

# NAFTA RECOMMENDATIONS

FROM WINDSOR-ESSEX, ONTARIO, CANADA

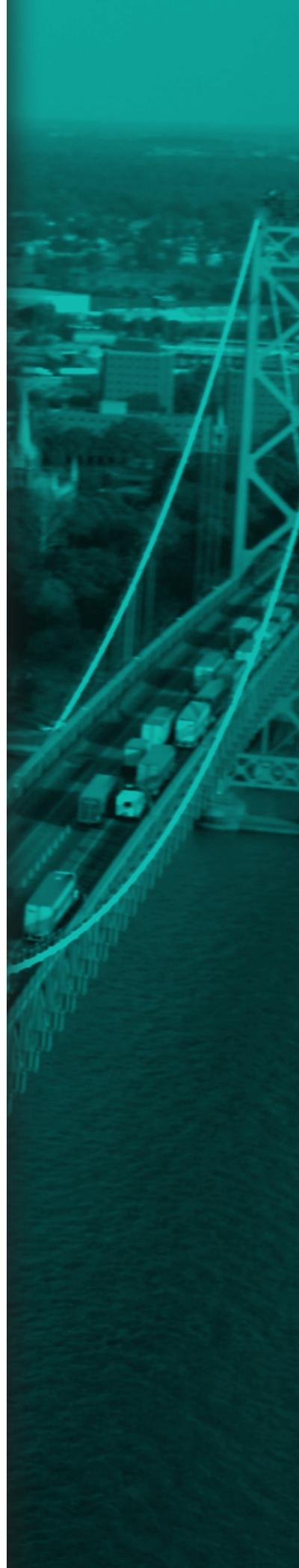


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# EXECUTIVE SUMMARY

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In August 2017, Canada, the United States of America, and Mexico launched discussions to renegotiate the North American Free Trade Agreement (NAFTA). Any change to NAFTA is critical to the community of Windsor-Essex, with far-reaching implications for its economy and workforce.

Workforce WindsorEssex, along with other local organizations, realized the importance of the **renegotiation of NAFTA** and have been closely monitoring the renegotiation process in order to provide key recommendations as to what stakeholders in the Windsor-Essex region would like to see come out of a renegotiated NAFTA. To this end, Workforce WindsorEssex, WindsorEssex Economic Development Corporation, the Windsor-Essex Regional Chamber of Commerce, the Cross-Border Institute, St. Clair College, and the Institute for Border Logistics and Security, along with provincial and federal partners came together to form the Windsor-Essex NAFTA Working Group. Committed to promote economic prosperity across all municipalities in the Windsor-Essex region, the Working Group brings together different expertise and perspectives from the community and meet as needed to discuss the ongoing renegotiation process of NAFTA and to develop recommendations for the community.

In the summer of 2017, Workforce WindsorEssex **released a survey** targeted to employers, cross-border commuters, and other interested parties to gain a better understanding of what these stakeholders would like to see in a renegotiated NAFTA. This information was used by the NAFTA Working Group to develop the thematic recommendations contained in this report.

## **Five key recommendations were made:**

- 1. Recognize the importance of Canada-US trade interdependence;**
- 2. Recognize Canada's automotive sector as a key priority throughout NAFTA renegotiations;**
- 3. Protect existing mechanisms that promote cross-border labour mobility;**
- 4. Increase opportunities for cross-border experiential learning; and**
- 5. Support region's global economic competitiveness.**





# NAFTA WORKING GROUP & MEMBERSHIP COORDINATION

On July 21, 2017, a number of local organizations met to discuss working together on a strategy to support the Windsor-Essex business community in preparation for the renegotiation of the North American Free Trade Agreement (NAFTA). Workforce WindsorEssex, the WindsorEssex Economic Development Corporation, the Windsor-Essex Regional Chamber of Commerce, the Cross-Border Institute (University of Windsor), St. Clair College, and the Institute for Border Logistics and Security, along with provincial and federal partners came together to form the Windsor-Essex NAFTA Working Group.

The tri-lateral discussions to renegotiate NAFTA offer an opportunity to update the agreement to reflect today's modern economy. Canada's trading relationship with Mexico and the United States of America is critically important nationally, and regionally. The Windsor-Essex region provides a unique perspective on the impact of NAFTA.

As part of the efforts to support the region, the Windsor-Essex NAFTA Working Group brings together important stakeholders in Windsor-Essex and outside the region to analyze the current renegotiation process of NAFTA, coordinate NAFTA-related events, and provide recommendations that are in the interests of Windsor-Essex. The Working Group also acts as a clearing house for the region's stakeholders to collaborate on initiatives, while avoiding duplicating efforts.

Since its inception, the Working Group has developed the NAFTA survey, coordinated input for submissions to advance priority issues for the Windsor-Essex region and organized several events. For example, on November 21, 2017, Parliamentary Secretary to the Minister of Foreign Affairs (Canada-US Relations), and retired General Andrew Leslie, visited Windsor to participate in two roundtable consultations with stakeholders regarding the renegotiation of NAFTA. Parliamentary Secretary Leslie participated in roundtable discussions with representatives from: the WindsorEssex Economic Development Corporation, Workforce WindsorEssex, Cross-Border Institute, Windsor-Essex Regional Chamber of Commerce, the Institute for Border Logistics and Security, Unifor, local politicians, as well as industry representatives from agriculture, manufacturing, and automotive sectors and a few respondents to the Windsor-Essex NAFTA Survey.

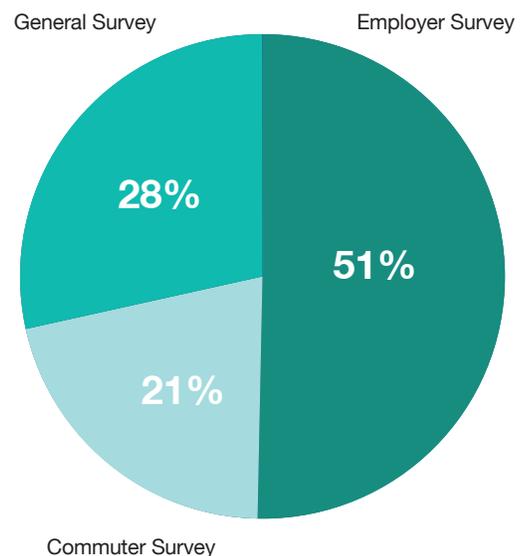
During his time in Windsor-Essex, Parliamentary Secretary Leslie participated in discussions with close to 50 participants. Topics that were discussed included: Canada's involvement in the auto industry, a second planned span of the Ambassador Bridge, and preference for a trilateral approach to NAFTA. Parliamentary Secretary Leslie also provided the attendees with an update on the NAFTA renegotiation and expressed his confidence in the talents and abilities of Canada's Negotiating Team. After the roundtable events, Parliamentary Secretary Leslie participated in a town hall event hosted by the University of Windsor's Cross-Border Institute.



## ABOUT THE NAFTA SURVEY

Workforce WindsorEssex released a NAFTA survey as part of the research process for this project. The primary goal of this survey was to receive a **minimum of 75** responses from employer stakeholders in the Windsor-Essex region. The survey was available in three formats: an employer survey, a cross-border commuter survey, and a survey for the general public. In total, the survey received **77** employer responses, **32** commuter responses, and **42** general responses. The survey presented questions to obtain a better understanding of what stakeholders in the Windsor-Essex region wanted to see come out of a renegotiated NAFTA.

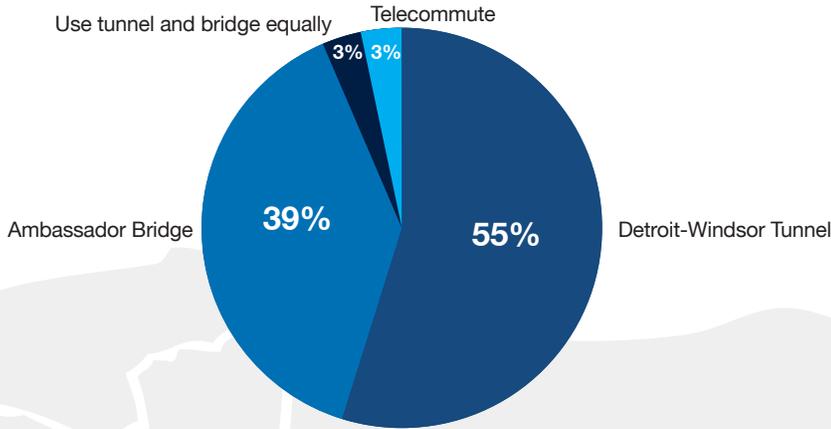
Select the NAFTA survey which is most relevant to you.



# SURVEY RESULTS

## ABOUT OUR CROSS-BORDER COMMUTERS

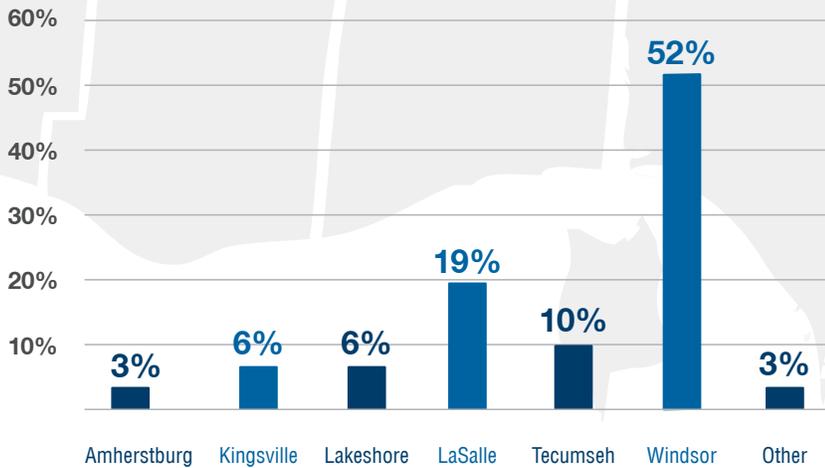
Which means of crossing the border do you use most often?



Which county in Southeastern Michigan do you commute to?

Lapeer County	3%
Macomb County	3%
Monroe County	6%
Oakland County	23%
Wayne County	55%
Other	10%

Which municipality do you live in?

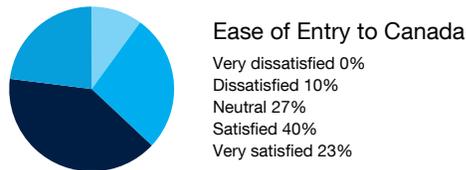
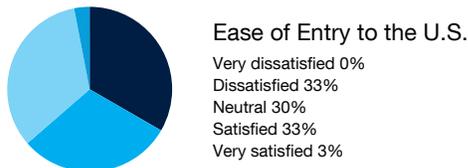
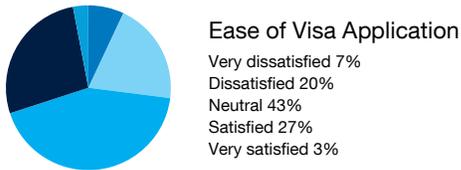


# SURVEY RESULTS

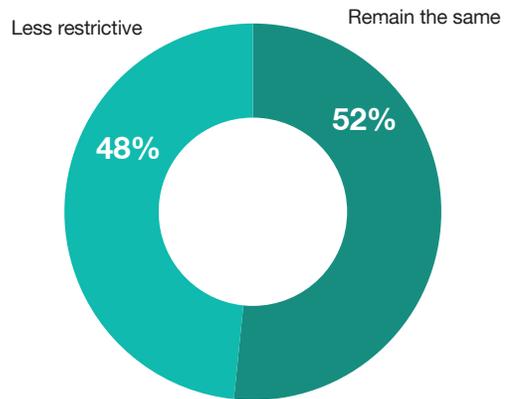
## ABOUT OUR CROSS-BORDER COMMUTERS

Please indicate your level of satisfaction with the following issues:

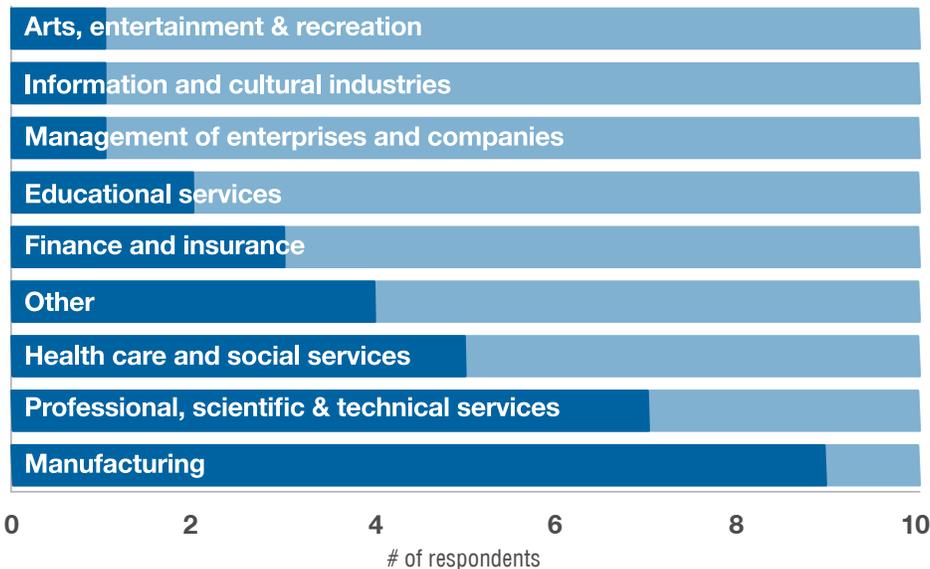
Very Dissatisfied   Dissatisfied   Neutral   Satisfied   Very Satisfied



In your opinion, should the recognition of educational equivalencies (e.g. certifications, diplomas/degrees, etc.) under the current NAFTA agreement be more restrictive, remain the same, or be less restrictive?



Which industry do you work in?



Which Visa type do you use to enter the United States to work? \*

B-2	3%
H-1B	6%
L	6%
O	3%
TN/TD	61%
Other	19% **

\*61% of respondents rely on NAFTA's Chapter 16 Temporary Entry for Business Persons

\*\* Dual or American citizens

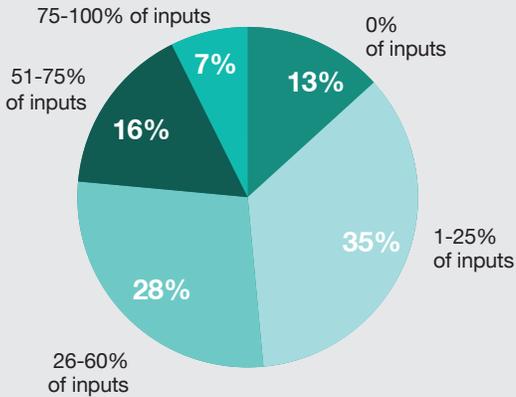
# SURVEY RESULTS

## ABOUT OUR EMPLOYERS

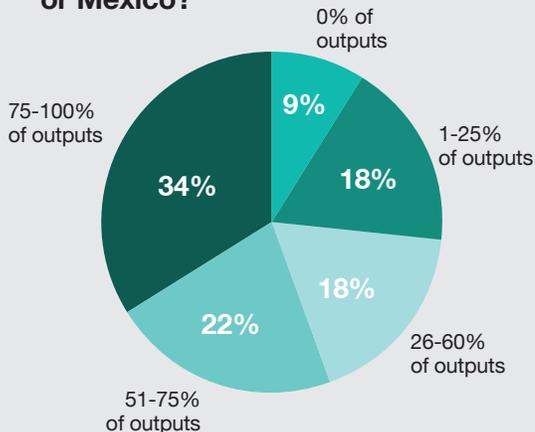
### Which category best describes your primary business operations?

Manufacturing	64%
Professional, scientific & technical services	15%
Retail trade	4%
Construction	1%
Transportation and warehousing	1%
Educational services	1%
Arts, entertainment & recreation	1%
Accommodation & food services	1%
Other services (except public administration)	1%
Other	11%

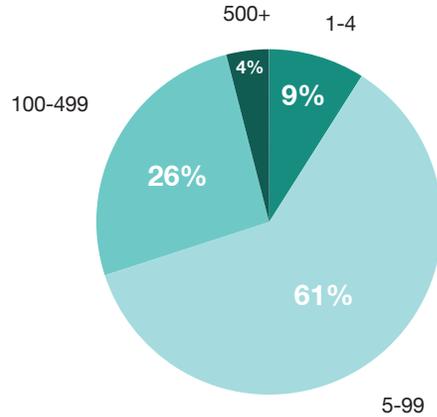
### What share of your business inputs are imported from the United States and/or Mexico?



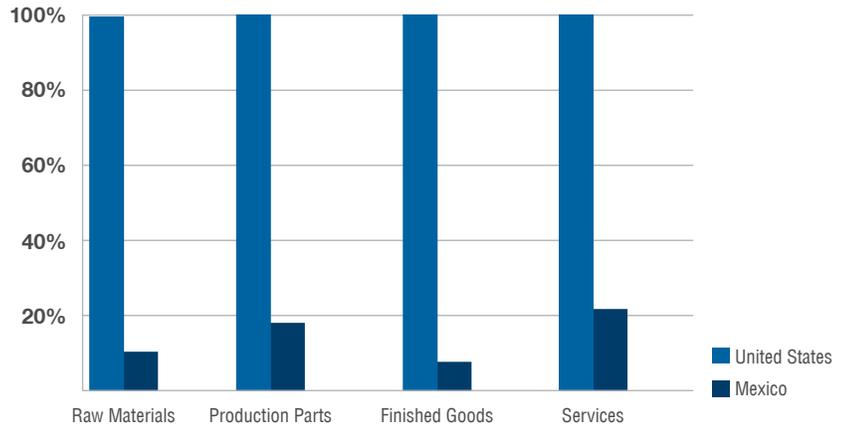
### What share of your Canadian output is exported to the United States and/or Mexico?



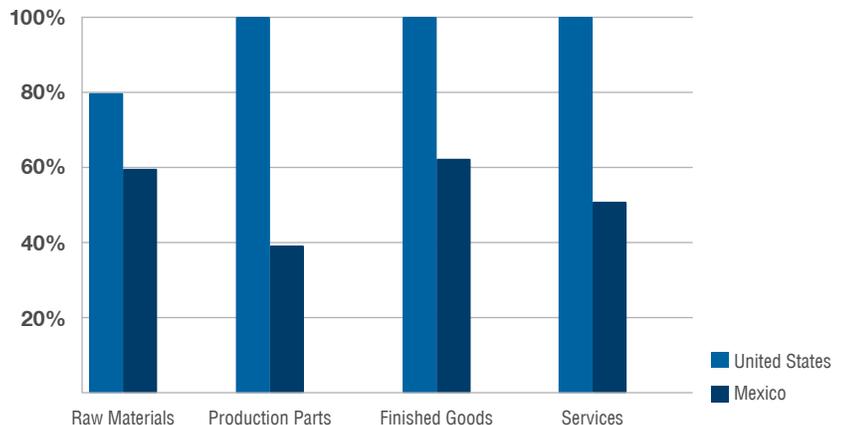
### Approximately how many employees do you have in your Windsor-Essex operations?



### What do you import from NAFTA countries?



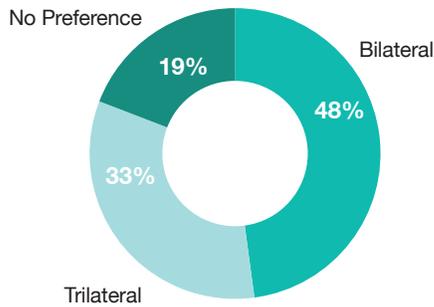
### What percentage of your company exports are sent to NAFTA Countries?



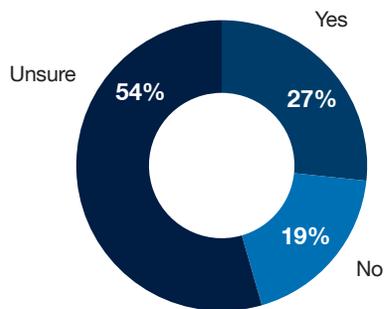
# SURVEY RESULTS

## KEY FINDINGS

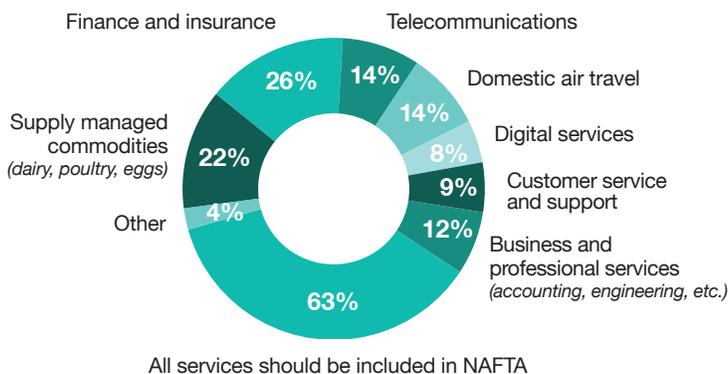
**Do you feel strongly that Canada should pursue bilateral trade agreements with the United States and Mexico separately or a trilateral agreement involving both the United States and Mexico?**



**Would you support a “negative list” approach to including services trade under an expanded NAFTA? (A negative list would specify the services NOT covered under the agreement, with the understanding that all remaining services are included)**



**Which services, if any, do you think should be excluded from NAFTA?**



**On a scale of 1-5 (5 being most important) please rank the following issues in terms of how important they are to you in any NAFTA renegotiation**

based on average scores

Modernizing customs and border processing and controls	4.48
Strengthening provisions to defend against illegal subsidization and dumping of goods	4.16
Streamlining the movement of business professionals	4.15
Maintaining an effective and enforceable dispute-resolution mechanism within NAFTA	4.15
Expanding market access within NAFTA	4.09
Eliminating non-tariff barriers to trade (licensing requirements, etc.)	4.00
Improving the transparency and coordination of regulatory measures	4.00
Ensuring cross-border servicing of equipment & machinery by the original equipment manufacturer	4.00
Administering the assessment of the rules of origin in a clear and consistent manner	3.99
Improving the recognition of educational equivalencies	3.90
Expanding the range of services covered under NAFTA	3.84
Ensuring reciprocal access to government procurement opportunities	3.83
Improving intellectual property protection and anti-counterfeiting measures	3.80
Expanding the list of NAFTA-exempt occupations permitted to work in signatory countries	3.74
Strengthening and enforcing labour and environmental obligations	3.72
Reducing barriers to digital trade in goods and services	3.69
Changing the NAFTA Rules of Origin qualifying rules	3.40
Preserving Canada's system of supply management in dairy, poultry and eggs	3.30
Preserving Canada's existing restrictions on foreign competition and investment in certain services industries (financial services, telecommunications, domestic airline services)	3.16
Eliminating other agricultural subsidies and protections	3.00

# RECOMMENDATIONS FROM WINDSOR-ESSEX

Through its NAFTA survey, Workforce WindsorEssex was able to come up with these five themed recommendations for the renegotiation of NAFTA. This recommendation section attempts to show how each of these recommendations are tied to important economic and social issues in Windsor-Essex through examples such as the similar industrial landscape of the Windsor-Essex region and Southeastern Michigan and the automotive industry partnership that both regions share.

**The first recommendation from Windsor-Essex is the promotion of Canada-US trade interdependence.**

This recommendation is especially important for Windsor-Essex because of its geographic location as a border region. Windsor-Essex is located across the Detroit River from the municipality of Detroit, allowing it close access to a prosperous economic partnership. The Windsor-Detroit corridor is one of the busiest commercial border crossings with an estimated **\$450 million** in goods between Canada and the U.S. crossing the border daily. It also handles **31%** of Canada-U.S. trade carried by truck,

which accounts for over **\$100 billion** in trade per year.<sup>1</sup> Windsor and Detroit are connected via four international crossings: a bridge, a tunnel, a ferry, and a rail crossing. However, with construction of the new Gordie Howe International Bridge expected to start in 2018, Windsor will soon be connected to the United States by five major crossings.

The NAFTA survey confirms that local businesses are buying and selling raw materials, production parts, finished goods, and services from/to both the U.S. and Mexico. The Windsor-Detroit connection allows industries in both Windsor-Essex and Southeastern Michigan to create and build on important economic ties, such as partnerships in the automotive industry. The NAFTA survey also found that **56%** of employer respondents stated **a majority** of their Canadian output is exported to the U.S. and/or Mexico.<sup>2</sup> The promotion of Canada-US trade interdependence is clearly an issue that Windsor-Essex will want to follow closely during the renegotiation of NAFTA, as it will have lasting effects on the local economy.

A great example of trade interdependence that already exists between the Windsor-Essex and Southeastern Michigan regions is shown in the automotive industry. Although this relationship was heavily affected by the financial crisis in 2008-09, there are still Canadian automotive plants, owned by companies like Ford and FCA that are still tightly integrated with U.S. facilities. Michigan is also the primary location for Canadian owned manufacturing industries tied to the automotive sector, with **50** Canadian owned facilities employing over **15,000** individuals.<sup>3</sup> As the economy still recovers from the 2008-09 crisis, the automotive industry is a shining example of how trade interdependence has existed for a long time between the two regions. A goal of NAFTA should be to promote this **trade interdependence** so that partnerships can grow and prosper more in other industries, such as the rising tech industry.



<sup>1</sup>Windsor-Detroit Bridge Authority, "Gordie Howe International Bridge project spans new horizons," last modified November 10, 2016, <https://www.wdbridge.com/en/gordie-howe-international-bridge-project-spans-new-horizons>.

<sup>2</sup>Workforce WindsorEssex, October 20, 2017, <https://www.workforcewindsor.essex.com/local-nafta-working-group-concludes-survey-offers-advice/>

<sup>3</sup>Schmidt, Doug, "Canadian auto parts makers warn U.S. on NAFTA jobs," Windsor Star, last modified April 4, 2017, <http://windsorstar.com/news/local-news/canadian-auto-parts-makers-warn-u-s-on-nafta-jobs>.



**Our second recommendation is that all economic development organizations, automotive sector representatives (business and industry associations), and local government across the Windsor-Essex region continue to call on the federal government and the Province of Ontario to recognize Canada's automotive sector as a key priority throughout the NAFTA renegotiations.**

The importance of the automotive industry in Windsor-Essex and by extension to Southeastern Michigan is not to be understated. The initial draft proposal submitted by the U.S. as part of NAFTA renegotiations, if accepted, would have a significant impact on the automotive industry within the Windsor-Essex region. This is an industry that must be a focal point of the renegotiations for Canada, the U.S., and Mexico since they all depend heavily on this integrated industry's successes and failures.

According to Statistics Canada data, the automotive manufacturing industry in Canada employed approximately 224,809 people in 2016.<sup>4</sup> The province of Ontario is responsible for providing approximately 156,682 of these jobs, which represents just under 70% of all automotive manufacturing jobs in the nation.<sup>5</sup> This employment landscape is especially evident in Windsor-Essex, as a large percentage of the region's jobs are offered in the automotive manufacturing sector with specific ties to the auto industry. Windsor-Essex currently employs approximately 13,286 people in the automotive manufacturing sector, which is **515%** above the national average, impressive for a region of its size.<sup>6</sup> More concrete examples of the importance of the auto industry in Windsor-Essex can be seen at

smaller levels within the automotive manufacturing sector. For example, there are currently **6,370 jobs** offered in motor vehicle manufacturing, a key component of the overall automotive manufacturing sector. The number of jobs offered in motor vehicle manufacturing in Windsor-Essex is 1,434% above the national average.<sup>7</sup> These jobs also lead to the creation of indirect employment opportunities.<sup>8</sup>

The importance of the automotive sector in Ontario is evident simply by the companies that choose to manufacture cars in the province. Ontario is currently home to manufacturing facilities for the following car manufacturers: Fiat Chrysler Canada Inc. (FCA); Ford of Canada Ltd.; General Motors of Canada Ltd.; Honda Canada Inc.; and Toyota Canada.<sup>9</sup> All of these companies have manufacturing facilities located in Southern Ontario. The importance of Windsor-Essex is highlighted by the fact that it is home to the FCA manufacturing facility and is considered the 'epicentre' of Canada's automotive sector. The assembly plant is Canada's largest manufacturing workplace and is responsible for employing 6,000 individuals.<sup>10</sup> Examples seen south of the border are Canadian owned manufacturing facilities in Michigan with direct ties to the auto sector, which are responsible for employing over 15,000 individuals.<sup>11</sup>

Canada's auto sector has been **deeply integrated** with that of the United States since the early 20th century, accentuated by the signing of the 1965 Canada-U.S. Auto Pact. This agreement has grown over time, and now nearly all aspects of the auto industry in Canada and the U.S. have been integrated into and are governed by the NAFTA document. This means that even minor changes to the trade agreement could have extensive effects on both countries' economies and enormous potential consequences for the industry's workforce and its

<sup>4</sup> Statistics Canada. Table 281-0024 - Survey of Employment, Payrolls and Hours (SEPH), employment by type of employee and detailed North American Industry Classification System (NAICS), annual (persons), CANSIM (database). (accessed: March 5, 2018)

<sup>5</sup> Ibid.

<sup>6</sup> Emsi Analyst 2017.3 - Employees

<sup>7</sup> Ibid.

<sup>8</sup> Emsi Analyst 2017.3 - Input-Output Year 2013

<sup>9</sup> Government of Canada. "Vehicles made in Canada 2017." Last modified: December 15, 2017, <https://www.ic.gc.ca/eic/site/auto-auto.nsf/eng/am00767.html>

<sup>10</sup> Doug Schmidt, "Windsor now home to Canada's largest manufacturing workplace," Windsor Star, last modified April 25, 2017, <http://windsorstar.com/news/local-news/windsor-now-home-to-canadas-largest-manufacturing-workplace>.

<sup>11</sup> Doug Schmidt, "Canadian auto parts makers warn U.S. on NAFTA jobs," Windsor Star, last modified April 4, 2017, <http://windsorstar.com/news/local-news/canadian-auto-parts-makers-warn-u-s-on-nafta-jobs>.

consumers across North America.

The well-being of Windsor-Essex's economy and Canada's economy as a whole depend on the success of the auto sector. Both the government of Ontario and Michigan signed a Memorandum of Understanding, "Regarding the Automotive Industry of Michigan and Ontario" in 2016, calling for **increased cooperation and partnership** between their two automotive sectors.<sup>12</sup> Ontario's Premier, Kathleen Wynne, has also addressed her concerns over the auto sector and the current state of NAFTA renegotiations. On February 22, 2018, Premier Wynne discussed the province's active and ongoing engagement with U.S. leaders on NAFTA and her efforts to explore new opportunities with individual U.S. states to create growth and improve innovation.<sup>13</sup> Premier Wynne delivered this message before her trip to Washington, D.C. for the National Governors Association, where she connected with key partners to continue building relationships and highlighting the value of Ontario-U.S. trade and partnership to our shared prosperity and regional competitiveness.<sup>14</sup>

Evidently, the auto sector is vital to the economy of Windsor-Essex. It is also vital to the overall economy of Canada and various regional economies throughout the U.S. The protection of the automotive sector and its partnership with the U.S. should be a priority for not just Windsor-Essex, but all regions of Canada regarding the renegotiation of NAFTA. Canada's economic future and the continued wellbeing of Windsor-Essex's economy depend on a thriving automotive sector. To this end, several local governments in the Windsor-Essex area have passed local resolutions affirming the need for NAFTA negotiations to take into account the importance of the auto sector.

**A third recommendation coming from Windsor-Essex is the protection and expansion of labour mobility under NAFTA.**

Windsor-Essex wants negotiators to **protect existing labour mobility agreements** while working to expand the number of professions that are eligible for NAFTA Visas.

According to the most recent Canadian Census (2016), **6,695** people living in Windsor-Essex report income from outside of the country.<sup>15</sup> The majority of these people are commuting across the border to build American-made goods, care for American patients, teach American students, and provide professional and scientific advice to American businesses through visas that exist because of NAFTA. These individuals are providing value to American (and Canadian) employers, customers, citizens, and government in the form of work and taxes. These individuals and their cross-border employment depend on rules and processes that allow their ease of movement across the border; therefore, labour mobility protections need to be included in a renegotiated NAFTA. Without NAFTA, Canadians commuting to work in the U.S. would be turned back at the border, hurting Canadian families and disrupting American businesses. Canadians are also not the only ones making the trip across the border for work. Although the numbers are smaller than Canadians crossing into the U.S., data from the U.S. Census 2009-2013 American Community Survey shows approximately 615 workers from Southeastern Michigan travel to work in Windsor-Essex.<sup>16</sup> Ultimately, the failure to protect labour mobility in a renegotiated NAFTA would hurt our bi-national interests. Canadian labour is very valuable to the U.S. economy, and vice versa, especially in a border region. As of October 2016, approximately **300** of the **1,500** nurses at Henry Ford were Canadian.<sup>17</sup> Without NAFTA, Henry Ford and other employers/businesses in Southeastern Michigan could lose

<sup>12</sup> Town of Oakville, "Protecting the Automotive Sector," retrieved February 22, 2017, <https://securepwa.oakville.ca/sirepub/agdocs.aspx?doctype=summary&itemid=55170>.

<sup>13</sup> Government of Ontario, "Premier Wynne protecting Ontario's economic competitiveness," last modified February 22, 2018, [https://news.ontario.ca/opo/en/2018/02/premier-wynne-protecting-ontarios-economic-competitiveness.html?utm\\_source=ondemand&utm\\_medium=email&utm\\_campaign=p](https://news.ontario.ca/opo/en/2018/02/premier-wynne-protecting-ontarios-economic-competitiveness.html?utm_source=ondemand&utm_medium=email&utm_campaign=p).

<sup>14</sup> Ibid.

<sup>15</sup> Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016321.

<sup>16</sup> U.S. Census Bureau, "Table 1. Residence County to Workplace County Commuting Flows for the United States and Puerto Rico Sorted by Residence Geography," 5-Year ACS 2009-2013.

<sup>17</sup> Cross, Brian, "Forced to leave town to find work, nurses return thanks to jobs at Detroit hospital," Windsor Star, last modified October 17, 2016, <http://windsorstar.com/news/local-news/forced-to-leave-town-to-find-work-nurses-return-thanks-to-jobs-at-detroit-hospitals>.



hundreds of employees essentially overnight.

Promotion of this relationship should also be supported by the fact that the Windsor-Essex and Southeastern Michigan regions possess similar industrial landscapes. For example, in 2015, **34,100** people in Windsor were employed in the manufacturing industry, while **20,500** people in Windsor were employed in the healthcare industry.<sup>18</sup> The healthcare and manufacturing industries also ranked as top industries in Southeastern Michigan, coming in as the first and third largest industries in the region in terms of employment as of 2012.<sup>19</sup> This allows for a higher potential of cross-border commuters, as the similar industrial landscapes offer the opportunity for individuals to find similar work on either side of the border. Canada and the U.S. share the largest unprotected border in the world for good reason. We are stronger together.

**The fourth recommendation from Windsor-Essex is to make cross-border experiential learning opportunities more readily available.**

Canadian, American, and Mexican students can benefit from international experiential learning opportunities, such as internships, co-ops, and other types of placements minutes away. Currently, the opportunities for Canadian students to obtain experiential learning experiences in Southeastern Michigan are quite limited. It is unfortunate that it is currently easier to get an



“  
As of October 2016, approximately **300** of the **1,500** nurses at Henry Ford were Canadian.”

educational placement in geographically distant countries than it is for students in Windsor-Essex to apply their learning in an American business or health care facility a few minutes away. The re-opening of the border for qualified students would provide more placement options closer to home. This would allow the Windsor-Essex and Southeastern Michigan regions to improve their educational relationships

<sup>18</sup> Statistics Canada, “Labour force survey estimates (LFS), employment by census metropolitan area based on 2011 Census boundaries and North American Industry Classification System (NAICS) annual (persons x 1,000),” CANSIM 282-0131.

<sup>19</sup> U.S. Census Bureau, “All sectors: Geographic Area Series: Economy-Wide Key Statistics: 2012,” 2012 Economic Census.

and allow for closer relationships between academic institutions and/or local businesses. This recommendation also underscores Windsor-Essex's unique geographic location as a border town.

Opening up these experiential learning opportunities would also allow the Windsor-Essex and Southeastern Michigan regions to build on educational programs or joint training partnerships that already exist. For example, students from the University of Windsor are offered joint programs in partnerships with universities in Southeastern Michigan, which allows students to gain knowledge on cross-border practices, policies, and industries. This further allows for students to gain unique cross-border experience that is very valuable to businesses and employers on both sides of the border.<sup>20</sup>

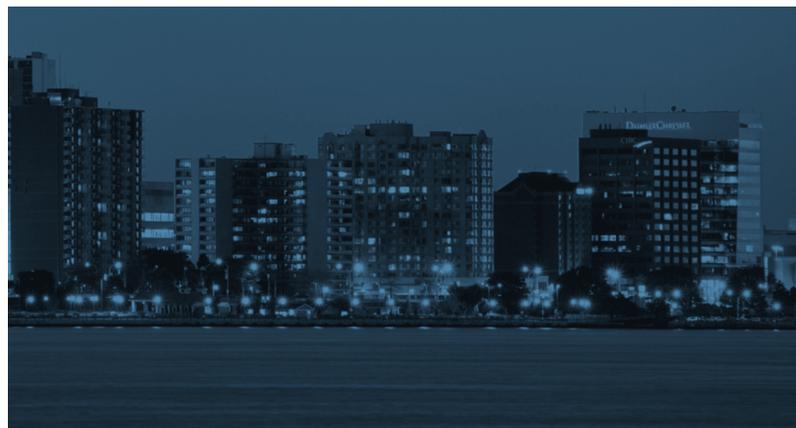
There are also partnerships that already exist in other industries, such as information and communications technology (ICT), that could greatly benefit from the re-opening of cross-border experiential learning opportunities. Hackforge is a local community organization that aims to increase the capacity of the ICT sector in Windsor-Essex. Hackforge helps leverage the ICT community in Windsor by taking advantage of the growing ICT landscape in Detroit. Detroit offers a diverse ICT employment landscape that is only minutes away from Windsor-Essex. In Detroit, these employees can develop experience working in the ICT industry. Hackforge's hope is that once these individuals have developed the necessary experience working in the industry, they will return to Windsor-Essex to start their own ICT company. This goal would be much easier to achieve if cross-border experiential learning opportunities were made more readily available.

**Our final recommendation for Windsor-Essex is a reassurance that the region will continue to compete economically on an international scale.**

Approximately **62%** of employer respondents to the NAFTA survey believe that all goods and services should be included in a renegotiated free trade agreement without special protections; only **8%** of respondents felt that digital services

should be excluded from NAFTA. However, a meaningful number of respondents still preferred to see special exemptions for two key sectors: finance and insurance (**26%**) as well as supply-managed commodities (**22%**). Also, a majority of NAFTA survey respondents (**54%**) were unsure if they would support the creation of a negative list that would specify the services NOT included under NAFTA, underscoring the sensitive consideration that must be given to such a position.<sup>21</sup> The fact that the majority of survey respondents indicated they would like all goods and services to be included under NAFTA shows that people in Windsor-Essex are willing to invite more open-market competition. However, the meaningful number of respondents who still preferred special exemptions for some sectors under NAFTA proves that individuals from Windsor-Essex also require some guarantee that their region will be the same, if not better, under such open-market competition. For example, agriculture industry leaders across Canada, including ones in Windsor-Essex, have expressed their concern that a renegotiated NAFTA should do no harm to the quality of their products and livelihood of our nation's family farms. Agriculture is a great example of an industry in Windsor-Essex that should be reassured about its ability to compete internationally, as the Leamington area houses the greatest concentration of vegetable greenhouses in North America.

We hope that these recommendations will be taken into account by government leaders and their officials responsible for the renegotiation of NAFTA. We believe these are very important recommendations for Windsor-Essex that will help to ensure the region's economic and social prosperity for many years to come.



<sup>20</sup> Windsor Law, "Canadian & American Dual J.D. Program," University of Windsor, accessed February 1, 2018, <http://www.uwindsor.ca/law/545/dual-jd-program>.

<sup>21</sup> Workforce WindsorEssex, October 20, 2017, <https://www.workforcewindsor.essex.com/local-nafta-working-group-concludes-survey-offers-advice/>

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# THANK YOU

**Workforce WindsorEssex** would like to thank the following partners on this project for their ongoing support and participation in the research and consultation process

**WindsorEssex**  
ECONOMIC DEVELOPMENT

WINDSOR-ESSEX REGIONAL  
Chamber of Commerce



Developed and Printed March 2018