 125 people in attendance representing stakeholders, funders, government officials and business leaders from the Windsor-Essex region. Marketing coordinated all details for this major corporate event that included event management and media relations. There were significant media interviews and coverage from television, radio and print media.

Corporate Website Refresh

The refreshed corporate website has now been launched and will continue to be a work in progress as we receive new images from regional businesses and the municipalities. Visit www.choosewindsoressex.com
MEDIA RELEASES

Marketing prepared the following media releases and arranged interviews for the WindsorEssex Economic Development Corporation CEO and departments with local and national media:

- **CEO of WindsorEssex Economic Development Joins an International Economic Development Committee**
- **Mayor of Tecumseh Welcomes New Company to Town**
- **Young Adult Representative Joins the WindsorEssex Economic Development Board**
- **Cavalier Tool & Manufacturing Inc. Expands with Support from City of Windsor's Community Improvement Plan**
- **WindsorEssex Economic Development Corporation and the Small Business Centre Announce Research Findings from the WindsorEssex Music Strategy Report**
- **New Software Consulting Group Opens North American Office in the Town of Tecumseh, Ontario**
- **United Way/Centraide Windsor-Essex and the Small Business Centre Announces New Regional Grant Program to Support Priority Neighbourhoods**
- **Results of the Consolidated Regional Business Survey Highlights Growth and Local Business Priorities**
- **Essex County Warden, Tom Bain is the Incoming Chair of the WindsorEssex Economic Development Corporation**
- **Preparing for the Renegotiation Of NAFTA Local Organizations Collaborate to Benefit Windsor-Essex**
- **The WindsorEssex Small Business Centre Supports Local Enterprising Young People Start Up and Run Their Own Summer Business**
- **Windsor-Essex, Ontario, Canada Recognized as One of the Top 10 Locations for Investment in Canada**
- **Manufacturers and 604 Students Come Together to Celebrate Manufacturing Day**
- **Record Number of Local Vendors Participate in the Small Biz Expo 2017**
- **Over 300 Delegates Attend The 2nd Annual Emerging Technologies In Automation Conference And Trade Show**
- **A U.S. Manufacturer - PCS Company Opens a Distribution Centre in the Town Of Tecumseh, Ontario**
- **New Business - Ford City Financial Opens In Ford City Business Neighbourhood**
Board of Directors 2017-18

Chair     Warden Tom Bain, County of Essex and Mayor, Town of Lakeshore
Vice Chair    Tal Czudner, General Manager, Essex Golf & Country Club
Secretary/Treasurer   Peter Roth, Former Managing Partner Roth Mosey
Director    Mayor Drew Dilkens, City of Windsor
Director    Tom O’Brien, President, Cooper’s Hawk Vineyards
Director (from Aug 2017)  Chris Savard, General Manager, Devonshire Mall
Director (from Aug 2017)  Paul Mastronardi, Red Sun Farms
Director    Terry Rafih, Chairman & CEO, Rafih Auto Group
Director    Diane Reko, Chief Executive Officer, Reko International Group
Director    William Willis, Founding Partner, Willis Law
Director    Kyrsten Solcz, Executive Director, Solcz Family Foundation

Term ended June 2017
Chair - Martin J. (Marty) Komsa, CEO, WFCU Credit Union
Director - Nicole Anderson, University of Windsor, Odette School of Business
Director - Peter Quiring, President, Nature Fresh Farms

Staff 2017

Executive Director, Institute for Border Logistics and Security          Susan Anzolin
Office Management Coordinator                                          Kathy Bellamy
Economic Development Coordinator (to February 2018)                   Adam Castle
Executive Liaison                                                       Holly Connelly
Business Attraction Specialist                                         Ed Dawson
Director, Marketing & Communications                                  Lana Drouillard
Business Ombudsman                                                       Marion Fantetti
Director, Business Attraction                                         Joe Goncalves
Director, Business Retention                                           Lee McGrath
Chief Executive Officer                                                C. Stephen MacKenzie
Chief Operating Officer                                                 Rakesh Naidu
Economic Development Officer                                            Wendy Stark
Marketing & Communications Coordinator                                 Lina Williams

Staff 2017 smallbusinesscentre

Business Advisor (from December 2017)                                  Cassandra Capacchione
Executive Director                                                      Sabrina DeMarco
Youth & Entrepreneurship Advisor                                       Myrtle Donnipad
Manager, Small Business Centre (from December 2017)                     Shannon Dyck
Business Advisor                                                        Natasha Marar
Information Coordinator (from March 2018)                              Gina Meret-Dybenko
Youth Entrepreneurship Coordinator (to Sept 2017)                      Sandra Vasquez
## Financials

Extracted from the annual audit reports issued by BDO Canada LLP

### Statement of Financial Position

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<thead>
<tr>
<th></th>
<th>Actual 2017</th>
<th>Actual 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$1,113,661</td>
<td>$1,361,651</td>
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<tr>
<td>Property, Plant and Equipment</td>
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<td>36,433</td>
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<tr>
<td><strong>Total Assets</strong></td>
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<td>$1,398,084</td>
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<td>Accounts Payable and Accrued Liabilities</td>
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<td>$151,892</td>
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<td>Deferred Revenue</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td>749,500</td>
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<td>Net Assets:</td>
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<tr>
<td>Invested in Capital Assets</td>
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<td>Internally Unrestricted</td>
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<td>112,151</td>
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<td>Internally Restricted - Development</td>
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<td><strong>Total Net Assets</strong></td>
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<td>$648,584</td>
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<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td>$1,130,105</td>
<td>$1,398,084</td>
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### Statement of Operations

For the year ended December 31, 2017

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<thead>
<tr>
<th></th>
<th>Actual 2017</th>
<th>Budget 2017</th>
<th>Actual 2016</th>
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<td><strong>Revenue:</strong></td>
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<td>Core Funding</td>
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<td>$2,167,932</td>
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<td>641,160</td>
<td>709,678</td>
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<td>Other</td>
<td>38,478</td>
<td>14,600</td>
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<td><strong>Total Revenue</strong></td>
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<td><strong>Expenses:</strong></td>
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<td>Salaries and Benefits</td>
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<td>1,474,922</td>
<td>1,221,603</td>
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<tr>
<td>Small Business Centre Events and Special Projects</td>
<td>739,336</td>
<td>354,500</td>
<td>553,236</td>
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<tr>
<td>Administration</td>
<td>328,279</td>
<td>340,485</td>
<td>396,417</td>
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<td>Development and Other Support Programs</td>
<td>597,734</td>
<td>534,298</td>
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<td>Media and Special Events</td>
<td>133,989</td>
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<td><strong>Excess Revenue Over Expenses</strong></td>
<td>$24,945</td>
<td>$(4,713)</td>
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<td>628,575</td>
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<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>$673,529</td>
<td>$643,871</td>
<td>$648,584</td>
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