

QUARTERLY REPORT
ON PROGRESS

Q1 2017

JANUARY | FEBRUARY | MARCH





DAYNA SPIRING
President & CEO

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THE WAY FORWARD FOR ECONOMIC DEVELOPMENT IN WINNIPEG

Collaboration Reinforced by Relevant Data

In early May, Economic Development Winnipeg (EDW) hosted its annual general meeting to a packed room at the Richardson Conference Centre. In addressing attendees, I emphasized two central themes that have motivated me during my first year as EDW's president and CEO: first, collaborating more effectively with the municipal and provincial governments, which is essential in a province the size of Manitoba; and second, becoming the owners of Winnipeg's value proposition and the experts at collecting, assessing and sharing applicable data with stakeholders. These are not mutually exclusive pursuits. EDW's ability to effect change depends on the successful application of these two goals in the years ahead.

When I assumed the leadership of EDW in March 2016, Mayor Brian Bowman had only been on the job for about 17 months, with Premier Brian Pallister subsequently elected less than two months into my tenure. Take a moment to consider the implications of this turn of events. We had a relatively new mayor and a brand new premier, both of whom espoused a business-centric platform promising real change for Winnipeggers and Manitobans. This revitalized political scene resonated with me and others in the business community, but more than that it presented an opportunity for me to demonstrate EDW's value to two of the corporation's key stakeholders—the city and the province—in a way that could help both governments deliver on their respective but not dissimilar mandates.

I was under no illusions with respect to EDW's influence up to that point. While my arrival at EDW revealed that vital work was underway within each of its three brands (EDW, Tourism Winnipeg and YES! Winnipeg), it's accurate to say too few people, politicians among them, understood the overall contribution EDW was making—and perhaps

more importantly, *could* make in the future—to Winnipeg's economy. I'm a firm believer in EDW's raison d'être, and it was clear to me a big part of my role would involve educating stakeholders about what we're doing now and what we *should* be doing moving forward.

Throughout the balance of 2016, via meetings at the highest levels of the municipal and provincial governments, I began to get an increasingly clearer view of why EDW, the city and the province must work collaboratively to promote economic opportunities within Winnipeg and the broader capital region. Comprised of 11 rural municipalities and the city of Winnipeg, the capital region accounts for more than 61 per cent of the provincial population and almost 68 per cent of Manitoba's economic activity. Winnipeg is a hub city unlike anywhere else in Canada, and it's incumbent upon those of us working on its behalf to consider the bigger picture. A common and renewed sense of purpose unites my team, as well as my city and provincial counterparts, and we're starting to make good things happen for Winnipeg and Manitoba.

EDW's AGM validated that the strategy sessions held in 2016 and early 2017 were having the intended effect. I reiterated the mayor's recent decision to have EDW lead an on-demand business advisory team comprised of industry and public-policy experts whose membership would change depending on the issue at hand. And with respect to the province, I made mention of the new alignment that will see EDW mirror the province's five sectors of focus: aerospace, advanced manufacturing, agribusiness, ICT and digital new media. Unlike EDW's past approach, which championed 10 key sectors, our limited resources can't continue to be spread too thin. These five sectors, together with promoting tourism to our city, represent the greatest potential to move the economic needle in a positive direction.

Capping off the formal proceedings following my remarks, both Mayor Brian Bowman and Growth, Enterprise and Trade Minister Cliff Cullen joined me on stage to take part in a panel discussion moderated by entrepreneur extraordinaire Michael Legary. We covered considerable ground in a short time, but the subtext was clear: the three of us—and the entities we represent (i.e., the city, the province and Winnipeg’s leading economic development agency)—are working together in a way that hasn’t happened in this city for a long, long time.

What does this mean for EDW? Ultimately, it means we need to deliver like never before. We need to be the boots on the ground. We need to support consequential economic development in key (not all) areas. And we need to anticipate challenges and propose solutions. The crux of how this will be accomplished lies in collecting, managing and sharing market intelligence with our stakeholders. To this end, a major internal initiative in recent months has been the complete overhaul of EDW’s institutional memory and current information-gathering practices. How we accumulate, categorize, store, retrieve and disseminate data is about to be transformed.

EDW is set to begin working in a whole new way that will exponentially improve its ability to be resourceful, relevant and responsive. Truth be told, this wasn’t the most exciting project with which I’ve been associated, but its critical importance to the future success of EDW was clear to me

at the outset and only became clearer as the weeks and months progressed. Winnipeggers will increasingly begin to take note of EDW’s efforts, and a big reason why is rooted within this admittedly unglamorous pursuit.

No other public or private entity working within the economic development space in the city—or the province, for that matter—is as equipped or as capable as EDW to serve in this capacity. With expertise stemming from interactions with businesses operating in multiple areas of the local economy through our YES! Winnipeg and Tourism Winnipeg sales groups, as well as from the detailed, up-to-date information gathered by our market intelligence group, EDW can now embrace a responsibility it arguably should have accepted years ago.

But that was then, and this is now. Given the new spirit of co-operation, I believe the time is right for EDW to help facilitate important windfalls for our city and province in the coming years.



Dayna Spiring
President & CEO
Economic Development Winnipeg Inc.



RECENT ACTIVITY ROUNDUP

Economic Development Winnipeg Inc. (EDW) is the lead economic development agency for Winnipeg, encompassing EDW, YES! Winnipeg and Tourism Winnipeg. EDW champions Winnipeg's economic growth and facilitates investment promotion and attraction, capacity building and the management of market data. EDW articulates Winnipeg's value proposition and supports targeted sector analysis, encourages community and social development, and promotes Winnipeg's diverse economy and high quality of life. EDW works collaboratively with government, academic and industry partners to stimulate Winnipeg's economy and mobilize the city's tourism attraction activities.

EDW'S BOARD OF DIRECTORS WELCOMES TWO NEW MEMBERS

SkipTheDishes' CEO and co-founder Josh Simair and Parrish and Heimbecker Limited president William (Bill) Parish have recently accepted roles with EDW's board of directors. Both are esteemed innovators in their respective fields (ICT and agri-food). Their interest in promoting economic development in Winnipeg in this new capacity speaks to the traction EDW is now enjoying in the community. Welcoming two leaders of this calibre positions the corporation even more strongly in the years ahead.

COMMUNITY LEADERSHIP

EDW's president and CEO, Dayna Spiring, currently sits on the local boards of directors for Manitoba Hydro, Wipak Ltd. and the Winnipeg Football Club (where she also acts as vice-chair). She is passionate about telling great Winnipeg stories and urges local leaders to serve as ambassadors on behalf of the city.

The start of the year officially marked Dayna's appointment to the Canadian Football League's board of governors. The first woman to serve in this capacity since former Ottawa Rough Riders general manager Jo-Anne Polak's tenure spanning 1989-1991, Dayna is thrilled to be representing the Blue Bombers on the national stage.

BUSINESS DEVELOPMENT HIGHLIGHTS: RETENTION, EXPANSION, ATTRACTION AND LAUNCH

CUMULATIVE AND CURRENT SUCCESSES

By the close of this quarter, YES! Winnipeg had supported 77 projects since its inception in 2011, which is expected to result in the creation of more than 4,470 jobs and \$560 million in capital investment at maturity.

BUSINESS DEVELOPMENT

Roquette

Manitoba's biggest business development news comes from French company Roquette, which announced its intent to establish the world's largest pea-processing plant in Portage la Prairie. YES! Winnipeg was actively involved with Roquette when it first started exploring the potential for a Manitoba facility. Expected to employ 150 full-time workers, YES! Winnipeg is excited to see that this \$400-million facility will be built in Manitoba, further strengthening the province's burgeoning food-processing industry. Subject to securing applicable permits, construction is slated to begin in the second half of 2017, with production commencing in 2019.



SkipTheDishes

Longtime YES! Winnipeg client SkipTheDishes was acquired by U.K. firm Just Eat PLC for \$110 million. It's a stellar success story, which had its beginnings just a few years ago when CEO and co-founder Josh Simair and two brothers chose Winnipeg as the site of the then-fledgling company's base of operations. Employing about 250 people today, including more than 200 people at its new 50,000-square-foot head office on Market Avenue, SkipTheDishes continues to work toward achieving aggressive growth targets from right here in Winnipeg.

LOCAL INITIATIVES

2017 Sales Plan

YES! Winnipeg is busy implementing its innovative 2017 sales plan, the first-ever plan to be supported by EDW's market intelligence and marketing/branding groups. A key initiative during the first few months of 2017 involved launching a new business retention and expansion (BRE) program. This initiative will see YES! Winnipeg conduct in-depth interviews with leading employers in the Winnipeg area to better understand the factors that could lead to additional employment and investment. YES! Winnipeg is also set to launch a new proactive protein processing agri-food sales campaign to build on the nearly \$1 billion in agri-food investment announced or already developed in recent years in Manitoba.

SPONSORED EVENTS

2017 Budget Breakfast

In late March, EDW and YES! Winnipeg welcomed Employment, Workforce Development and Labour Minister Patty Hajdu, who presented additional details of the federal government's 2017 budget at a special breakfast event hosted at the RBC Convention Centre Winnipeg. Minister Hajdu offered further insight into the Government

of Canada's innovation agenda, and she also spoke with various YES! Winnipeg partners within the education and training community.

EXTERNAL OUTREACH

Site Selectors Guild

YES! Winnipeg's Sonya Muraro attended the Site Selectors Guild annual conference from March 13 to 15 in Tucson, Arizona. This is the only association representing the world's foremost site selection consultants, and Sonya met with selected guild members who provide location strategies to global corporations spanning every industry sector and function.

Reactive Opportunities

Throughout this quarter, YES! Winnipeg and EDW jointly responded to more than 25 inquiries from companies looking for assistance with local launches, expansions and/or attractions. Some of the more notable opportunities are in the transportation/distribution and e-commerce industry sectors.

BUSINESS DEVELOPMENT HIGHLIGHTS: TOURISM

Bid Opportunities

This quarter, Tourism Winnipeg developed 28 bids for future conventions, sports and events that represent 9,264 delegates/participants and \$9.2 million in direct spending.

Sport Manitoba Forum

Tourism Winnipeg hosted a Sport Manitoba forum in January featuring guest speaker Michelle Sawatzky-Koop, a former Olympian. To help grow the tourism economy, the forum's objective was to motivate provincial sport directors to bring national competitions to Winnipeg.



SUCCESSFUL BIDS

June 2017 Women's National Soccer Game

Soccer Canada will host this matchup in Winnipeg, a host city of the successful 2015 FIFA Women's World Cup. Canada will compete against Costa Rica in this June 2017 contest, with direct spending expected to be nearly \$150,000.

Fierte Canada/Canada Pride 2020

Fierte Canada/Canada Pride 2020 will be held in tandem with the North America Continental OutGames in Winnipeg, making it one of the largest LGBTTO* (lesbian, gay, bisexual, transgender, two-spirit, queer, questioning, intersex and pansexual) celebrations in the country. Cumulative direct spending for both Canada Pride and the OutGames is projected to top \$930,000.

2017 Global Forum

This prestigious forum will be held in Winnipeg in October 2017, bringing together 300 key policy-makers from more than 30 countries. It's the first time this Paris-based Global Forum/Shaping the Future think tank will host the event in Canada. Approximately \$320,000 in direct spending is anticipated.

MEDIA RELATIONS HIGHLIGHTS

CORPORATE MEDIA

"Sub-Zero Temps Give Winterpeg an Advantage"

Capitalizing on the buzz surrounding Winnipeg's winter-city accreditation—announced via a joint press conference with Mayor Brian Bowman and EDW president and CEO Dayna Spiring—Dayna authored an analytical opinion appearing in the *Winnipeg Free Press* in February, which explains the myriad benefits of Winnipeg winters (and the cold weather) from both a recreational and economic standpoint. [Read it here.](#)

Following its publication, 680 CJOB hosts Greg Mackling and Brett Megarry interviewed Dayna on-air about Winnipeg's winter-city advantages and its new accreditation. This was also the topic when Dayna appeared as a guest speaker on the Winnipeg Chamber of Commerce's BOLD Radio series in March, and it formed the basis of a blog posted to The Chamber's website.

"2017 Property Forecast: Manitoba"

Canadian Real Estate Wealth magazine quotes Dayna extensively throughout this extended profile of the province's property forecast for the year, appearing in the January/February edition. Dayna's quotes reference Winnipeg's growing ICT sector, thanks to several burgeoning startups; the great jobs available here, which is drawing more and more talent to the city; and the fact that investors are increasingly bullish on the city, putting their money into consequential investments.

"Forward, March in Canada's Heartland"

In its Winter 2017 publication, *Commerce & Industry* magazine explores economic development initiatives in Manitoba and Saskatchewan. Dayna is quoted in the Winnipeg-specific section, which highlights several key industry sectors, among them aerospace, advanced manufacturing and ICT. Various high-profile companies (e.g., GE Aviation, IBM and HP) are referenced for their local footprint. [Check it out here.](#)

TRAVEL MEDIA

A total of 21 travel writers were hosted this quarter, including a winter group trip for nine journalists, three writers who contribute to major in-flight magazines and a writer for the Los Angeles Times. Prominent articles include:



The Los Angeles Times published an article by hosted travel writer Margo Pfeiff, entitled “Winnipeg’s Pop-Up Art—in the Form of Warming Huts—Helps You Embrace Your Inner Abominable Snowman in Style,” which captures the spirit of Winnipeg’s unique, architecturally stunning warming huts. [Read it here.](#)

The Toronto Star featured several articles by hosted travel writer Jennifer Bain, one of which was “Why You Should Spend Your Next Long Weekend in Winnipeg, Manitoba.” The city’s diverse culinary scene, must-visit world-class attractions, fascinating history and passionate hockey fans are highlighted in this getaway guide to the city. [Check it out here.](#)

The Globe and Mail published a piece by hosted travel writer Dan Clapson, who wrote about RAW:almond in an article entitled “Winnipeg’s Hottest Pop-Up Restaurant Is Also Its Coldest.” [Find it here.](#) This same restaurant was also featured in an article appearing on **FoodandWine.com** called “10 of Canada’s Best—and Most Uniquely Canadian—Restaurants.” [See what it says about RAW:almond here.](#)

MARKETING HIGHLIGHTS

ECONOMIC DEVELOPMENT

New Additions to EDW’s Ambassador Toolkit

Conveniently located online at [MyWinnipeg.ca](#), EDW’s ambassador toolkit now features a snazzy new video hosted by Ace Burpee. He sings Winnipeg’s praises and thanks the city’s leading ambassadors for their great work, many of whom make guest appearances in the video. Also new to the toolkit is a handy two-page cheat sheet featuring a snapshot of local tourism tidbits and another brief publication summarizing the best of Winnipeg’s 2017 culinary scene.

Blog and Website Revamp

A newsroom blog was launched to promote Winnipeg success stories, and EDW’s corporate website was revamped to achieve better navigation.

TOURISM

Winter Microsite Launched

A winter microsite was launched in support of a winter tourism packages and deals advertising campaign held in conjunction with Travel Manitoba’s North Dakota print ad campaign, which resulted in a significant increase in social media activity and website views.

Facebook Results

January saw the largest-ever audience on Tourism Winnipeg’s Facebook page, resulting from a Red River Mutual Trail skating video produced by in-house staff. It reached more than 850,000 people, a notable accomplishment given that the typical reach is about 10,000 people per post.

MARKET INTELLIGENCE HIGHLIGHTS

Internal Support Framework

Through its market intelligence group, EDW continues to build out its portfolio of information and data on Winnipeg’s economic value propositions and the key industry sectors supporting the economy. This quarter, several industry sector profiles (and subsectors) were delivered, including agribusiness, advanced manufacturing and ICT. This information is being used to help guide business investment attraction and expansion efforts. To gauge the corporate return on investment on both prospective and reactive investment opportunities, an internal economic impact model has been developed.



New Federal Investment Hub

EDW has been providing input to Global Affairs Canada regarding a new investment hub being set up to guide the Government of Canada's foreign direct investment (FDI) activities. EDW is providing insights into FDI opportunities in Winnipeg and the surrounding region, and is highlighting areas of focus the new hub should consider. EDW is leveraging its input through its membership in the Consider Canada City Alliance, which brings together the economic development agencies from Canada's 12 largest metropolitan areas.

Smart Winnipeg Caucus

EDW established a Smart Winnipeg Caucus several years ago, which includes community stakeholders focused on identifying smart/intelligent guiding principles and practices. The caucus is establishing a working group that will focus on leveraging open data and big data analytics to improve efficiency and investment decisions at the government level. The objective of the caucus is to move the community toward making decisions using intelligent/smart community principles to create a more competitive environment for investment.



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