Windsor-Essex: The Most Business-Friendly Community
Windsor Family Credit Union is proud to sponsor today’s Annual General Meeting

A financial institution that stands out from the rest

WHY WINDSOR FAMILY CREDIT UNION (WFCU)?
At WFCU, our members are our top priority. We take pride in providing the best and broadest range of services, accessible at your convenience. Our professional and dedicated staff offer a complete range of financial, Investment, Insurance and Trust Services to meet your needs including:

THE PERSONAL 1 FREE CHEQUING ACCOUNT
For absolutely no monthly fee, members receive unlimited in-branch withdrawals, chequing, electronic and pre-authorized debits, debit card transactions, bill payments made anywhere including online, over the telephone, in-branch or at an ATM. Members are not charged by WFCU for withdrawals at ATMs in Canada or around the world.

THE MOST FLEXIBLE MORTGAGE
WFCU’s mortgage is one of the most flexible products on the market. Choose from a fixed or variable rate, flexible payment options including weekly or bi-weekly payments and generous prepayment privileges. Fixed rate terms are available from six months up to seven years.

COMMERCIAL SERVICES
WFCU offers a full range of products and services for your business including loans, mortgages, operating lines of credit, electronic and online services, investment and insurance services and our market leading The Business 1 Free Chequing Account!

EXPERIENCE THE DIFFERENCE!
WFCU’s retail locations feature a service environment not found in most other financial institutions. Experience the WFCU difference with our Friendly Greeter, Café Lounge Area, No Teller Lines, Private Offices for all financial assistance, ATMs and some locations have Drive-Thru Banking.

WFCU’S SIMPLE SWITCH PROGRAM
Switching to WFCU is easy because we do all the work for you, from automatic transfers to scheduled payments. We even refund up to $20 in transfer fees if charged by your current financial institution. We make moving your accounts as seamless as possible.

WFCU
Windsor Family Credit Union
519-974-3100 WFCU.CA

Visit our newest retail location in Downtown Windsor at 300 Ouellette Avenue starting June 25, 2014.
Table of Contents

Message from the Chair of the Board ........................................................................................................4
Message from the Mayor, City of Windsor ................................................................................................5
Message from the Warden, County of Essex .............................................................................................6
Message from the Chief Executive Officer ..............................................................................................7
2013 Highlights: Business Development ................................................................................................8
2013 Highlights: Small Business Centre ................................................................................................16
2013 Highlights: Marketing & Communications ....................................................................................18
Corporation Staff ......................................................................................................................................22
Corporation Board of Directors .............................................................................................................22
Financial Statements .................................................................................................................................23
Message from the Chair of the Board

As Chair of the WindsorEssex Economic Development Corporation Board of Directors, I am pleased to submit the 2013 Annual Report.

Commencing in January 2013, an Executive Panel made up of four members of the Board that included Windsor Mayor, Eddie Francis; Essex County Warden, Tom Bain; Shelley Fellows and myself was established as the interim leadership team and acting as the liaison with the staff. As well, Rakesh Naidu, in addition to his role as the Vice President of Business Development, became the Acting Chief Operating Officer reporting to the Executive Panel of the Board to ensure there were no interruptions in human resource procedures, policies and with the priorities of the Economic Development Corporation. Throughout this transition period the very capable staff at the Economic Development Corporation continued with their professional work ethic, focus and accountability within their areas of responsibility.

On May 9th, 2013 the Board of Directors was pleased to announce that former Ontario Minister of Economic Development and Trade, Sandra Pupatello, would be joining the WindsorEssex Economic Development Corporation as the Chief Executive Officer effective June 1st, 2013. Sandra's solid relationships with businesses around the globe, and inside-out knowledge of economic development within Ontario, the thorough understanding of our region's strengths and opportunities amassed over her lifetime residency here and a sincere love for her hometown and its people sent a strong signal to business: Windsor-Essex is ready to compete! An equally important announcement was also made in 2013 that has complimented the team - Rakesh Naidu was officially appointed to the role of Chief Operating Officer for the WindsorEssex Economic Development Corporation.

The Board of Directors acknowledge that 2013, while challenging, was also a very exciting year with significant business development accomplishments as detailed in this 2013 Annual Report in – Business Attraction, Business Retention and Expansion, the Small Business Centre and Marketing & Communications. The Board of Directors would like to congratulate the staff for their continuing passion, dedication and service to our community in 2013 and in the years ahead.

To my colleagues on the WindsorEssex Economic Development Corporation Board: thank you for your support and for sharing your professional expertise to benefit the WindsorEssex Economic Development Corporation and region as the team continues to aggressively seek investment for the region to further diversify our economy.
Message from the Mayor, City of Windsor

On behalf of Windsor City Council, I congratulate the WindsorEssex Economic Development Corporation for a successful 2013 calendar year. The renewed vitality and activism of the Economic Development Corp. has supported many important opportunities for economic growth in our region. We thank the collaborative assistance provided by Economic Development staff to local industry and to prospective employers. WindsorEssex Economic Development Corporation’s efforts have not gone unnoticed.

Windsor is proud of our results throughout 2013 and our improving local economic outlook. The region ended the year gaining significant ground with respect to our Canadian peers and demonstrated key signs of recovery. Windsor’s positioning post-recession has resulted in a stronger and more diversified economy. We’ve experienced year-to-year increases in population and a decreasing unemployment rate.

2014 will continue our region’s economic recovery. Construction of the Rt. Hon. Herb Gray Parkway is well under way, and the federal government has approved the new international bridge. Windsor’s FedEx-anchored cargo hub and Institute for Border Logistics and Security are set to break ground in 2014. Modernization of our transportation gateways will continue to reinforce Windsor and Essex County as the premier gateway for trade throughout North America and as a significant contributor to the national economy.

Strategic investments have done their part to create an environment truly amenable for economic growth. Over $22 million in targeted private investment has been leveraged through Windsor’s Economic Revitalization and Brownfield Redevelopment Community Improvement Plans over the last three years. Windsor anticipates further demand for these incentives going forward, creating jobs and developing long-term tax revenue.

The success of our region will be bolstered by international events, conferences, and continuing recognition. These are opportunities that deliver tremendous marketing potential to future residents and can only be harnessed by working collaboratively.

I thank WindsorEssex Economic Development Corporation for helping to tell the story of the City of Windsor and for working to improve the economies of both the City and of Essex County. 2013 has been a successful year for the organization, and I commend all of the staff of the WindsorEssex Economic Development Corporation for their continuing efforts.

Eddie Francis
Mayor, City of Windsor
Message from the Warden, County of Essex

The Board and staff of the WindsorEssex Economic Development Corporation have completed a very successful year in not only overcoming development challenges for the region, but in continuing to put forward a very aggressive strategy aimed at retaining and expanding our existing businesses and industries.

The announcement of the closure of H.J. Heinz Co. certainly presented the Economic Development team with challenges to develop plans quickly to mitigate the potentially devastating impact on the region created by this closure. Economic Development, working in conjunction with various levels of government and private industry, was able to assist in negotiations with Highbury Canco Corporation, an Ontario-based consortium of investors, to acquire the Heinz Leamington factory and become a contract packer for Heinz. As a result, over 250 jobs have been saved, in addition to new contracts being signed with many local tomato farmers.

Over the past year, the WindsorEssex Economic Development Corp. has undertaken many new initiatives. Numerous partnerships have been formed regionally and internationally, and collaboration with municipalities and stakeholders across Windsor and Essex County has continued.

The green energy sector is one that continues to expand in this region. Innovative new ways of using solar power, including the manufacturing of solar powered vehicles, is but one example.

Most recently, a new industry has begun to emerge in our region. Benefiting from our ability to provide high level security with agribusiness expertise, this region has begun to attract investors to medical marijuana growth and processing operations. This has the potential to be a new growth sector in the local economy, producing goods for the “life sciences” market.

Another recent development for the agricultural processing industry was the signing of an agreement opening up a market for locally produced tomato products to be exported to Nigeria. Discussions continue to develop more export opportunities to a number of African countries. Through perseverance, determination and active engagement, we will continue our success of attracting investment and jobs in this region.

With our American neighbours to the south, we are the gateway to Ontario and to Canada. Having extensive infrastructure projects in our region, such as the Rt. Hon. Herb Gray Parkway, there’s no doubt that the WindsorEssex Economic Development Corporation has played an important role in stimulating job creation as we position ourselves to continue to rise from the economic downturn. The County of Essex, in collaboration with the WindsorEssex Economic Development Corporation, is aimed at creating and enhancing a livable, sustainable community that is strong, vibrant and poised for growth and a world-class region for our residents to live, learn, work, play and invest. We persevere, we overcome and we succeed.
Message from the Chief Executive Officer

For the 6 months that I’ve been on board for this annual reporting, I am delighted to report that the June to December 2013 period of time was a great learning experience for me.

Economic development at a local and regional level is a ‘roll up your sleeves and get into the details’ kind of job! It wasn’t long before I felt like part of a great team here at the EcDev office. We have a very professional team who really know the business. And, they put their heart into it!

The work of economic development has changed dramatically since the recession. Emerging markets are growing tremendously compared to North America. Our challenge is discovering where the companies are that want to invest, and differentiating ourselves from our competitors.

We are finding new ways to assist the companies that are already here. It’s true that 80% of new jobs come from companies that are already here. So we are redoubling our efforts to assist our companies to expand and grow.

Finding our champions in leadership positions in Essex County was easy. We had 85% attendance at our Investment Readiness Day that brought all Mayors, Councillors and CAOs together for a day to get up-to-date information of the challenges of business retention and expansion and attraction. Their role in making us an investment ready community is paramount and we were struck by their genuine interest in our economy.

Advancing the underlying needs of our businesses is our business. Last August’s meeting with key energy agencies finally moved the issue of additional energy transmission for the County. Hydro One has now placed their request for new transmission in front of the Ontario Energy Board.

So, that’s a sample of the kind of work we do: advocacy, working with local leadership, and connecting with companies. In many years of working in this field, I’ve also learned we have to play the long game. It takes a lot of time to invest in relationships with our business clients, but it is worth it in the long run.

We have much to offer, and I’m proud to be part of a team that is dedicated to the success of the region.
Business Development

2013 HIGHLIGHTS

BUSINESS ATTRACTION

New investment announcements sometimes represent years of work by the Economic Development team, corporate and government officials and other community stakeholders. In 2013, business attraction efforts resulted in over $10 million in new investment in the Windsor-Essex Region with the initial creation of 84 jobs and an expectation that these companies will provide over 200 new jobs once they reach full capacity.

BUSINESS RETENTION & EXPANSION

An equally important function of the Business Development team is business retention and expansion. The vast majority of job creation comes from the businesses that are already resident in the community. In 2013, the WindsorEssex Economic Development Corporation conducted 138 client visits and provided outreach and communications on 587 issues and programs to our businesses in the region.

PaxAll Manufacturing Announcement: (L-R) Tanya Antoniw (Executive Director, Workforce WindsorEssex), Mario Marino (Vice President, PaxAll), Juvenal Alvarez (President, PaxAll), Sandra Popatello (CEO, Economic Development) pose at a media conference to introduce PaxAll as a new investor in Windsor-Essex.

Arada Systems Announcement: (L-R) Eddie Francis (Mayor, City of Windsor), Joe Byrne (Chair, Economic Development), Dominic Paulraj (COO, Arada Systems), Praveen Singh (CEO, Arada Systems), Rakesh Naidu (COO, Economic Development)
TOOLS & DATA

Having the proper tools and data available to help our industries grow is crucial to successful development. Throughout 2013, the following tools and systems were available:

Buywindsoriessex.com Database
This online marketing tool was designed to highlight the capabilities and promote the products our manufacturing businesses. It was expanded to include the agri-business and information and communication technology sectors. In all, 703 companies were added to the database in 2013.

Monthly Economic Monitor
This online publication provides the latest available information on regional statistics and data, employment and labour force trends, housing starts, GDP, job gains and losses, and economic forecasting by the Conference Board of Canada. It’s available in the “Work” section at choosewindsoriessex.com.

Regional Demographics Tool
Online, up-to-date demographic information is important to investors. Our regional demographics tool provides comparisons of data such as population, household income and languages spoken. It’s available in the “Work” section at choosewindsoriessex.com.

TRADE MISSIONS - INBOUND

SOUTH KOREA
During the Automotive Parts Manufacturers’ Association Annual Conference held in the region, the Business Development team hosted a delegation of manufacturers from the City of Gunsan, South Korea.

MEXICO
Representatives from BMW’s International Purchasing Office visited the region to meet with potential suppliers. The Business Development team organized a networking event and they met with 18 local manufacturing companies.
Business Attraction

In 2013, we welcomed five new companies engaged in information technology, life sciences and automotive manufacturing. We also participated in six international trade missions which resulted in well over 100 new investment leads.

TRADE MISSIONS - OUTBOUND

INDIA: GUJARAT
The Business Development team was part of Canada’s delegation to the State of Gujarat, India to attend the Vibrant Gujarat Summit. In addition to 30 one-on-one meetings, a presentation on the Windsor-Essex region was given to an audience of 200 delegates.

CHINA: JIANGYIN
The Business Development team participated in a trade mission with a local company with business and government connections in China. Presentations were made and meetings held with companies in the automotive, medical devices, R&D and advanced manufacturing sectors, which resulted in over 25 leads.

SWITZERLAND: GENEVA
Focusing on the nutraceutical sector, the Business Development team participated in the Vita Foods Europe trade show. Connections were made with companies with the entire supply chain and resulted in over 22 leads.

GERMANY: HANNOVER
As members of the Ontario Automotive Communities Alliance (OACA) and the Ontario Clean Technology Alliance (OCTA), we participated along with 6 other communities in a joint mission to Hannover Messe, the world’s largest industrial fair, which covers a wide variety of sectors. As a result, 80 leads were identified.

USA: CHICAGO
Twenty-five leads were generated by attending the OCTA trade mission to the Wind Power Conference held in Chicago, IL. Meetings were held with related companies interested in doing business in Ontario.

GERMANY: COLOGNE
Over 70 leads were identified by attending the Ontario Food Cluster (OFC) trade mission to the Anuga food processing trade show in Cologne, Germany.

Note: The Windsor Essex Economic Development Corporation is a partner in the Ontario Automotive Communities Alliance (OACA), the Ontario Clean Technologies Alliance (OCTA) and the Ontario Food Cluster (OFC). These pan-regional groups are made up of communities in Southern Ontario with a similar economic make-up that collaborate in the pursuit of foreign direct investment opportunities, such as trade missions and delegations. The Federal and Provincial governments are both full partners in these groups. By working together and pooling scarce resources, the group is able to generate a greater number of qualified leads for each community.
Key Projects & Initiatives

MANUFACTURING TASK FORCE
In 2013, the Manufacturing Sector Task Force continued to address our region’s skilled trades gap, particularly in manufacturing trades. Our region's first Manufacturing Day included open houses in several manufacturing facilities to encourage students to consider a career in the trades.

HEALTH & LIFE SCIENCES TASK FORCE
The Health & Life Science Sector Task Force was launched on May 22, 2013 to develop and expand the sector. Its members represent academia and research, hospitals, innovation and technology, nutraceutical and other industries as well as the Ontario Ministry of Economic Development, Trade and Employment.

EXPANDED KEY SECTOR DATABASE
The award-winning Key Sector Database was expanded to include suppliers in two new priority sectors: agri-business and information and communication technology.

HEINZ RAPID RESPONSE
In 2013, Leamington’s largest employer, H.J. Heinz, announced that it would close in June 2014. This spurred an Economic Development Corporation led rapid-response effort involving economic development teams from Windsor-Essex and Chatham-Kent. Municipal, provincial and federal government offices focused on preserving Heinz suppliers’ businesses while recruiting new agri-food investments to replace the losses. Economic Development identified and triaged over 60 suppliers, and continued to work with them to safeguard their business interests.

INVESTMENT READY: CERTIFIED SITE PROGRAM
We hosted an information session to launch Ontario’s Investment Ready: Certified Site Program. Over 50 people attended, including commercial realtors, business developers, land owners and municipal reps. This investment attraction program provides financial and international marketing support for industrial properties. Response to this information session was significant; of the 16 pre-approved applications received by the Ministry for Southwestern Ontario sites, nine were from Windsor-Essex.

Key Sector Database Media Launch: David Glover (President, Harbour Technologies & President, Canadian Tooling & Machining Assoc - CTMA) explains how this database is for all to use to expand into markets globally. Ontario’s Senior Economic Development Officers Terrie Romano (Germany) & Chantal Ramsay (Mexico) participated via video and they explained why data from this tool matters in the work they do internationally.

Carrie Manchuk (Program Manager, Ministry of Economic Development, Trade and Employment) presents the Certified Site Program.
INVESTMENT READINESS DAY
In the fall, the Economic Development Corporation hosted the Investment Readiness Day to help communities position themselves for local business expansion and foreign direct investment. Over 80 attended, representing the region’s municipal leadership: Mayors, Councillors and CAOs. In addition to speakers from the business community, keynote speaker was Tony LaMantia, Assistant Deputy Minister with the Ontario Ministry of Economic Development, Trade and Employment.

SKILLED TRADES GAP
The region’s skilled trades’ gap, particularly in manufacturing, was a key focus for 2013 involving industry associations (i.e., Canadian Association of Mold Makers, Canadian Tooling and Machining Association, Automotive Parts Manufacturers’ Association), local school boards and post-secondary educational institutions alongside our key partner – Workforce WindsorEssex. The focus on this issue resulted in the first “Manufacturing Day” to be held in a Canadian jurisdiction – now planned to be an annual event. Speaking opportunities at local high schools took place to promote skilled trades training to students.

POTENTIAL NEW INDUSTRY
In July 2013, Economic Development introduced a developer in the fish farming industry to a number of interested participants (investors) from our region. It is our intention to capitalize on the natural expertise that exists in our region around food processing – namely facility, logistics, buildings, energy – and put that to work for this new opportunity. While this represents one investment, we are using this as a backdrop to plan a strategy around developing this as a potential thriving fish farming cluster.
BUSINESS OMBUDSMAN

In December, Sandra Pupatello, CEO of the WindsorEssex Economic Development Corporation, announced that Marion Fantetti would head up the new Business Ombudsman role with support from the City and County Chief Administration Officers (CAOs). The Ombudsman outreach initiative – the first of its kind in Canada – will assist our businesses in navigating public policy at multiple levels of government, helping them to grow and prosper. This initiative is a differentiator for us, in being able to promote our region as the most business-friendly environment to local businesses and to investors, and sets us apart from other communities.

“We are delighted to have Marion Fantetti as a member of our team. For us that means we have another ear to the ground, connecting our businesses and our municipalities, enabling the collaboration they need to flourish.”

– Brian Gregg, CAO, Corporation of the County of Essex

“At times we are not always aware of what panic situations our businesses are faced with, so we are delighted to have more resources linking us directly with our businesses so that they can grow and prosper.”

– Helga Reidel, CAO, Corporation of the City of Windsor
The Business Development team participates in a range of conferences, seminars and workshops in order to gather information that is relevant to local interests and to explore tools that are useful to economic development. In 2013, these events included:

- Economic Developers Association of Canada’s (EDAC) Real Estate and Site Selection Seminar
- Ontario Ministry of Agriculture and Food/Ministry of Rural Affairs Analyst Training
- OMAF/MRA Performance Measurement Training
- Export Development Canada’s (EDC) Automotive Tooling Seminar
- Economic Developers Council of Ontario (EDCO) Annual Conference
- International Economic Developers Council (IEDC) Regional Conference
- Canada-US Business Association (CUSBA) events and presentations
- Harnessing Opportunities in Mexico’s Automotive Sector Growth
- Automotive Parts Manufacturers’ Association (APMA) Annual Conference
- Infrastructure Spotlight on the Rt. Hon. Herb Gray Parkway
- Odette Leadership Symposium
- Sustainable Communities Conference
- Center for Automotive Research – Management Briefing Seminar.

The WindsorEssex Economic Development Corporation provided support to local companies affected by such issues as the repeal of the industrial exception in the Professional Engineering Act of Ontario, resulting in a positive outcome, the restructuring of the Apprenticeship Training Tax Credit and its implications for call centres and advocating for energy transmission to Kingsville and Leamington.

Memberships in community organizations and industry-specific associations include:

- Automotive Parts Manufacturers’ Association
- Canadian Association of Mold Makers (board member)
- Excellence in Manufacturing Consortium
- Windsor-Essex County Environment Committee
- iMiN Steering Committee
- Canadian Tooling and Manufacturing Association
- Canadian Manufacturers and Exporters
- Economic Developers Council of Ontario
- Economic Developers Association of Canada
- South Western Ontario Industry Education Council
- United Way Well-Being Advisory Committee
- W.E. Prosper Available Skilled Trades Task Force
- Windsor-Essex Multicultural Council
- Windsor-Essex Regional Chamber of Commerce
- Leamington Chamber of Commerce
- Amherstburg Chamber of Commerce
- WEtech Alliance
- Workforce WindsorEssex
## Website & Social Media Stats

### WEBSITE
choosewindsoressex.com

#### VISITORS
- 17,046 users
- 75,798 page views
- 32% of traffic from new visitors

#### HIGHLIGHTS
- 9,834 users
- 37,614 page views
- 30% of traffic from new visitors

#### WEBSITE VISITS by country

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>82.5%</td>
</tr>
<tr>
<td>USA</td>
<td>10.0%</td>
</tr>
<tr>
<td>India</td>
<td>1.2%</td>
</tr>
<tr>
<td>UK</td>
<td>0.7%</td>
</tr>
<tr>
<td>Other</td>
<td>5.6%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### SOCIAL MEDIA
facebook.com/WindsorEssex

#### IMPRESSIONS
- 1,900,000 impressions
- 860,500 users
- 7,700 stories created
- 6,900 posts, 1,707 Likes
- 741 new fans

#### HIGHLIGHTS
- 62,751 impressions
- 17,670 users
- 398 posts
- 162 new fans

#### IMPRESSIONS by country

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>40.7%</td>
</tr>
<tr>
<td>USA</td>
<td>3.8%</td>
</tr>
<tr>
<td>UK</td>
<td>5.8%</td>
</tr>
<tr>
<td>India</td>
<td>5.8%</td>
</tr>
<tr>
<td>Brazil</td>
<td>3.1%</td>
</tr>
<tr>
<td>Other</td>
<td>5.5%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### Retirees or soon-to-be retired people to discover all the great things about our region!

Retirees or soon-to-be retired people to discover all the great things about our region!

Retiree group plans Discover Tour
blogs.windsorstar.com

Active retirees from across Ontario are being recruited to participate in a Discovery Tour, designed to showcase Windsor-Essex attractions and convince...

### Windsor ranks as one of the top cities in Canada to raise a family.

Windsor ranks as one of the top cities in Canada to raise a family.

The Best Canadian Cities to Raise a Family
www.readersdigest.ca

When it comes to parenting, not all Canadian cities are created equal. We looked at our provincial capitals and cities with a population of over 80,000 to find you the most family-friendly communities in the country.

Ret @ sandrapupatello: CS Wind says women make fantastic welders! Meet Tracey on location with Chairman Gim!

RT @ sandrapupatello: CS Wind says women make fantastic welders! Meet Tracey on location with Chairman Gim!
The Windsor Essex Small Business Centre (SBC) is part of a network of 44 business centres and nine satellite offices that serves Ontario’s small business community. Operating locally as a department of the Windsor Essex Economic Development Corporation, the SBC has offices in Windsor and Essex, Ontario and is a one-stop source for business information, guidance and professional advice on starting and running a successful small business.

The Small Business Centre is dedicated to helping small business owners and entrepreneurs succeed in today’s ever-changing business market. SBC has the expertise to help businesses succeed – to open a business, formulate a business plan, or undergo a change in an established business.

The SBC provides information, resources and professional consultations on all aspects of a business’s needs. Last year, the Windsor Essex Small Business Centre responded to over 4,900 general inquiries and provided over 900 consultations to new and existing entrepreneurs and small business owners across the region.

Developing partnerships with the public and private sectors has become an important part of the Small business Centre’s resource network. Access to programs presented by professionals enables small business owners to connect and learn from experts in accounting, business law, marketing and human resources. In addition to a roster of on-going start-up and business planning workshops, the SBC offered a number of seminars that were very well-attended. To ensure that services are coordinated and mutually promoted for the benefit of our client groups and for the prosperity of Windsor Essex, SBC works hand-in-hand with community partners such as the University of Windsor, St. Clair College, We-Tech Alliance, We Succeed, Workforce Windsor-Essex, Self Employment Services and the Essex Community Futures Development Corporation.

Youth programming is becoming an increasingly important component of SBC’s outreach efforts and service delivery. Regularly exhibiting at job fairs and career days provides the opportunity to encourage the entrepreneurial drive to students through classroom presentations to promote self-employment as a viable and rewarding career choice. Partnering with the Self Employment Assistance Office and Essex Community Futures Development Corporation allowed SBC to once again offer the Breakfast Express Networking program, bringing entrepreneurs together to learn from each other in an informal setting.

The Small Business team promoted the very popular Summer Company program by presenting to local students and youth organizations and communicating online and through our social media channels. There were 15 summer businesses started in 2013 by enthusiastic students ages 15 to 29 from across the region. Businesses included lawn and home services, web design, headlight restorations, music therapy, fashion design and many others. The imagination and commitment of the students gives a satisfying glimpse into the next generation of business owners.

Are you between the ages of 15-29? Interested in starting your own business this summer? Summer Company may be for you!

Applications are now being accepted. Visit our website for more information:
http://www.windsoressexsmallbusiness.com/youth.cfm

### 2013 Summer Company Entrepreneurs & Mentors:

Back Row (L-R): Peng Sha (Summer Company Coordinator), Sabrina DeMarco (Executive Director, Small Business Centre), Teresa Pirzuzza (MPP, Windsor-West), Steve Renton (Student Web Developers), Asma Youssouf (ChemGuroo), Jacob Sayami (Rose City Headlights), Michael Giannotti (Giant Clothing), Daryl Driedger (Mentor - Cowlick Studios), Michael Mendonca (A Mold Apart), Matthew Bhanks (MB Entertainment), Emily Hutnik (Custom Access), Amina Mahdi (Beauty Rehab), Jordan Landridge (Digital Applied Sciences), Vincent Taylor (VinnyT’s Firewood), Parth Khanna (Intelly Inc), Tim Hamilton (Mentor)  

Front Row: Jason Aguilar  (Mentor-former Summer Company recipient), Riley Tsang (Simplistic Lawn Care – 2013 Winner of Make Your Pitch Competition), Sarah Finlayson (Sarah Fin Creative), Shelby Marchand (Sing Me An A).
The Small Business Centre remains the local delivery agent for the Canadian Youth Business Foundation (CYBF), which provides concrete support, mentoring and awards designed to inspire youth as they pursue their entrepreneurial dreams. It works closely with the Economic Development Marketing team to aggressively promote services through on-going advertising in all mediums including print, social media, web, and client contact and follow-up.

The Candy Bar is located in Kingsville Ontario. Its partners and friends, Jennifer Goeseels and Michelle Upcott, first visited the Small Business Centre in November 2013 to share their dream of opening a candy store in Kingsville. After completing their business plan and finding a perfect location, The Candy Bar opened officially in March 2014. The fun-filled shop features a wide variety of candy and confectionery appealing to kids of all ages.

Free Workshop: Blogging for Business and Profit held at the Caboto Club, lead by Shari Darling, International Award Winning and Best Selling Author/Columnist.

MEET A FEW OF OUR CLIENTS

The Candy Bar is located in Kingsville Ontario. Its partners and friends, Jennifer Goeseels and Michelle Upcott, first visited the Small Business Centre in November 2013 to share their dream of opening a candy store in Kingsville. After completing their business plan and finding a perfect location, The Candy Bar opened officially in March 2014. The fun-filled shop features a wide variety of candy and confectionery appealing to kids of all ages.

Located in Windsor’s Old Walkerville, The City Cyclery features everything for the cycling enthusiast. Started by Chris Holi and Ron Drouillard, The City Cyclery has become the go-to destination for sales, service and restoration, as well as promotion of the cycling culture to urban cyclists.

CELEBRATING SUCCESS

- 4,963 inquiries received
- 906 business consultations
- 140 seminars, workshops, 4,099 people
- 4,963 inquiries received
- 906 business consultations
- 140 seminars, workshops, 4,099 people
- 202 business start-ups
- 65 business expansions
- 310 jobs created
Marketing & Communications

2013 HIGHLIGHTS

A ‘LASER-LIKE APPROACH’

In 2013, the Economic Development Marketing team delivered tightly focused marketing and advertising aimed at enhancing business development and promoting the region. Strategic programs and activities were developed within the following areas of responsibility: media/public relations, events, advertising, sponsorship. All communications are leveraged through social media.

A number of strategic speaking opportunities were identified for the CEO, including:

- Automotive Part Manufacturers’ Association
- Brampton Board of Trade
- Toronto Region Board of Trade
- Canadian and Manufacturers & Exporters
- National Editorial Boards

OUTREACH

Business Development – Attraction, Retention and Expansion

To support our business development initiatives, a number of ad campaigns were placed in national publications including The Globe and Mail and National Post, as well as various industry magazines (Canadian Association of Mold Makers, Canadian Tooling & Machining Association.)

Media and public relations is an integral part of Marketing that provides opportunities to announce new investors to our region to garner local, national and international attention. In 2013, the Marketing team supported business development with announcements for new investments by Arada Systems, PaxAll Manufacturing Inc. and Dynamet Ltd.

In 2013, the Marketing team supported business development/attraction activities by rapidly developing strategic marketing campaigns for potential new investors, including the development of a career fair for a potential call centre, and conducted research and prepared presentations for a potential new fish farming industry.
KEY MARKETING INITIATIVES, SUPPORTING BUSINESS DEVELOPMENT

SMALL BUSINESS CENTRE

Branding
Consistent branding of the Small Business Centre is integral to reaching those thinking about starting a small business, small businesses in the midst of expansion, and to promote events and seminars focused on youth entrepreneurship and important topics for small business. A 12-month integrated advertising campaign in print, online and the development of testimonial type ads communicated that the Small Business Centre is the go-to place for professional advice and support.

Summer Company Program
A marketing and advertising campaign was developed to attract more post-secondary students to participate in the Summer Company Program. A number of communication strategies were used successfully and increased the number of post-secondary students applying and participating in the Summer Company Program. The University of Windsor student app was used as a communication vehicle reaching over 7,000 students; a 12-week television campaign ran on Cogeco Cable with in-kind value of $25,000; and a print advertising campaign ran in regional newspapers and online.

Small Business Month – October 2013
In support of Small Business Month and to encourage citizens to support small businesses in our region, a print and online advertising campaign was introduced and was leveraged with a media relations plan. As a result, a number of earned media interviews took place that heightened the services of the Small Business Centre, the economic benefits of small businesses in our region and the importance of supporting small businesses.

KEY INITIATIVES:
BUSINESS DEVELOPMENT

Toronto Region Board of Trade
In 2013, Windsor’s Mayor, Eddie Francis and Sandra Pupatello, CEO of the WindsorEssex Economic Development Corporation presented the keynote address at the Toronto Region Board of Trade (TBOT) Distinguished Speakers Series Luncheon (see sidebar). The following marketing and advertising strategies were used to promote this event and the Windsor-Essex region: sponsored full-page ads in the Globe and Mail and National Post newspapers (see back cover); Editorial Board meetings with the Globe and Mail and Toronto Star newspapers; YouTube videos to promote the region’s assets; a robust social media plan engaging regional partners and stakeholders. Extensive media coverage was earned as a result of this marketing campaign executed before, during and after the event.

10th Annual Natural Health Product Research Society of Canada Conference
As members of the event’s planning committee, the Marketing team worked with the University of Windsor’s Dr. Syriam Pandey, the Biochemistry Lab team, and with Jamieson Natural Sources Lab to assist with the development and promotion of the conference. Over 200 delegates from around the world attended.
**Sponsorships**

The decision to consider sponsoring an event or program is always strategic and must be a ‘fit’ with business development. Criteria include the following: Opportunity for the WindsorEssex Economic Development Corporation to be associated within a business development category; significant reach of our target; speaking opportunities; environment to host clients, stakeholders and/or prospective investors. In 2013, Economic Development was pleased to support the following: South Asian Centre Annual Dinner, Leamington Chamber of Commerce, Windsor Regional Chamber of Commerce, Amherstburg Chamber of Commerce, Multi-Cultural Council and the Windsor-Essex Environment Committee.

“Grown Right Here. Look For Local” Marketing Campaign

Agri-business is a strong, vibrant sector in our region; it generates jobs, creates a solid tax base and preserves our land for future generations. In 2013 we continued to support our agri-business sector by re-launching the “Look For Local. Grown Right Here” (GRH) campaign. The goal of this campaign is to consistently increase consumer awareness and demand for local foods over imported foods and beverages. Partnerships to support the campaign are integral to its success, and in 2013 our partners included the following: Essex Community Futures Corp. provided a grant towards the GRH website; Tourism Windsor Essex Pelee Island and the Essex County Federation of Agriculture (ECFA) allowed us to create a 40-page tabloid “Everything’s Coming Up Local”, and a partnership with LCBO who showcased our Essex County VQA wines throughout Southwestern Ontario. The marketing campaign included a media conference, a $10 Local Food Challenge Facebook photo contest, print and online advertising with reach of 184,000 readers and over 250,000 visitors online. The development of GRH promotional materials to support our region’s Farmers’ Markets continued in 2013. Discover local at welookforlocal.ca or at Facebook.com/grownrighthere

$10 Local Food Challenge Facebook Photo Contest Summer Campaign

in partnership with Tourism Windsor Essex Pelee Island

"Everything’s Coming Up Local" is a 40-page tabloid distributed through the Windsor Star. It was developed with partners Tourism Windsor Essex Pelee Island and the Essex County Federation of Agriculture.

Capri Pizza created the first “Grown Right Here” pizza.

Pictured at the media conference: Lina Williams (Marketing Coordinator, Economic Development); Kevork Kalaydjian (Owner, Capri Pizza); Lana Drouillard (Director, Marketing, Economic Development)
fDi Magazine is part of the Financial Times (fDi Intelligence Div.), specializing in areas relating to foreign direct investment.

The WindsorEssex Economic Development Corporation won second place for the Best FDI (Foreign Direct Investment) Strategy for Small American Cities of the Future. Promotion of the region was heavily weighted in this competition and consideration was given to how the region has positioned itself through campaigns, online presence, as well as the tools that have been created such as the Manufacturing Capabilities Database (buywindsoressex.com), an interactive searchable database that itemizes and promotes the capabilities of regional companies.

The WindsorEssex Economic Development Corporation won a Bronze Award for their Manufacturing Capabilities Database (buywindsoressex.com), an interactive searchable database that itemizes and promotes the capabilities of regional companies.

The WindsorEssex Economic Development Corporation won a Bronze Award for their corporate website (choosewindsoressex.com). The re-designed website included the delivery of a mobile-enabled site as well as improving the user’s experience.

The International Economic Development Council is a non-profit organization dedicated to helping economic developers do their job more effectively and raising the profile of the profession.

fDi AMERICAN CITIES OF THE FUTURE 2013/14
Best FDI Strategy Small City Runner-up
WINDSOR-ESSEX, ONTARIO

$100,000 Value of earned media received by converging paid and owned media

$75,000 In-kind media negotiated for clients and small business centre

2 million Number of potential investors reached*

Staff

Windsor Essex
ECONOMIC DEVELOPMENT CORPORATION

Office Management Coordinator
Community Data Analyst
Executive Liaison
Director, Marketing & Communications
VP Marketing, Operations, Community Development
Business Ombudsman
Chief Operating Officer
Director, Business Development
Chief Executive Officer
Economic Development Officer
Marketing & Communications Coordinator

Kathy Bellamy
Adam Castle
Lee Anne Damphouse
Lana Drouillard
Karolyn Hart
Marion Fantetti
Rakesh Naidu
Tracy Pringle
Sandra Pupatello
Wendy Stark
Lina Williams

small business
centre
SUCCESS STARTS HERE.

Information Coordinator
Executive Director
Programs Advisor (Essex Satellite Office)
Information Coordinator
Programs Advisor
Business Development Officer

Cassandra Capacchione
Sabrina DeMarco
Shannon Dyck
Chris Mahon
Diane Malenfant
Anne Miskovsky

Board of Directors

Chair
Past Chair
Vice Chair
Secretary/Treasurer
Director
Director
Director
Director

Joseph Byrne, Partner, Hickey Byrne Barristers
Lindsay Boyd, Director Municipal & Aboriginal Affairs, Union Gas
Shelley Fellows, VP Operations, Radix Inc.
Roy Verstraete, Managing Director, Anchor Lamina GmbH – Germany
Mike Mueller, National Managing Partner (retired), PricewaterhouseCoopers
Jim Lynn, Strategic Advisor, Libro Credit Union
Martin J. (Marty) Komsa, President & CEO, Windsor Family Credit Union (WFCU)
Eddie Francis, Mayor, Corporation of the City of Windsor
Tom Bain, Warden, Corporation of the County of Essex, Mayor, Town of Lakeshore
## Financials

*Extracted from the annual audit reports issued by BDO Canada LLP*

### Statement of Financial Position

*As at December 31, 2013*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2013</th>
<th>Actual 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Current Assets</td>
<td>$2,258,406</td>
<td>$1,779,371</td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>90,122</td>
<td>151,656</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,348,528</strong></td>
<td><strong>$1,931,027</strong></td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in Capital Assets</td>
<td>81,459</td>
<td>134,332</td>
</tr>
<tr>
<td>Internally Restricted - Development Fund</td>
<td>1,281,713</td>
<td>668,895</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>$2,348,528</strong></td>
<td><strong>$1,931,027</strong></td>
</tr>
</tbody>
</table>

### Statement of Operations

*For the year ended December 31, 2013*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2013</th>
<th>Actual 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Funding</td>
<td>$2,167,932</td>
<td>$2,162,002</td>
</tr>
<tr>
<td>Other Government Funding</td>
<td>265,078</td>
<td>309,079</td>
</tr>
<tr>
<td>Other</td>
<td>12,438</td>
<td>80,203</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$2,445,448</strong></td>
<td><strong>$2,551,284</strong></td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>$469,767</td>
<td>$638,845</td>
</tr>
<tr>
<td>Administrative</td>
<td>1,354,202</td>
<td>1,791,366</td>
</tr>
<tr>
<td>Amortization</td>
<td>61,534</td>
<td>64,536</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,885,503</strong></td>
<td><strong>$2,494,747</strong></td>
</tr>
<tr>
<td><strong>Revenue Over (Under) Expenses</strong></td>
<td><strong>$559,945</strong></td>
<td><strong>$56,537</strong></td>
</tr>
</tbody>
</table>
“Looking for a business partner that’s well connected? There’s no better partner than Windsor-Essex.”

– Sandra Pupatello, CEO, WindsorEssex Economic Development Corp. and former Ontario Minister of Industry and Trade

"There simply isn’t a better deal – anywhere in Ontario – for businesses that operate between Canada and the USA. Serviced land costs are a fraction of what you’d pay in the GTA. Housing costs are also stunningly affordable. We’re committed to having the most business-friendly environment anywhere and now, with the new $4.4B highway and international bridge in the works, locating here is an amazingly smart business decision.

Location. Location. Location. Windsor-Essex: it’s where you have to look; it’s where you need to be. We’ve made it easy: start by contacting me at sandrapupatello@investwindsoressex.com.

WindsorEssex Economic Development Corporation

WindsorEssex Economic Development Corporation is responsible for advancing economic development in the Windsor-Essex region. The main focus of the organization is to develop and execute strategies focusing on job retention, expansion and attraction – with an emphasis on youth employment and helping new businesses start up in the Windsor-Essex region.

The WindsorEssex Economic Development Corporation has a team of professional staff to assist clients with location and investment decisions by working one-on-one with businesses, to facilitate the process of locating in Windsor-Essex.