



2016

ANNUAL REPORT



**ECONOMIC
DEVELOPMENT
WINNIPEG**



**TOURISM
WINNIPEG**



**YES!
WINNIPEG**



WHO WE ARE

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.



PURPOSE

To operate the foremost economic development agency by successfully competing to win business investment and to attract tourism in and around Winnipeg.

MISSION

To promote and influence economic growth in Winnipeg.

VISION

To ensure Economic Development Winnipeg is recognized as a provincial, national and international leader in creating an environment that stimulates economic growth in the city.

MANDATE

To lead, facilitate and promote Winnipeg's economic development and tourism attraction efforts.



Mike Scatliff

Dayna Spiring

Dean Schinkel

MESSAGE FROM THE BOARD CO-CHAIRS & CEO

A common theme for governments, businesses, and every reputable academic institution and industry association can be summed up in one word: accountability. Given the recent winds of change blowing south of the border, the short- and long-term consequences of which remain elusive, tackling the local and regional challenges we all face with rigour and resolve is perhaps more important today than ever before. As the three of us reflect on the past year, we're confident the decisions we've made to better align Economic Development Winnipeg (EDW) with the present and future needs of our city and province will encourage increased engagement at all stakeholder levels.

For every business, internal dynamics matter. If there's a misalignment somewhere within a company's core competencies, it often impedes success. The same is true at EDW, and this was something identified early in 2016. Admittedly, each aspect of EDW could lay claim to impressive individual triumphs. The economic development team's knowledge of business and industry groups led to consequential

relationships across all sectors. YES! Winnipeg's attraction and expansion work was an important link with Winnipeg's business community, facilitating thousands of new jobs and capital investment totaling over half a billion dollars. And Tourism Winnipeg's focus on promoting our world-class attractions and bringing special events, meetings and conventions to the city helped feed the economy and celebrate Winnipeg's unique appeal.

Despite these milestones, an obvious lack of cohesion existed inside the corporation. Viewed as a whole, EDW was not yet greater than the sum of its parts. The board and the executive team agreed that the exceptional talents working at EDW could register even more successes if they were restructured into a single, more powerful force, not three separate silos operating independently. So before turning our attention outward in new and novel ways to elicit excitement about Winnipeg, we first decided to improve our in-house operations.

This effort resulted in restructuring the corporation into collaborative teams. The market intelligence team does the homework, and it provides the foundation for everything EDW does. Equipped with this knowledge, our sales team—consisting of YES! Winnipeg and Tourism Winnipeg experts—works together to identify relevant leads. But EDW's market intelligence and sales teams need a suitable framework for their efforts. Data and statistics must be woven into a larger contextual fabric in a way that best highlights Winnipeg's key advantages for the salespeople charged with making calls and knocking on doors. This is the marketing and branding team's role.

After completing this in-house revamp, the next step involved issuing a challenge to local leaders like you. We need your help to sell our city to the world, so we made a concerted effort as 2016 drew to a close to keep you in the loop regarding the city's major infrastructure, business and tourism developments. That's why we launched MyWinnipeg.ca. It's a tool you can use to help spread the word about what it's really like to live, work and invest here. It highlights only the most consequential investments, articles, events, itineraries and eateries creating a buzz right now.

Our city deserves passionate ambassadors, and we're asking you to play a part. The three of us are doing our best to lead by example, and we've been joined by others who understand why this kind of advocacy matters. Mayor

Brian Bowman, Sandy Riley, Paul Soubry, Doug Harvey, Brian Scharfstein, Josh Simair, Paul Jordan, Barry Rempel, Dave Angus, Kevin Donnelly: these are all people you know or at least know of, and they've all answered the call to champion our city's advantages within their networks. Can we add you to this list?

When it comes to promoting Winnipeg, there can never be too many cooks in the kitchen. But we should all be sourcing the most pertinent information from the same playbook so the messaging stays consistent and relevant. Economic development is a collaborative pursuit, and Winnipeg's reputation among future visitors and potential investors is integral to capitalizing on the positive momentum experienced over the last few years. However, investors are individuals first, and their impressions of Winnipeg are framed by a host of sources and contributing factors. More than likely, they'll turn to people they trust—people like you—to help them assess potential opportunities here.

Take a look at what EDW achieved in 2016. You'll read about the 10 companies YES! Winnipeg assisted, which will combine to add nearly \$65 million and 776 jobs to our economy at maturity. You'll discover how Tourism Winnipeg supported three back-to-back conferences to Winnipeg in May/June (Centrallia 2016, the Liberal Party of Canada's 2016 biennial convention and the Federation of Canadian Municipalities annual conference and tradeshow). And who could forget the 2016 Tim Hortons NHL Heritage Classic™ in October that welcomed more than 11,000 visitors who spent over \$11 million on their Winnipeg experience?

At the end of the day, what stands out about EDW as you flip through the following pages is this: more than ever, we know what we're doing, we know why we're doing it, and we know where we're going and how we're getting there. We invite you to participate in this process with us. Yours is an important voice, and we want you to add it to ours while also holding us accountable for our results.

MIKE SCATLIFF
CO-CHAIR
PRINCIPAL
SCATLIFF+MILLER+MURRAY

DEAN SCHINKEL
CO-CHAIR
OFFICE MANAGING PARTNER
DELOITTE

DAYNA SPRING
PRESIDENT & CEO
ECONOMIC DEVELOPMENT
WINNIPEG INC.

WINNIPEG BY THE NUMBERS



REAL GDP

\$37.6 BILLION



UP 2.3% SINCE 2015



EMPLOYMENT

425,000



UP 1,000 SINCE 2015



TOTAL POPULATION

811,874

CENSUS METROPOLITAN AREA



UP 2.1% SINCE 2015



AIRLINE PASSENGER TRAFFIC

4,015,200



UP 6.3% SINCE 2015

9



AIRLINE
ROUTES ADDED



210



UP 43.8% SINCE 2015

TOTAL NUMBER OF
NEW DEVELOPMENT PROJECTS //
NEW INVESTMENTS



\$2.4 BILLION

TOTAL VALUE OF
NEW DEVELOPMENT PROJECTS //
NEW INVESTMENTS



UP 15.6% SINCE 2015

#1 MOST COST-EFFECTIVE CITY

FOR AEROSPACE MANUFACTURING IN
WESTERN U.S. AND CANADIAN CITIES

(KPMG'S COMPETITIVE ALTERNATIVES, 2016)

WINNIPEG RANKED ONE OF THE
**TOP THREE
BEST PLACES TO LIVE**
IN CANADA

-LARGE CITIES (MONEYSENSE.CA)

LOWEST BUSINESS COSTS IN WESTERN CANADA

AND LOWER THAN EVERY
U.S. CITY SURVEYED

- KPMG'S COMPETITIVE ALTERNATIVES, 2016

WINNIPEG OUTLOOK

Growth has been steady for Winnipeg's diverse economy, and the region is on track for an eighth consecutive year of expansion.

- › Winnipeg's real GDP ranking in 2016 was 12th out of 28 (census metropolitan area). In 2017, this ranking jumped to sixth.
- › Winnipeg's manufacturing sector is expected to rebound in 2017, with output growth of two per cent, up from a 0.2 per cent decline last year.
- › Output in the construction sector grew by 1.9 per cent in 2016, following two exceptional years of growth. Fortunately, numerous non residential investment projects will more than offset weaker new home construction.
- › The unemployment rate will trend lower falling from 6.5 per cent in 2016 to six per cent in 2017. It will continue to trend downward to 5.7 per cent in 2021.

* RevPar average rental income per occupied room in a given time period indicates the hotel's performance (supply available vs. demand)

INDICATORS	2017 PROJECTIONS
Real GDP (Gross Domestic Product)	+2.4% (more than \$38 billion)
Major development investments valued more than \$1 million for Winnipeg	\$3 billion
Employment	+2.1% (435,000)
Unemployment	6%
Personal income per capita	+2.4% (46,075)
Retail sales	+2.4% (\$12.2 million)
CPI (Consumer Price Index)	+2%
Overnight visitors	+3.3% (1.67 million)
Overnight visitor spending	+5.8% (\$586 million)
Hotel revenue per available room*	+3% (\$84)
Hotel daily room rate	+2% (\$127)



Downtown residents are expected to increase 9 per cent by 2018 (from more than 16,800 to more than 18,000 residents), based on the development projects announced and currently in progress



Winnipeg Skyline: William Au

WINNIPEG IN THE NEWS

THE GLOBE AND MAIL

"...powering the engine of one of Canada's most stable, resilient provincial economies."

"WINNIPEG: CANADA'S UNLIKELY ECONOMIC SWEET SPOT"

April 29, 2016



"...one of the most economically strong and diverse centres in Canada."

"WINNIPEG: A CITY THAT WORKS"

June/July 2016

VOGUE

"...stealthily gathering cred among those in the know."

"A TRIP TO CANADA'S PRAIRIES—VAGUELY EXOTIC, TOTALLY OBSCURE, AND AN ABSOLUTE MUST-VISIT DESTINATION"

Nov. 1, 2016



"There's a new sheriff in town and [Dayna's] not wasting any time putting her mark on Winnipeg."

"REVVING RETAIL HELPS CITY SEEK A HIGHER GEAR"

Sept. 6, 2016



STRATEGY

Legislative Building, Dan Harper

“YOU CAN’T BE ALL THINGS TO ALL PEOPLE.”

This maxim motivated EDW’s work to refocus its priorities in 2016. Although Winnipeg is rightly positioned as one of the most stable and diverse economies in Canada, we’ve learned over the last few years that this doesn’t mean EDW can (or should) cover all of Winnipeg’s economic bases with comparable rigour. Like every viable business, EDW must pick its spots carefully because it simply isn’t equipped to play in every sandbox or swim in every pool. EDW does what it does very well, but 2016 marked the year it stopped spreading itself too thin.

The ability to make sound investment decisions based on accurate data is a must for sustainable economic development. Consequently, the corporation’s focus shifted to establishing itself as the most reliable source for up-to-date market intelligence about Winnipeg. The city’s competitive landscape is understandably complex, and EDW is now in an excellent position to share its knowledge with its many stakeholders.

When more direct action is appropriate, EDW’s efforts need to be concentrated in places where it can have the greatest impact, which requires prioritizing resources in a way that means saying no to some opportunities while moving forward with others. It won’t be easy, and it won’t always be popular. But it’s the right thing to do.

All jobs and all capital investments aren't created equal, and it's a mistake to think and act otherwise. When faced with two companies vying for EDW's limited resources, a judgement call must often be made. In such cases, EDW will engage the prospect with the greatest potential to move the economic needle in the most meaningful way for Winnipeg.

All industry sectors add value; however, not all of them need or want EDW's help to be successful. The corporation can no longer afford to be distracted by low-hanging fruit at the expense of harder-to-reach but lasting sustenance. If EDW can help attract specialized firms that employ highly educated, well-paid workers, other support-level jobs will follow.

EDW's reset is not unlike the changes brewing at City Hall, and it parallels the value-for-money mindset evident within the new Manitoba government. Winnipeg now has a mayor who believes in and devotes time to advocating Winnipeg's business advantages, and Manitoba has a premier who for the first time in a long time is intent on creating real economic growth. EDW's president and CEO, Dayna Spiring, is in regular contact with Growth, Enterprise and Trade Minister Cliff Cullen and Mayor Brian Bowman and their teams to create alignment, define priorities and spearhead greater co-operation. Collaborating this closely with the city and province is new to EDW, and the results achieved in 2016 bode well for the future.

Recognizing the ineffectiveness of an overextended economic portfolio, the province made the decision in 2016 to focus on just five industry sectors: aerospace, advanced manufacturing, agribusiness, ICT and digital new media. For its part, knowing a refocus was required, EDW recalibrated its previously all-encompassing mandate to mirror the more streamlined approach espoused by the province. EDW and the Manitoba government are now committed to working together to ensure the most persuasive value propositions are communicated locally, regionally and internationally.

Just as EDW and the province are now in lockstep regarding key industry sectors, the City of Winnipeg—led by the mayor—is an equally impassioned ally of EDW when it comes to appreciating the vital role today's economic development efforts play in shaping Winnipeg's future. This auspicious new relationship prompted numerous dialogues throughout 2016 between Dayna and the mayor that have laid the groundwork for important alliances slated for 2017 and beyond.

Shared publicly for the first time at his State of the City address in February 2017, the mayor has tapped EDW to lead an on-demand business advisory team that will consist of a revolving roster of local experts who will be called upon, as needed, to offer insight into specific issues about which they are uniquely qualified. In addition, as the city's census metropolitan area continues its march toward a population of one million by 2035, EDW and the city are busy contemplating other weighty issues through an economic development lens. Opening up Portage and Main to pedestrians, prioritizing new infrastructure investments and encouraging residential settlement downtown are just a few items on the proverbial table.

With over \$3.5 billion invested in downtown Winnipeg buildings and key infrastructure since 2005 (spanning over 160 significant residential, commercial and civic projects), the need to work together to assess existing and anticipated concerns in the heart of Winnipeg cannot be understated. However, as a hub city responsible for well over 60 per cent of the provincial GDP, an economic development approach incorporating the surrounding region as well as the city and its downtown makes the most sense.

If EDW, the province and the city fail to capitalize on this unique regional/urban relationship, future growth will surely be jeopardized. This cannot happen; the stakes are too high. That's why EDW is ready to be the boots on the ground. It's ready to serve and ready to lead. Together with municipal and provincial partners, EDW will leverage Winnipeg's current momentum and define the strategies and tactics to enable windfalls across multiple fronts. Attracting investment, creating jobs and increasing visitation cannot be optimized in a vacuum. This can only be done with a unified vision, deliberate action and a candid assessment of the results achieved.

This is the way forward for EDW—and for Winnipeg.

LEADERSHIP AND GOVERNANCE



MIKE SCATLIFF
CO-CHAIR
Principal,
Scatliff+Miller+Murray



DEAN SCHINKEL
CO-CHAIR
Chair, Finance Committee
Office Managing Partner
Deloitte



JR ALIBIN
Chief Financial Officer
Trivenity Corporation



SEAN BARNES
Vice-President & District Manager
PCL Constructors Canada Inc.



PASCAL BELANGER
Vice-President & Chief
Commercial Officer
Winnipeg Airports Authority Inc.



KEVIN DONNELLY
Senior Vice-President, Venues and
Entertainment, True North Sports &
Entertainment



DON FINKBEINER
Owner
Heartland International Tours



DREW FISHER
General Manager
The Fairmont Winnipeg



NORMAND GOUSSEAU
Chief Executive Officer
Entreprises Riel



DAMON JOHNSTON
President
Aboriginal Council of Winnipeg



MARGARET REDMOND
President & CEO
Assiniboine Park Conservancy



BJ REID
Vice-President, Fund Services
& CFO, Mutual Funds
Investors Group



DON BOITSON
Vice-President North American
Operations, Magellan Aerospace



JASON FUITH
Chief of Staff, Office of the Mayor
Representative (ex officio)
City of Winnipeg



DAYNA SPIRING
President & CEO
Economic Development
Winnipeg Inc.



Beautifully imperfect
and one-of-a-kind

STEAMHOUST LANE

NEW LANE

NUMBERS
of the Year

CRAFT BEER

common

WINE

TRADER EXPRESS

TRADER LANE

MANAGEMENT AND STAFF

Jocelyn Advent
Karen Allen
Nike Bello
Cody Chomiak
Bill Coulter
Greg Dandewich
Virginie de Visscher
Nancy Evans
Sarah Ferrari
Karen Goossen
Mike Green
Annie Henry
Lynda Howdle
Kelly Krebs
Sharon Kubrakovich

Marcus Lipnicki
Janel Loeppky
Whitney Moir
Sonya Muraro
Jocelyne Nicolas
Croft Petersmeyer
Sarah Robinson
Chris Schwark
Dayna Spiring
Edward Suzuki
Natalie Thiessen
Jordan Tidey
Angela Trunzo
Tyler Walsh
Geoff Westdal

MISSING:

Vince Barletta, Gillian Chester



Cody Chomiak

ECONOMIC DEVELOPMENT WINNIPEG RESULTS



KEY INITIATIVES

TOP7 INTELLIGENT COMMUNITY DESIGNATION

From a field of approximately 400, Winnipeg was awarded a Top7 Intelligent Community designation, the city's second such accolade. As the final component in the competition's selection process, EDW hosted Intelligent Community Forum judge and co-founder Robert Bell to validate and understand Winnipeg's challenges, strategies and progress as an intelligent community.

ENTERPRISE MACHINE INTELLIGENCE LEARNING INITIATIVE (EMILI)

Along with the Winnipeg Chamber of Commerce and Sightline Innovation, YES! Winnipeg hosted a successful investor networking event in March to introduce a new community project—EMILI (Enterprise Machine Intelligence Learning Initiative)—to the local business community. This project's goal is to promote Winnipeg in the rapidly expanding field of machine-learning and artificial intelligence.

In October, together with the Manitoba Technology Accelerator, YES! Winnipeg co-hosted a reception for former Research in Motion CEO Jim Balsillie. He was joined by Premier Brian Pallister; Minister of Growth, Enterprise and Trade Cliff Cullen; Mayor Brian Bowman; and EMILI's board of directors.

EMILI has the potential to transform Winnipeg into a centre of excellence for research, commercialization and training in machine-learning technology, and it could also serve as the global voice for industry ethics. Local advocates are hopeful the Government of Canada's Innovation Fund will select EMILI as one of multiple projects to receive financial backing (\$100 million over five years is being sought).

SPONSORSHIP OPPORTUNITIES

STATE OF THE CITY ADDRESS

Tourism Winnipeg sponsored the Winnipeg Chamber of Commerce's State of the City address in February to promote EDW's Bring It Home program, which asks business and academic leaders to use their influence to attract meetings or conventions 'home' to Winnipeg. From the program's inception in 2012 to year-end 2016, local leaders helped bring 103 conferences to Winnipeg, resulting in direct spending of more than \$43 million.

CELEBRATE WINNIPEG

EDW and Tourism Winnipeg sponsored the Winnipeg Chamber of Commerce's Celebrate Winnipeg luncheon in June, at which the corporation's MyWinnipeg.ca website was officially launched. A new video starring some of the city's biggest boosters that encourages all Winnipeggers to become ambassadors was shown at the luncheon (and is also featured prominently on the website).



GE Cold Weather Testing: Moments in Time Photography



YES! WINNIPEG SUCCESSSES

YES! Winnipeg is Economic Development Winnipeg's sales force, which supports and champions the retention, expansion, attraction and launch of businesses. A core function of the corporation, it attracts new companies to the city, assists entrepreneurs in bringing their ideas to life and helps existing businesses expand.

Since its inception in 2011, YES! Winnipeg has worked in concert with Winnipeg's business community and is unique in our city: it's a public- and private-sector collaboration that proactively seeks out business opportunities intended to grow and strengthen Winnipeg's economy.

YES! Winnipeg operates with a specific set of goals and objectives that focus on creating new jobs and increasing capital investment in the city.

Business development is a community effort, and investors in YES! Winnipeg embody this spirit.



JOB

776



INVESTMENT

**\$64.6
MILLION**



NUMBER OF COMPANIES
ACTIVELY ENGAGED

10



NOTABLE SUCCESSES

Manitoba Harvest

SkipTheDishes

Evodant Interactive

Sycamore Energy

YES! WINNIPEG HIGHLIGHTS • 2016 RESULTS

In its first year of operations within its second five-year mandate, YES! Winnipeg engaged with numerous companies contemplating a local venture and officially assisted 10 clients in making their decision to launch or expand business operations in Winnipeg. Collectively, these 10 businesses predict to invest approximately \$65 million and create 776 permanent jobs at maturity.

CUMULATIVE RESULTS FROM 2011 TO 2016

From the outset, YES! Winnipeg has proactively arranged meetings with leaders of local businesses to solicit leads and has engaged with executives of non-Manitoba businesses in key sectors for attraction purposes. Since launching the YES! Winnipeg initiative in January 2011, 77 projects have been supported, which are expected to result in the creation of 4,470 jobs and \$560 million in capital investment when operations mature.

SKIPTHEDISHES

Winnipeg-based SkipTheDishes, North America's fastest-growing food delivery network, connects hungry people to local restaurants via its network of food couriers using its proprietary food-delivery technology. In December, this longtime YES! Winnipeg client 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.

MANITOBA HARVEST

Manitoba Harvest Hemp Foods, the largest hemp food manufacturer in the world, has demonstrated continued growth and investment after acquiring the second-largest hemp food company on the continent—Hemp Oil Canada Inc., incidentally also based in Manitoba—for \$42 million. The combined entity now does about \$70 million in annual sales and employs over 140 Manitobans (40 of which were added in 2016). Expansion plans over the next three years, including the expansion of in-house capabilities, point to notable job growth.

EVODANT INTERACTIVE

Evodant Interactive is developing "the world's first procedural artificial intelligence narrative engine" (Toska), a revolutionary solution to real-time, dynamic story generation. Through this engine, Evodant is creating Gyre—an open-world, steampunk action RPG—where the game procedurally creates unique, personalized narratives for every player as their actions and choices become part of an unscripted story. This project is expected to create 16 jobs and \$700,000 of capital investment at maturity.

SYCAMORE ENERGY INC.

Through its Solar Manitoba operating name, Sycamore Energy Inc. is an established provider of dependable alternative-energy solutions with a specific expertise in solar photovoltaic wind turbine installations. Offering agricultural, commercial and residential applications, the company's current expansion plans are expected to create 12 jobs and \$400,000 of capital investment at maturity.

FARMLINK MARKETING SOLUTIONS

FarmLink has been busy defining and developing multiple products for its customers. Its latest project was approved for a federal grant, allowing for new developer positions to be added to the company. FarmLink expects to employ five of these positions by September 2017, with an estimated \$650,000 capital investment at that time.

ONE GREAT CITY BREWING CO.

Winnipeg is experiencing notable momentum in the craft brewing industry of late, with several breweries either opening soon or already open. One Great City Brewing Co. opened in November and expects its capital investment to total \$900,000 at maturity, employing 35 workers by 2019. Recognizing the potential economic impact of this burgeoning trend, YES! Winnipeg is currently collaborating with Manitoba Liquor & Lotteries on an overall strategy for the industry.

HIPPO CMMS

Hippo CMMS delivers powerful and user-friendly web-based maintenance management software. Its goals include improving the functionality of the product line and substantially expanding market penetration. Hippo's latest expansion is anticipated to create five jobs and \$50,000 in capital investment at maturity.

MRO CENTRE OF EXCELLENCE

YES! Winnipeg and several of its stakeholders—including the Winnipeg Airports Authority (WAA), the Province of Manitoba and various industry representatives—announced the creation of a centre of excellence in aircraft maintenance, repair and overhaul (MRO) on the Richardson International Airport's campus. Air Canada will facilitate and support the establishment of this centre of excellence together with selected suppliers and partners, which is expected to result in the creation of 150 local jobs.



Esplanade Riel: Austin Mackay

LOCAL INITIATIVES



FRENCH DELEGATION WELCOMED

A key aspect of the city and province's agribusiness strategies involves establishing a vibrant biofibre industry. Paving the way on the local front is FibreCITY, an initiative of the Composites Innovation Centre (CIC), which works with local companies like Buhler-Versatile (a hemp-agave tractor hood was developed for this Winnipeg-based agricultural machinery manufacturer).

In October, Manitoba Agriculture, the CIC and YES! Winnipeg co-hosted a reception for an incoming delegation of 12 France-based biofibre companies interested in exploring business opportunities with similar entities in Manitoba. This event was well-attended by multiple YES! Winnipeg investors and collaborators, a sign of the potential promise the biofibre industry holds for local stakeholders.

YES! WINNIPEG INVESTOR BREAKFAST

The annual YES! Winnipeg Investor Breakfast took place on November 3 at the Fairmont Hotel. The event attracted over 200 attendees, including Minister of Growth, Enterprise and Trade Cliff Cullen; Mayor Brian Bowman; Doug Harvey, president of Maxim Truck & Trailer and chairman of YES! Winnipeg's Investor Council; and Mike Scatliff, co-chair of EDW's board of directors. This networking event saw the launch of the latest edition of YES! Winnipeg's investor directory and introduced EDW's newly restructured 'one team' approach.

A highlight of the breakfast was a panel discussion moderated by Vince Barletta that focused on the path forward for consequential economic development in the city, which necessitates close collaboration between EDW and the provincial and municipal governments. Panel participants were Dayna Spiring, Mayor Bowman and Minister Cullen, all of whom expressed a sincere interest in working together—for the first time ever—to create conditions conducive to meaningful economic growth.

EXTERNAL OUTREACH

MAYOR-LED BUSINESS DEVELOPMENT MISSIONS

MONTREAL MISSION

In April, YES! Winnipeg facilitated a business development mission to Montreal featuring Mayor Brian Bowman and a delegation from Winnipeg that included Dayna Spiring, Vince Barletta, and representatives from Great-West Life, Manitoba Telecom Services (MTS), Sightline Innovation, Solara Data, the Winnipeg Chamber of Commerce, the Winnipeg Airports Authority and World Trade Centre Winnipeg. The delegation was hosted by the Canadian National Railway (CN).

The itinerary included various meetings with targeted companies that do business—or are looking at doing business—in Winnipeg and culminated in a luncheon at the Queen Elizabeth Hotel attended by more than 75 businesspeople. The mayor gave a presentation emphasizing that Winnipeg is open for business, which showcased some of the new developments in our great city.

TORONTO MISSION

Together with Mayor Bowman, YES! Winnipeg led a business development mission to the greater Toronto area in November. The mayor was joined by Dayna Spiring and Vince Barletta, as well as Barry Rempel and Pascal Bélanger from the Winnipeg Airports Authority. Meetings were held with IBM Canada, Maple Leaf Foods, General Electric, Canada Goose, MaRS Discovery District and the National Angel Capital Organization.

A follow-up to the Montreal mission (the first such outing as part of the mayor's campaign promise to promote Winnipeg across the country), this Toronto trip resulted in meaningful discussions about Winnipeg-based opportunities—and it's consistent with EDW's mandate to share Winnipeg's story and investigate potential business prospects.



Downtown: Mike Peters

NUMBER OF BRING IT HOME
CONVENTIONS

 **21**

DIRECT SPEND RESULTING FROM
BRING IT HOME PROGRAM

 **\$10.1
MILLION**

NOTABLE WINS



Gay & Lesbian International
Sports Association, 2020
North American OutGames
850 participants

International Downtown
Association 2017 Annual
Conference & Trade Show
600 delegates

Items International
2017 Global Forum
300 delegates



BRING IT HOME SUCCESSSES

EDW's Bring It Home program encourages local business and community leaders to advocate Winnipeg as the city of choice for national and international meetings and conventions.

From 2012 (inception) to 2016, Bring It Home helped facilitate 103 meetings, bringing more than 40,500 delegates to Winnipeg and generating estimated direct spending of more than \$43 million. In 2016 alone, 21 meetings welcomed 9,500 delegates to Winnipeg, yielding approximate direct spending of \$10.1 million.

SUCCESSFUL BIDS

Selected Bring It Home future events secured in 2016 include the following:

**SOCIAL ENTERPRISE COUNCIL OF CANADA, 2017
CANADIAN CONFERENCE ON SOCIAL ENTERPRISE**
May 10-12, 2017, 250 delegates

ITEMS INTERNATIONAL, 2017 GLOBAL FORUM
Oct. 2-3, 2017, 250 delegates

**CANADIAN ALLIANCE TO END HOMELESSNESS,
CANADIAN CONFERENCE ON ENDING
HOMELESSNESS 2017**
Oct. 25-27, 2017, 900 delegates

**PCL CONSTRUCTORS CANADA INC.,
2018 PCL OPERATIONS CONFERENCE**
June 13-15, 2018, 300 delegates

**ALPHA DELTA KAPPA, 2018 NORTH
CENTRAL REGIONAL CONFERENCE,**
July 12-15, 2018, 300 delegates

HOSTED EVENTS

Selected Bring It Home events hosted in 2016 include the following:

	Date	Participants
LIBERAL PARTY OF CANADA, 2016 BIENNIAL CONVENTION	May 25-29, 2016	2,600 delegates
CANADIAN CARTOGRAPHIC ASSOCIATION, CARTO 2016	June 6-9, 2016	400 delegates
WORLD MYCOTOXIN FORUM® AND INTERNATIONAL UNION OF PURE AND APPLIED CHEMISTRY INTERNATIONAL SYMPOSIUM, WMFMEETSIUPAC2016	June 6-9, 2016	400 delegates
APPRAISAL INSTITUTE OF CANADA, ANNUAL CONFERENCE 2016	June 6-12, 2016	400 delegates
CANADIAN SCHOOL BOARDS ASSOCIATION, 2016 CONVENTION AND NATIONAL TRUSTEE GATHERING	July 6-10, 2016	400 delegates
ROTARY INTERNATIONAL, ZONES 24 32 INSTITUTE 2016	Sept. 29-Oct. 1, 2016	532 delegates
ARCTICNET INC., 2016 ANNUAL SCIENTIFIC MEETING	Dec. 4-9, 2016	800 delegates



BRING IT HOME SPOTLIGHT **2020 NORTH AMERICAN CONTINENTAL OUTGAMES**

Tourism Winnipeg partnered with Pride Winnipeg to bring the North America Continental OutGames to the city in July 2020. Held every three years, the Winnipeg games will attract approximately 850 participants and generate an estimated economic impact of \$4.3 million for Manitoba. OutGames' ambitious agenda features more than a dozen sports, a three-day conference focusing on LGBTTO* and diversity rights, and a multiday culture showcase held in conjunction with the annual Pride celebration. Sports will include runs, net sports, aquatics and other unique activities, including a fishing derby.



Tourism is a key economic driver for Winnipeg, attracting approximately 3.8 million visitors each year and resulting in an estimated \$673 million in direct expenditures.

A division of Economic Development Winnipeg Inc., Tourism Winnipeg is responsible for increasing visitation through a variety of tourism-related initiatives.

This team's primary role involves collaborating with community stakeholders and leading efforts to attract meetings and conventions, sports and special events, travel trade and leisure travellers to Winnipeg.

TOURISM WINNIPEG SUCCESSES




REQUEST FOR PROPOSALS

91  UP 28% IN 2016

MEETING DELEGATES AND DIRECT SPEND



67,291  UP 24%



represents nearly
\$72
MILLION

SPORTS PARTICIPANTS AND SPECTATORS & DIRECT SPEND



28,142



represents
\$19
MILLION

MAJOR CONVENTIONS & EVENTS



SPORTS
31  UP 7%



NOTABLE HOSTED

**2016 Heritage
Classic**

**2016 Federation of
Canadian Municipalities**



CONVENTIONS ON PAR

207

ON PAR

TOURISM WINNIPEG HIGHLIGHTS • 2016 RESULTS

Tourism Winnipeg tracked a record year for the city in the total number of delegates and room nights for 2016, a 24 per cent boost compared to 2015, which chiefly resulted from playing host to several large citywide conventions. Looking ahead, 2017 and 2018 are expected to be on par or slightly ahead of 2016 in terms of the total number of conventions.



KEY INITIATIVES

NATIONAL TOURISM WEEK

Tourism Winnipeg celebrated National Tourism Week (May 30 to June 3) with a variety of marketing activities, including the following: Global TV's feature of Brock Corydon School's Grade 5/6 tourism project; a multiple mascot welcome at the Winnipeg Richardson International Airport's 'hug rug,' which generated more than \$95,000 of earned media; a Bring It Home awards luncheon honouring more than 85 local ambassadors who have brought a convention to Winnipeg; taxi appreciation initiatives at hotels and major attractions; and the fifth annual Winnipeg Tourism Awards of Distinction, which recognized 24 nominees and 12 finalists.



SPONSORSHIP OPPORTUNITIES

Along with its Team Winnipeg partners, Tourism Winnipeg attended and sponsored the Canadian Society of Association Executives Tête-a-Tête Trade Show in Ottawa, the Professional Convention Management Association Convening Leaders Conference in Vancouver and the Canadian Society of Association Executives Trillium Chapter's Winter Summit in Burlington. These events resulted in a cumulative total of 66 leads for future meetings and conventions, and they showcased Winnipeg as an ideal meeting and convention destination to more than 4,500 attendees.

Along with Team Winnipeg partners, Tourism Winnipeg sponsored the Meeting Professional International Annual Awards Gala in Ottawa and participated in a sales blitz in that city to promote Winnipeg as a meeting destination to more than 20 associations and federations.

MULTIPLE EVENT SPOTLIGHT: BACK-TO-BACK CONFERENCES IN MAY/JUNE

Winnipeg's tourism industry rolled out the red carpet for three large back-to-back conventions in late May and early June, including Centrallia 2016 (May 25-27), the Liberal Party of Canada's 2016 biennial convention (May 26-28) and the Federation of Canadian Municipalities annual conference and tradeshow (June 2-5). Cumulatively, nearly 5,500 delegates experienced the best of Winnipeg over this 12-day span. Put in perspective, Winnipeg typically welcomes an average of 56,000 convention delegates annually, and this trifecta is the first time in the last decade that this many delegates came through the city in such a tight time span.

SPECIAL EVENT TOURISM FUND

The Special Event Tourism Fund (SETF)—established in 2008 after approval from Winnipeg's city council—is funded through a portion of the city's accommodation tax revenue. It is managed by Economic Development Winnipeg Inc. and run in partnership with the City of Winnipeg, with representation from the Manitoba Hotel Association. Eligible events include regional, national and international conventions, as well as sports and special events that meet certain criteria.

The SETF processed a total of 42 applications throughout 2016. Total commitments of \$6.6 million to 155 meetings, conventions and events spanning 2009 (the program start date) to 2020 have been supported. These events cumulatively represent more than \$125 million in direct expenditures for Winnipeg.

SUCCESSFUL BIDS

Notable future events secured in 2016 include the following:

CANADIAN PENSION & BENEFITS INSTITUTE, CPBI FORUM 2017

May 29-31, 2017, 400 delegates

UNIFOR, 2017 UNIFOR CANADIAN COUNCIL

Aug. 18-20, 2017, 1,800 delegates

ROYAL SOCIETY OF CANADA, 2017 ANNUAL GENERAL MEETING

Nov. 23-26, 2017, 500 delegates

RINGETTE CANADA, 2018 CANADIAN RINGETTE CHAMPIONSHIPS

April 8-14, 2018, 1,300 participants

CHEMICAL INSTITUTE OF CANADA, 2020 CANADIAN SOCIETY OF CHEMISTRY CONFERENCE AND EXHIBITION

May 22-28, 2020, 1,500 delegates

STUDENT & YOUTH TRAVEL ASSOCIATION, 2020 ANNUAL CONFERENCE

August 2020, 1,000 delegates

HOSTED EVENTS

Notable events held in 2016 include the following:

	Date	Participants
SWIMMING CANADA, 2016 SPEEDO WESTERN CANADIAN OPEN	Feb. 17-21, 2016	500 participants
CANADIAN ASSOCIATION FOR HIV RESEARCH, 29TH ANNUAL CANADIAN CONFERENCE ON HIV/AIDS RESEARCH	May 12-15, 2016	600 delegates
VOLLEYBALL CANADA, 2016 14U WEST	May 12-15, 2016	1,240 participants
CENTRALLIA 2016	May 25-27, 2016	630 delegates
FEDERATION OF CANADIAN MUNICIPALITIES ANNUAL CONFERENCE & TRADESHOW	June 2-5, 2016	2,250 delegates
DIETITIANS OF CANADA, 2016 NATIONAL CONFERENCE	June 8-10, 2016	629 delegates
SCOT DANCE CANADA, 2016 SCOT DANCE CHAMPIONSHIPS	July 6-10, 2016	700 participants
2016 17U & 15U CANADA BASKETBALL NATIONAL CHAMPIONSHIPS	July 30-Aug. 7, 2016	340 participants
SOFTBALL CANADA, 2016 U14 FASTPITCH CANADIAN JAMBOREE	Aug. 17-21, 2016	560 participants
CANADIAN UNION OF PUBLIC SECTOR EMPLOYEES, 2016 NATIONAL SECTOR CONFERENCE	Oct. 17-20, 2016	1,000 delegates
2016 TIM HORTONS NHL HERITAGE CLASSIC™	Oct. 22-23, 2016	11,000 visitors

EVENT SPOTLIGHT

2016 TIM HORTONS NHL HERITAGE CLASSIC™

The Heritage Classic electrified the city in October, with more than 11,000 visitors in attendance to witness the longtime rivalry between the Winnipeg Jets and the Edmonton Oilers. Tourism Winnipeg hosted various media professionals during this event—including the editor of *Adrenalin* magazine and the social media writers for Oilersnation.com/Jetsnation.com—which ultimately helped leverage Winnipeg's success as a sport tourism destination. Direct spending by visitors totaled approximately \$11.2 million.



MARKETING & BRANDING

SUCCESSSES

EDW's marketing and branding team tells Winnipeg's story in a variety of complementary ways using all applicable mediums.

From traditional advertising approaches to digital marketing initiatives and from in-house publications to earned media exposure—and many more strategies besides—this team's job is to distill Winnipeg's key value propositions into compelling messages and to distribute them to EDW's target audiences.

Housing corporate communications, graphic design, marketing, social media and media relations experts, this team collaborates with the market intelligence group and the sales group (YES! Winnipeg and Tourism Winnipeg) to make the necessary connections between what Winnipeg's story is, how this story can best be told and where it should be shared.

WEBSITE VISITS



ED & TW pageviews reached

2,879,620

SOCIAL MEDIA CHANNELS & BLOG

TW Facebook reached



56,828



TW Twitter followers reached



27,982



VIDEO VIEWS



154,416



EMAIL SUBSCRIBERS



15,406



PARTNER REVENUE



\$598,324

(on par with 2015)

MARKETING & BRANDING HIGHLIGHTS

See your convention shine amongst Winnipeg's newest stars.

Opening 2016

Dazzle your delegation in our stunning new convention centre, see polar bears swim and play in the majestic Journey to Churchill and have a world-class reflective experience at the Canadian Museum for Human Rights.

These inspired settings can only be found in the heart of Canada, where our new skyline, hotels and one-of-a-kind attractions are shining bright for all the world to see.

To book your next convention please call Tourism Winnipeg 1.855.PEG.CITY (734.2489) or visit meetingswinnipeg.com

tourismwinnipeg.com

Manitoba
CANADA'S HEART BEATS

CHALLENGE YOUR IDEAS
HUMAN RIGHTS
MUSEUM OF HUMAN RIGHTS
DROITS DE LA PERSONNE

RBC Convention Centre
WINNIPEG

NOTABLE MARKETING CAMPAIGNS

GOOGLE ADWORDS CAMPAIGN PROMOTING WINNIPEG'S ECONOMY

In the first half of 2016, Winnipeg was promoted via a Google AdWords campaign. This multifaceted advertising initiative addressed an array of value propositions proven to impact foreign direct investment success. A total of 13 distinct themes were highlighted, which required 13 distinct landing pages, 59 text-based search ads and 13 graphical display ads. Several major U.S. cities—as well as one in Mexico—were targeted. From January to May, the campaign collectively recorded nearly 400,000 impressions across Google's networks.

In addition to the main campaign noted above, a separate mini-campaign was launched in late May and early June that focused on YES! Winnipeg's participation at the 2016 BIO International Conference in San Francisco, California. Several U.S. cities with relevant life sciences sectors were targeted. Over 215,000 impressions were recorded across Google's networks.

2016 MEETINGS AND CONVENTIONS CO-OP ADVERTISEMENT PROGRAM

A total of \$100,000 was allocated for this campaign. Program participants included the RBC Convention Centre Winnipeg, Travel Manitoba, Tourism Winnipeg and the Canadian Museum for Human Rights.

WINTER-THEMED LEISURE CAMPAIGN

This campaign promoted Winnipeg's winter season and resulted in 1,456 visits to the new winter landing page on Tourism Winnipeg's website. The campaign yielded 1,100 user-generated images and reached more than 200,000 people.

SPRING BREAK CAMPAIGN

A spring break and spring packages/deals advertising campaign was launched, which resulted in 258,305 impressions and 1,419 clicks to the packages and deals page on www.tourismwinnipeg.com.

CO-OP GOOGLE ADWORDS CAMPAIGNS WITH FESTIVAL DU VOYAGEUR AND RED RIVER EXHIBITION

These two campaigns garnered a cumulative total of 43,320 impressions and 821 visits to www.tourismwinnipeg.com.

SUMMER-THEMED LEISURE CAMPAIGN

To increase visitation over the summer months, Tourism Winnipeg launched a leisure advertising campaign directed to rural Manitoba, Thunder Bay, Grand Forks and Fargo. This very successful campaign included print, radio, digital and social media components, which generated 5,000 direct leads to industry partners' travel packages.

DIRECT MAIL CAMPAIGN

A direct mail campaign targeted over 30,000 households in Grand Forks and Fargo, which positioned Winnipeg as a desirable summer destination for U.S. visitors.

INSTAGRAM INFLUENCER CAMPAIGN

An Instagram influencer campaign promoted winter in Winnipeg to the leisure audience, garnering almost 100,000 impressions. The campaign sparked growth on Tourism Winnipeg's Instagram and Twitter channels, and it increased traffic to the winter website landing page and online chatter about experiencing Winnipeg's winter.

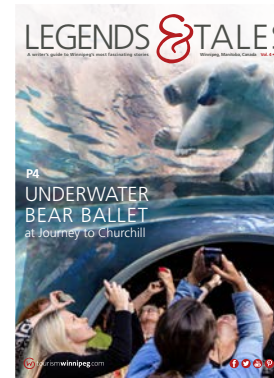
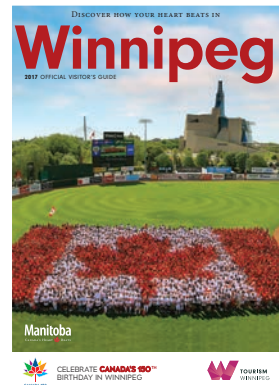
MEETINGS AND CONVENTIONS: CO-OP CAMPAIGN

Tourism Winnipeg completed a year-long co-op advertising campaign in partnership with the RBC Convention Centre Winnipeg, Travel Manitoba and the Canadian Museum for Human Rights. The campaign targeted meeting planners and association executives, and it positioned Winnipeg as a premier meetings and conventions destination.

LEISURE ADVERTISING: HOLIDAY SHOP-AND-STAY CAMPAIGN

Tourism Winnipeg completed its annual holiday shop-and-stay leisure advertising campaign, which ran from October to December and offered a 'stay two nights, get the third free' promotion to visitors. The campaign targeted northwestern Ontario, Grand Forks and Fargo, rural Manitoba and Regina. The campaign's primary goal was to increase tourism numbers. The following results show the number of customers who purchased packages from participating partners:

Victoria Inn Hotel and Convention Centre	237
Holiday Inn Winnipeg South	237
Fairfield Inn and Suites	123
Courtyard by Marriott Winnipeg Airport	342
Thermëa by Nordik Spa-Nature	294



KEY PUBLICATIONS AND NEWSLETTERS

2017 DESTINATION MARKETING PLAN AND PARTNERSHIP OPPORTUNITIES

This outlines strategic target markets to attract visitation to Winnipeg. Contact Tourism Winnipeg today to take advantage of various partnership opportunities intended to elevate your brand and increase your bookings.

WINNIPEG EVENTS & ITINERARIES GUIDE

Tourism Winnipeg produced the spring/summer and fall/winter editions of its Winnipeg Events & Itineraries Guide. This guide offers visitors a comprehensive listing of major events in Winnipeg, as well as themed itineraries around specific interests like family travel, culinary delights and outdoor activities. It is distributed throughout Winnipeg and rural Manitoba, Thunder Bay, and Grand Forks and Fargo.

2017 WINNIPEG VISITOR'S GUIDE

The Winnipeg Visitor's Guide is a major collaborative effort by Tourism Winnipeg's staff every year, and this latest edition serves as the quintessential tool for planning a visit or 'staycation' in Winnipeg. It includes comprehensive planning information and has extended sections outlining where to stay and things to do.

LEGENDS & TALES

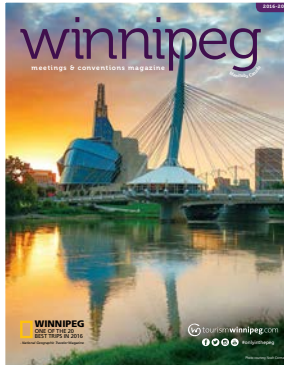
Tourism Winnipeg produced its fifth volume of Legends & Tales. This booklet contains unique Winnipeg story angles intended for travel media journalists. It also highlights relevant information about the city (e.g., new developments, major events and popular neighbourhoods) for inclusion within resulting stories.

2016 WINNIPEG TOUR CONNECTION RESOURCE GUIDE

The Winnipeg Tour Connection is a co-operative sales and marketing program where destination marketing associations, hoteliers, attractions, festivals, restaurants and receptive operators collaborate to promote and raise awareness of Winnipeg as a group and packaged travel destination to the travel trade market. This resource guide is a comprehensive directory for the travel trade market. It identifies all Winnipeg Tour Connection partners, and it's sent to over 500 tour operators and planners within target markets throughout Canada and the U.S.

MESSENGER NEWSLETTER

The Winnipeg Tour Connection's *Messenger* newsletter (issued seasonally) showcases what's new in Winnipeg for group tours. Each issue was distributed to over 500 Canadian, U.S. and international tour operators.



WINNIPEG MEETINGS & CONVENTIONS MAGAZINE

Tourism Winnipeg produced a 2016 edition of its *Winnipeg Meetings & Conventions Magazine*, distributing it to more than 25,000 convention organizers, tourism suppliers and meeting planners across Canada. It is used as a sales piece for interested meeting planners, association executives and other decision-makers. The magazine highlights the city's new developments, top things to see and do, reasons to bring a meeting or convention to Winnipeg, and information on Winnipeg's diverse accommodations, meeting spaces and off-site venues.

TRAVEL MEDIA E-NEWSLETTER

Tourism Winnipeg issued its winter, spring, summer and fall editions to over 500 travel media professionals to keep Winnipeg top-of-mind.

VISIT WINNIPEG LEISURE E-NEWSLETTER

Tourism Winnipeg relaunched its *Visit Winnipeg* monthly leisure e-newsletter and distributed it to more than 15,000 recipients—a 67 per cent increase over 2015. This e-newsletter features information about Winnipeg's latest new developments and events, and it offers suggestions on things to see and do to assist travellers in planning a memorable visit to Winnipeg.

MEETINGS AND CONVENTIONS E-NEWSLETTER

Tourism Winnipeg produced and distributed two issues of its meetings and conventions e-newsletter.

SITELINES E-NEWSLETTER

In May 2016, EDW launched its fourth volume of *Sitelines*—an e-newsletter focusing on Winnipeg's most significant investment-related news—which primarily targets site selectors, real estate developers and companies looking at Winnipeg as a place to invest. It was distributed to more than 6,200 recipients.

COMMUNITY PROGRESS REPORTS

EDW regularly issues community progress reports to highlight its key activities and accomplishments over a specified period. Also incorporated within these updates is the work of YES! Winnipeg, EDW's sales force, as well as EDW's Tourism Winnipeg division. The community progress reports were delivered to over 4,500 recipients and posted to the website every quarter.

MEDIA RELATIONS

MEDIA STORIES

 **453**

EARNED MEDIA VALUE

 **\$30
MILLION**

EARNED MEDIA VALUE

In 2016, efforts across the corporation (encompassing EDW, Tourism Winnipeg and YES! Winnipeg) resulted in an earned media value of nearly \$30 million from over 450 stories.

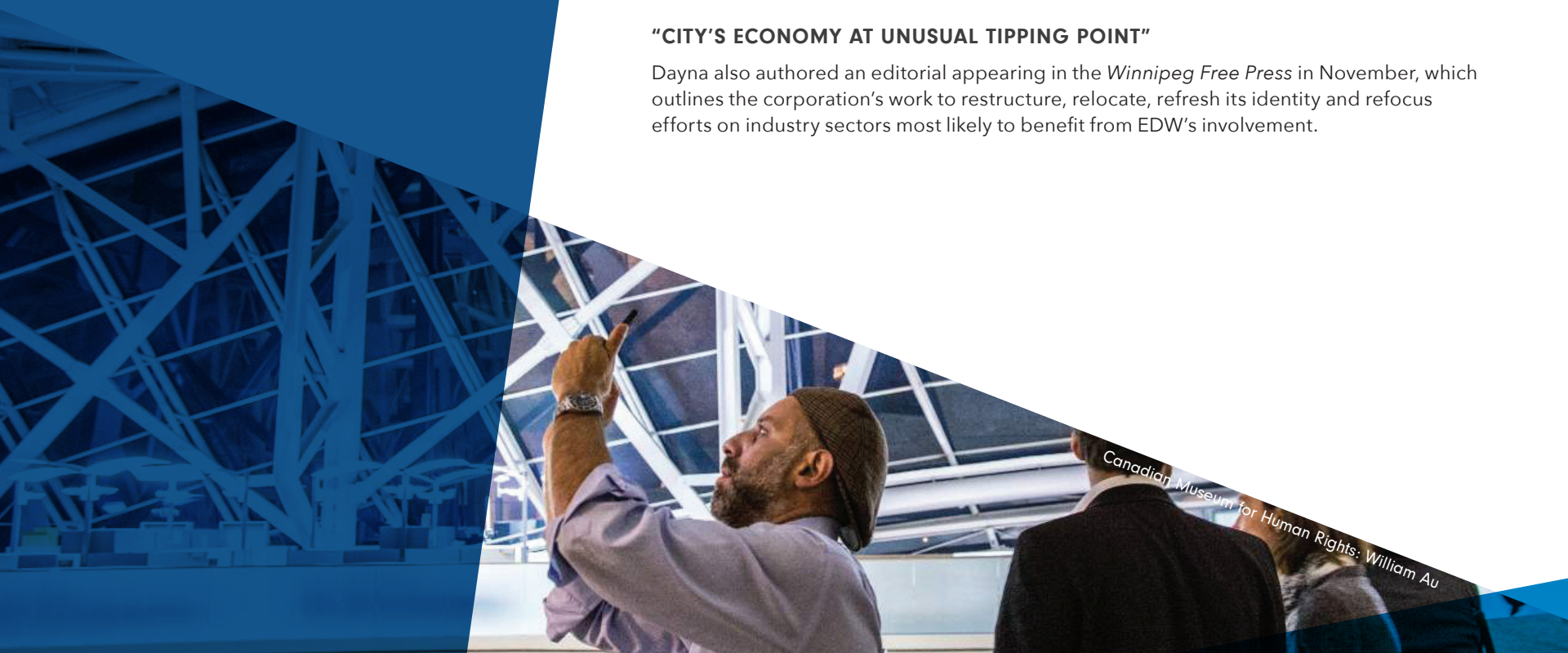
WINNIPEG FREE PRESS EDITORIALS

“CITY AMBASSADORS MUST EXTOL OUR VIRTUES”

EDW president and CEO Dayna Spiring authored an editorial appearing in the *Winnipeg Free Press* in August, which introduces readers to the corporation’s recently launched MyWinnipeg.ca website.

“CITY’S ECONOMY AT UNUSUAL TIPPING POINT”

Dayna also authored an editorial appearing in the *Winnipeg Free Press* in November, which outlines the corporation’s work to restructure, relocate, refresh its identity and refocus efforts on industry sectors most likely to benefit from EDW’s involvement.



Canadian Museum for Human Rights: William Au

NOTABLE NATIONAL/INTERNATIONAL STORIES

"WINNIPEG: CANADA'S UNLIKELY ECONOMIC SWEET SPOT"

The Globe and Mail (April 29, 2016)

EDW facilitated this extended profile of Winnipeg written by Christine Dobby. The article covers a vast range of investment-related topics: the stability of the local economy relative to its Prairie neighbours, the need for venture capital, the city's burgeoning startup scene and the supportive business community.

"WINNIPEG: A CITY THAT WORKS"

Business World Magazine (June/July 2016)

Mayor Brian Bowman and Economic Development Winnipeg (EDW) president and CEO Dayna Spring participated in a joint interview that resulted in this profile of Winnipeg highlighting the city's top-seven finish in the Intelligent Community Forum's 2016 awards cycle; its No. 1 ranking in cost-competitiveness, as noted in KPMG's *Competitive Alternatives* report; its collaborative environment; and its recent high-profile investment projects.

"WINNIPEG RANKED NO. 1 MOST AFFORDABLE PLACE FOR BUSINESS IN CANADA (POPULATIONS OVER 500,000)"

Canadian Business magazine and PROFITguide.com (July 14, 2016)

Winnipeg is highlighted as one of the top 25 Canadian cities that strikes an optimal balance between prosperous markets, reasonable costs and business-friendly taxation and regulation.

"CULTIVATING THE ROOTS OF CANADIAN INNOVATION"

Site Selection Magazine (September 2016)

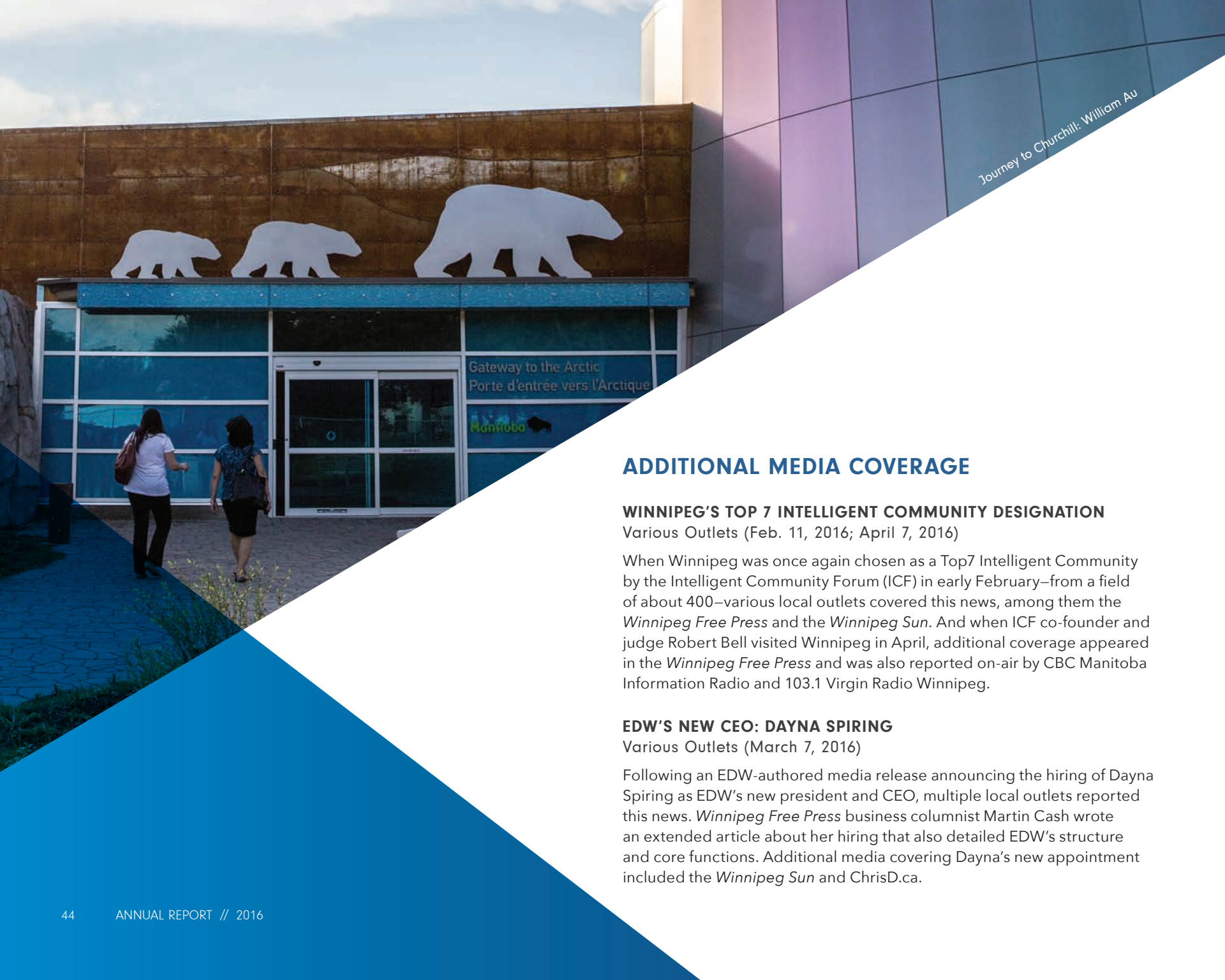
Site Selection magazine once again selected EDW as a top 10 economic development agency in Canada in its annual Canada's Best Locations issue. It's the third time in four years EDW has been honoured.

"A TRIP TO CANADA'S PRAIRIES—VAGUELY EXOTIC, TOTALLY OBSCURE, AND AN ABSOLUTE MUST-VISIT DESTINATION"

Vogue.com (Nov. 1, 2016)

Vogue.com published an article by hosted travel writer Alyssa Schwartz. The piece details some hip new spots in Winnipeg (along with our Prairie friends in Saskatoon), with the premise that "What's happening in the Prairies is something more than fresh—it feels like peak Canadiana."

Reactions to the *Vogue.com* article appeared in various local media outlets, and Dayna was interviewed by CBC Manitoba, CTV News and 680 CJOB. Perhaps the most notable coverage resulted from CBC Manitoba's article by Darren Bernhardt. His excellent story references the *Vogue.com* piece, then merges the city's recent tourism and economic development efforts. Shared more than 23,000 times, it's one of that outlet's most circulated stories.



Journey to Churchill: William Au

ADDITIONAL MEDIA COVERAGE

WINNIPEG'S TOP 7 INTELLIGENT COMMUNITY DESIGNATION

Various Outlets (Feb. 11, 2016; April 7, 2016)

When Winnipeg was once again chosen as a Top7 Intelligent Community by the Intelligent Community Forum (ICF) in early February—from a field of about 400—various local outlets covered this news, among them the *Winnipeg Free Press* and the *Winnipeg Sun*. And when ICF co-founder and judge Robert Bell visited Winnipeg in April, additional coverage appeared in the *Winnipeg Free Press* and was also reported on-air by CBC Manitoba Information Radio and 103.1 Virgin Radio Winnipeg.

EDW'S NEW CEO: DAYNA SPIRING

Various Outlets (March 7, 2016)

Following an EDW-authored media release announcing the hiring of Dayna Spiring as EDW's new president and CEO, multiple local outlets reported this news. *Winnipeg Free Press* business columnist Martin Cash wrote an extended article about her hiring that also detailed EDW's structure and core functions. Additional media covering Dayna's new appointment included the *Winnipeg Sun* and ChrisD.ca.

"CITY COMES OUT ON TOP"

Winnipeg Free Press (March 31, 2016)

EDW's senior vice-president, Greg Dandewich, was quoted in a *Winnipeg Free Press* article summarizing the results of the latest edition of KPMG's *Competitive Alternatives* study published in late March. Issued every two years and measuring such things as labour, taxes and transportation costs, Winnipeg was once again No. 1 on the list of most cost-competitive locales among 27 Midwest and Western Canadian regions, a distinction the city has held since 2010.

"TAKING THE LEAD"

Who's Who: Women in Business (May 2016)

An article about Dayna assuming the leadership of EDW, entitled "Taking the Lead," appeared in May in the second annual *Who's Who: Women in Business* magazine, a publication presented by the *Winnipeg Free Press*.

EDW'S BUSINESS AND TOURISM FOCUS

680 CJOB (July 2016)

Dayna participated in an extensive interview with Richard Lannon for his S.E.T. for Success radio program. Various aspects of EDW and of Winnipeg's business and visitor attraction strategies were discussed.

"OPEN FOR BUSINESS: CHAMPIONING ECONOMIC GROWTH IN WINNIPEG"

TEN Magazine (September 2016)

Dayna is quoted throughout an article written by Wendy King about EDW and the city's need for passionate ambassadors. This piece appears in the inaugural (September) issue of *TEN Magazine*, a publication of the *Winnipeg Free Press*.

"NEW LEADER, NEW FOCUS TO LURE BUSINESS TO CITY"

Winnipeg Free Press (Nov. 4, 2016)

Winnipeg Free Press reporter Martin Cash attended YES! Winnipeg's annual Investor Breakfast and subsequently authored a piece about EDW that centred on Dayna's recent efforts to streamline the corporation, employ more relevant metrics and promote Winnipeg together with community leaders. Dayna and Greg are both quoted in the article.

"WINNIPEG COMPANY 'ECSTATIC,' INTENDS TO MAINTAIN NEW SEARCH-AND-RESCUE PLANES IN CITY"

CBC.ca (Dec. 8, 2016)

Dayna is quoted throughout this CBC News Manitoba article about Winnipeg-based Exchange Income Corporation's PAL Aerospace subsidiary, which recently secured the multi-year maintenance subcontract for the federal government's new fleet of 16 Airbus C-295W search-and-rescue planes. Work is expected to be carried out in the company's hangar at Winnipeg's Richardson International Airport.

"SOME OF THE WORLD'S TOP ARCHITECTS ARE COMPETING TO DESIGN 'WARMING HUTS' FOR A FREEZING WINNIPEG RIVER"

LonelyPlanet.com (Dec. 14, 2016)

Janice Tober highlights the winners of the latest warming huts competition, an annual event taking place each year along one of the world's longest groomed river trails—the approximately four-mile-long Red River Mutual Trail. Also featured is this year's invited artist (British-Indian sculptor Anish Kapoor) and pop-up restaurant RAW:almond.

MARKET INTELLIGENCE

EDW's market intelligence team provides the foundational support for the corporation to execute its mandate to compete for new investment, jobs, talent and visitation.

This team is responsible for gathering, managing and analyzing data and broad-based information sources describing the makeup of Winnipeg's economy, and it identifies and targets companies shaping local key industry sectors.

The market intelligence gathered also helps to establish Winnipeg's key value propositions and provides vital information for the development of tools used by the YES! Winnipeg and Tourism Winnipeg sales teams.



MARKET INTELLIGENCE HIGHLIGHTS

COMPETITIVE INTELLIGENCE

Understanding the Winnipeg market and its competitors allows EDW to position itself with potential investors.

STRATEGIC INVENTORY OF FOREIGN-OWNED COMPANIES

A major initiative completed in 2016 involved identifying and providing an assessment of strategic foreign-owned companies within Winnipeg's marketplace. In addition to providing a sizable employment and investment base, these companies positively impact overall productivity, encourage/stimulate technology transfers and increase overall investment in the domestic economy.

The report's findings facilitated a deeper appreciation for the scale, scope and disposition of foreign-owned companies in Winnipeg. This work supports the formulation of new strategies and mechanisms directed at building and strengthening relationships among stakeholders and their suppliers within the city's economic ecosystem.

INTERNAL SUPPORT FRAMEWORK

A strong foundation of market intelligence and a clear understanding of Winnipeg's strengths and weaknesses on a sector-by-sector basis underpin EDW's new focus. Data sets that include company profiling and strategic industry content were developed to evaluate sector-specific value propositions. Aligning with the province's five industry sectors of focus—and at its request—overviews and briefings were finalized for advanced manufacturing; aerospace; agribusiness; information, communications and technology (ICT); and creative industries. A tourism industry sector overview and briefing was also completed. Within each industry sector, subsector targets are being formulated to help guide business investment attraction and expansion efforts. This data will be shared, and it highlights EDW's role as the experts on Winnipeg's economy.

PARTNERSHIPS

Partnerships are critical for the success of EDW's efforts. These partnerships result in business attraction and sector development.

CAPITAL REGION TRANSPORTATION PLAN WORKING GROUP

EDW participates in the Capital Region Transportation Plan Working Group (CRTMP). This broad group of stakeholders includes representatives from the Winnipeg Airports Authority, CentrePort Canada, the City of Winnipeg, the Province of Manitoba and the Manitoba Heavy Construction Association. The CRTMP is reviewing transportation plans within the region to formulate recommendations ensuring that strategic road infrastructure investments are made. EDW is providing input from the perspective of regional economic development and how regional transportation networks impact future growth.

CAPITAL REGION ECONOMIC RESEARCH PROJECT

Launched in November, EDW is leading a comprehensive capital region research project that will provide evidence-based market intelligence on the key market drivers, sector strengths and overall economic competitiveness in the region. A broad stakeholder funding and project partnership committee has been formed to manage the process. Participating entities include the Partnership of the Manitoba Capital Region, the City of Winnipeg, the Province of Manitoba, the Manitoba Institute of Trades and Technology, the University of Manitoba, the University of Winnipeg, Red River College, the Winnipeg Airports Authority and CentrePort Canada. The project is slated for completion in the late 2017.

MUNICIPAL REPRESENTATIVES FROM UKRAINE

EDW hosted a group of mayors and senior representatives from Ukraine in June to present various economic development approaches. The visit was a co-operative effort with the Federation of Canadian Municipalities (FCM), the Manitoba Association of Municipalities and the City of Winnipeg.

CONSIDER CANADA CITY ALLIANCE

As the hub for 13 economic development agencies, the Consider Canada City Alliance plays a critical role in enabling Canada's economic prosperity. The economic zones of its members—of which EDW is one—currently represent over 58 per cent of Canada's population, 64 per cent of its GDP and accounted for 83 per cent of Canada's GDP growth in the five years ending in the second quarter of 2016.

SMART WINNIPEG CAUCUS

The EDW-led Smart Winnipeg Caucus consists of over 20 community stakeholders, and it identifies and supports broadband innovations to increase Winnipeg's competitiveness for local companies and new investors.

Several projects were proposed in 2016, including workforce development of the IT sector, an innovation helix concept to build out transportation logistics in the tech space. These projects are currently being assessed.

CONDENSED STATEMENT OF FINANCIAL POSITION

December 31, 2016, with
comparative information for 2015

	2016	2015
ASSETS		
Current assets:		
Cash	\$ 716,741	\$ 728,528
Investments	674,325	845,969
Accounts receivable	478,131	77,947
Prepaid expenses	123,483	139,368
	1,992,680	1,791,812
Capital assets	567,809	75,867
	\$ 2,560,489	\$ 1,867,679
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 417,622	\$ 190,046
Deferred rent	25,967	8,318
Deferred lease inducement	360,000	-
Deferred contributions:		
Future expenses	253,758	229,605
Net assets:		
Invested in capital assets	567,809	75,867
Unrestricted	935,333	564,990
Internally restricted:		
Appropriated for YES! Winnipeg initiative reserve	-	110,000
Appropriated for contingency reserve	-	688,853
	\$ 2,560,489	\$ 1,867,679

STATEMENT OF REVENUE AND EXPENDITURES

Year ended December 31, 2016, with
comparative information for 2015

	2016	2015
REVENUE:		
Funding:		
The City of Winnipeg	\$ 2,812,200	\$ 2,394,129
Province of Manitoba	1,412,000	1,412,000
Partnerships and investors contributions	1,261,435	1,473,533
Interest	11,188	15,596
	5,496,823	5,295,258
EXPENDITURES:		
Initiatives and marketing	1,588,748	1,560,371
Personnel	3,318,371	3,191,301
Administrative	303,298	315,518
Occupancy and facilities	222,974	226,260
	5,433,391	5,293,450
Excess of revenue over expenditures	\$ 63,432	\$ 1,808

These condensed financial statements do not contain all of the disclosures required by Canadian public sector accounting standards. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the company's financial position, results of operations, changes in net assets and cash flows, reference should be made to the complete financial statements of Economic Development Winnipeg Inc. as at and for the year ended December 31, 2016, on which KPMG LLP expressed an opinion without reservation in their report dated March 7, 2017. For complete financial statements and accompanying notes, visit our website: http://www.economicdevelopmentwinnipeg.com/uploads/document_file/2016_economic_development_winnipeg_annual_report.pdf?t=1467815675

STATEMENT OF CHANGES IN NET ASSETS

Year ended December 31, 2016, with comparative information for 2015

	Invested in Capital Assets	UNRESTRICTED		INTERNALLY RESTRICTED		2016 Total	2015 Total
		Operating	YES! Winnipeg Initiative	Contingency Reserve	YES! Winnipeg Initiative Reserve		
Balances, beginning of year	\$ 75,867	\$ 433,402	\$ 131,588	\$ 688,853	\$ 110,000	\$ 1,439,710	\$ 1,437,902
Excess (deficiency) of revenue over expenditures	(38,662)	102,094	-	-	-	63,432	1,808
Transfer of funds from internally restricted	-	798,853	-	(688,853)	(110,000)	-	-
Transfer of unrestricted funds from YES! Winnipeg initiative	-	131,588	(131,588)	-	-	-	-
Transfer for acquisition of capital assets	530,604	(530,604)	-	-	-	-	-
Balances, end of year	\$ 567,809	\$ 935,333	\$ -	\$ -	\$ -	\$ 1,503,142	\$ 1,439,710



**ECONOMIC
DEVELOPMENT**
WINNIPEG



TOURISM
WINNIPEG



YES!
WINNIPEG

810 - One Lombard Place
Winnipeg, Manitoba
Canada R3B 0X3