



Strategic Plan 2025 - 2028

Direction, Vision & Core Functions



Invest WindsorEssex Strategy Roadmap

Who we are:

- Lead economic development agency
- Expert in investment attraction
- Go-to organization for small business support
- Top-of-mind resource for key industry and trade support

Our commitment to the community we serve:

- We operate with trust
- We deliver exceptional customer experiences
- We recognize and embrace the diversity of business strengths in Windsor-Essex
- We collaborate for success



Strategic Priority Areas of Focus for 2025-2028

1 Revenue Diversification & Sustainability

Build sustainable funding models and demonstrate long-term value to stakeholders

2 Relationship Management & Trust

Strengthen stakeholder relationships and enhance communication with key partners

3 Value Proposition & Brand

Develop clear messaging and enhance brand recognition across the region

4 Sector Diversification & Future Sensing

Identify emerging opportunities

1 Revenue Diversification & Sustainability

BUILD SUSTAINABLE FUNDING MODELS AND DEMONSTRATE
LONG-TERM VALUE TO STAKEHOLDERS

Key Initiatives

Build a case for long term funding

- Demonstrate quantitative impact data from successful programs delivered across all departments
- Showcase regional impact from all investment facilitated
- Quarterly engagement with key funders

Sustainable revenue plan

- Establish multi-year funding agreements with key stakeholders
- Explore more creative models for revenue generation



Relationship Management & Trust

STRENGTHEN STAKEHOLDER RELATIONSHIPS
AND ENHANCE COMMUNICATION WITH KEY PARTNERS

Key Initiatives

Stakeholder mapping

- Identify and engage with relevant community groups and ecosystem partners
- Document key stakeholder priorities and ensure alignment with IWE strategy

CEO-led formalization of plan and approach

- Develop comprehensive relationship management framework
- Create accountability mechanisms and success metrics
- Establish regular review and adjustment protocols



Relationship Management & Trust

STRENGTHEN STAKEHOLDER RELATIONSHIPS
AND ENHANCE COMMUNICATION WITH KEY PARTNERS

Key Initiatives

Consistent communication with Government

- Regular engagement with federal and provincial representatives well as municipal funders
- Municipal specific reporting to demonstrate programs, support, events, investment and expansion activities throughout Windsor-Essex

City-County common meetings

- Present annually at both City and County council sessions as well as annual meetings with each municipal council
- Create shared regional priority frameworks
- Develop collaborative project pipelines



Relationship Management & Trust

STRENGTHEN STAKEHOLDER RELATIONSHIPS
AND ENHANCE COMMUNICATION WITH KEY PARTNERS

Battery Boost

- 408 participants
- 397 graduate placements to date
- 97% success rate



Relationship Management & Trust

STRENGTHEN STAKEHOLDER RELATIONSHIPS
AND ENHANCE COMMUNICATION WITH KEY PARTNERS



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The state-of-the-art facility, paired with an incredible staff, made the experience outstanding. I would highly recommend the program to anyone interested in pursuing a career in battery manufacturing. Thank you to Battery Boost for not only helping to reshape my future but also for playing an active role in making it possible.

– Frank Esposito, resident of Amherstburg

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Value Proposition & Brand

DEVELOP CLEAR MESSAGING AND ENHANCE
BRAND RECOGNITION ACROSS THE REGION

Key Initiatives

Core narrative development

- Maintain core messaging framework that aligns with regional strategy and organizational values
- Implement message repetition strategies across communication channels
- Ensure narrative consistency protocols for all communications
- Maintain brand guide and assets to ensure relevant messaging

Data collection and utilization

- Refresh and update data collection methods for accuracy
- Create quarterly impact reports demonstrating economic multiplier effects
- Develop data visualization tools and sharing protocols for stakeholder and funder reports



Value Proposition & Brand

DEVELOP CLEAR MESSAGING AND ENHANCE BRAND RECOGNITION ACROSS THE REGION

Downtown Detroit Partnership: Fall Forum



Fall Forum: Special Edition
Celebrating Connections
and Forging the Future Together
October 15, 2025



Windsor-Essex

Population:
422,630 (2021 census)

Canada's most southern region

Two-nation destination

9 municipalities including
the main metropolis
– City of Windsor

Surrounded by 160 km of
beautiful shoreline along
Lake Erie, Lake St. Clair
and the Detroit River



Value Proposition & Brand

DEVELOP CLEAR MESSAGING AND ENHANCE
BRAND RECOGNITION ACROSS THE REGION

Key Initiatives

Value proposition and brand enhancement

- Develop stakeholder engagement campaigns for brand promotion
- Create success story documentation and sharing protocols
- Launch a “Champions” program to arm board members, key investors, and other important stakeholders with standard messaging about IWE’s value and impact
- Continue to build and share digital resource libraries for stakeholders and partners

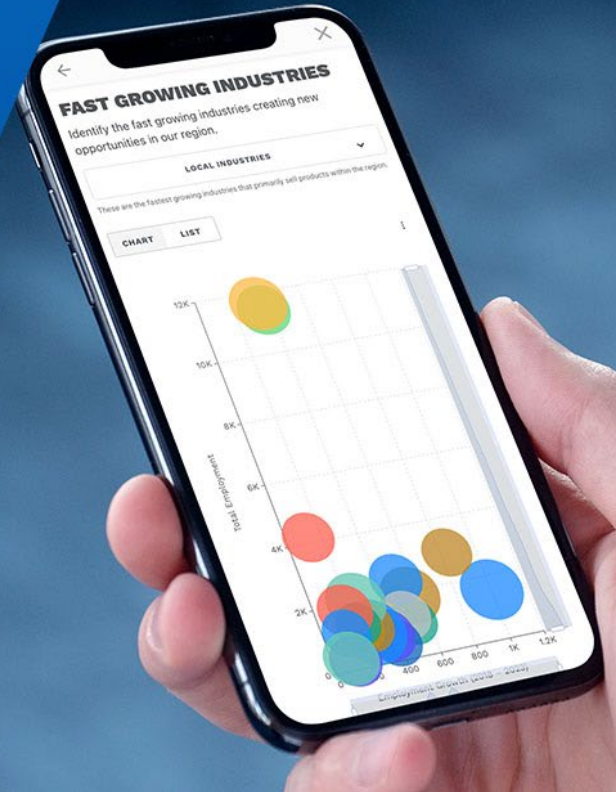


Value Proposition & Brand

DEVELOP CLEAR MESSAGING AND ENHANCE
BRAND RECOGNITION ACROSS THE REGION



Economic insight tools
to power your
next business move



Sector Diversification & Future Sensing

IDENTIFY EMERGING OPPORTUNITIES

Key Initiatives

Asset mapping and data utilization

- Work with regional economic development partners to conduct comprehensive market analysis across all sectors
- Scenario development for key sectors to identify opportunities and threats
- Create data-driven sector impact assessments
- Implement continuous sector monitoring and trend analysis



Sector Diversification & Future Sensing

IDENTIFY EMERGING OPPORTUNITIES

Roundtable with Hon. Evan Solomon: Impacts of U.S. Tariffs on the Automotive Sector in Windsor-Essex



Sector Diversification & Future Sensing

IDENTIFY EMERGING OPPORTUNITIES

Key Initiatives

Diversification and future sensing

- Work with regional economic development partners to map cluster development opportunities across the region
- Support companies in identifying diversification opportunities and provide programing and resources necessary to explore new markets
- Determine the most effective strategic resource allocation between existing and emerging sectors
- Identify sectors that can leverage existing processes and talent pools for adjacent impact
- Create sector-specific growth potential assessments
- Support companies in accessing government programs, funding and resources to increase productivity and remain competitive



Sector Diversification & Future Sensing

IDENTIFY EMERGING OPPORTUNITIES

Best Defence Conference



Ecosystem Partner Asset Map

Windsor-Essex



Provincial



Federal



We advance economic development and prosperity in the 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:

WE inform

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

WE guide

By providing answers and advice on general business practices, expansion planning, multi-national branch planning, exporting and training and educational resources.

WE connect

By helping organizations cut through red tape and we connect them with key decision makers, potential partners and funders.



CANADA

WINDSOR-ESSEX

ONTARIO

MONTREAL

CHICAGO

TORONTO

NEW YORK

DENVER

USA

DETROIT

DALLAS

ATLANTA