

4,200

**NEW
DIRECT
JOBS**

\$130,000,000

**NEW BANK
DEPOSITS
ANNUALLY**

\$288,000,000

**INCREASED
CONSUMER
SPENDING**

\$391,000,000


**INCREASED
PAYROLL
ANNUALLY**

\$1,400,000,000

**INCREASED
ECONOMIC
OUTPUT**



Winnipeg's Business Development Team



“For far too long, Winnipeg has been one of the best kept secrets of the business world. The diversity of our business community, the stability of our economy, the quality of our business leadership and the natural advantages afforded by our geographic location and “can-do” spirit make us truly world-class. What we need now is a world-class sales effort to spread the word.”

David Angus
President and CEO
The Winnipeg Chamber of Commerce



A New Approach For Selling Winnipeg

FORWARD

At this exact moment it is a fair bet that one or more Winnipeg businesses is being coveted – or even wooed – by other cities to leave and set up shop within their jurisdictions. Also right now, many other North American businesses – either established or starting up – are seeking a new place to grow and prosper. They are looking for precisely the “business friendly” attributes that Winnipeg has to offer, but may not consider our city due to their lack of awareness of what we offer. Rather, they're more likely to consider one of the many other North American cities that have recently ratcheted up their competitive efforts to attract site selectors, corporate decision makers and high flying entrepreneurs. In fact, it is now commonplace for communities with populations as small as 150,000 to have dedicated staffs with multimillion dollar budgets to actively market their communities as ideal locations for business relocation, expansion, and creation. These cities are not only competing for jobs and investment with aggressive strategies for selling their communities, they are working one-on-one with their own businesses that are starting up or expanding to give them the assistance they need to keep them from moving elsewhere. We can no longer sit on the sidelines and let others succeed while we fall behind. It is time that Winnipeg was in the game, and we need your help to field our team.

Helping Businesses Say "Yes" To Winnipeg

This document marks the formal transition of the Selling Winnipeg to the World (SWTTW) initiative into Winnipeg's new business development service "Yes! Winnipeg". Established in 2004, SWTTW was created as an exciting new partnership between Winnipeg's business community and government with the purpose of finding a way to help Winnipeg become more competitive in attracting jobs and investment to our city. Spurring the initiative was the realization that Winnipeg needed to respond to increased competition from other jurisdictions with a more proactive, individualized approach to business development. Because none of Winnipeg's current business and community organizations (Winnipeg Chamber of Commerce, Destination Winnipeg, Manitoba Business Council, Centre Venture, etc.) are specifically staffed or resourced to aggressively and proactively sell Winnipeg as a business location, it was determined that a new sales team should be formed to perform this function. This team would not only work to bring new businesses to the city, but also help retain development by assisting Winnipeg businesses and entrepreneurs expand or start their businesses locally. Moreover, the team would be largely funded through the private sector and would work to achieve measurable sales objectives. This approach is consistent with the findings of SWTTW's "best practice" research into the practices of the North American communities which have been the most successful in growing their economies in recent years. This direction was ratified through a series of focus-group meetings with key community leaders and stakeholders, and then validated and refined over the past 18 months through a variety of activities including a comprehensive feasibility analysis and goal assessment conducted in November and December of 2009.

This process confirmed:

- A shared enthusiasm and impatience among stakeholders in Winnipeg's business community for such a sales function to be created and aggressively employed.
- The willingness and responsibility of private sector business leaders to both publicly endorse this initiative and financially support it with pacesetting financial commitments that will help attract a broad base of follow-on financial support.
- The need to establish clearly defined objectives for the initiative in terms of real and measurable economic gains for the city.
- The necessity of working in partnership with all key business stakeholders and development organizations in Winnipeg.

The process also produced a five-year strategic plan for the sales initiative/team (now Yes! Winnipeg) authored by SWTTW staff and volunteers from the business community. This strategic plan identifies the following six key principles for its implementation:

1. IT WILL BE PRIVATE SECTOR LED, PUBLIC SECTOR SUPPORTED AND PROPERLY RESOURCED

- \$6m operating budget over 5 years (\$1.2m per year) will be required to properly launch and support the a sales team comprised primarily of sector-specific business development professionals. A majority of these funds will come from private sources (2/3 by private sector, 1/3 by public sector).
- The sales team will access and lean on Winnipeg's world class business leadership.
- An Investor Council and Partnership Committee (comprised primarily of private sector leaders) will be formed to provide leadership and specialized business expertise to the initiative.

2. THERE WILL BE TANGIBLE, MEASURABLE DELIVERABLES COMMENSURATE WITH THE INVESTMENT

- The sales team will always be mindful that it's actions must result in incremental economic gains for Winnipeg in terms of companies attracted, retained or grown. Ultimately, the deliverables will result in new jobs created and expanded tax revenues for the city.

3. BUSINESS DEVELOPMENT ACTIONS MUST BE FOCUSED AND STRATEGIC

- The sales team will work in the nine key strategic business sectors, as defined by the Province.
- The primary development focus will be on helping existing Winnipeg companies to expand and attracting non-Manitoba companies to Winnipeg.

4. THE SALES TEAM WILL BE PROACTIVE IN OPPORTUNITY IDENTIFICATION AND PURSUIT

- Opportunities for business attraction or retention will be actively sought out (vs. waiting for them to appear). Leads will be sourced through:
 - ♦ Connections within Winnipeg's business community.
 - ♦ Working closely with other local economic development entities.
 - ♦ Promoting the sales team's services locally and within North America.
 - ♦ Developing effective relationships with international site selectors.



- ♦ Reaching out to former Winnipeggers in senior business leadership positions.
- ♦ Working with industry associations, sector councils and business associations.
- ♦ Enlisting the assistance of local business leaders and subject-matter experts.
- ♦ Employing “best practices” learned or borrowed from other jurisdiction.

5. SALES EFFORTS WILL BE INDIVIDUALLY FOCUSED

- In addition to macro-level promotion through marketing/advertising, the sales team will focus on one-to-one sales with individual businesses and investors.
- Every sales effort will begin by creating a unique strategy/roadmap for success for the business in question.
- Sales efforts will be supported by mobilizing opportunity specific teams of subject-matter experts to provide a complete, holistic solution to the project.
- The entire process will be project-managed for a successful outcome at the speed of business.

6. EFFORTS WILL BE SUPPORTED BY THE MOBILIZATION OF BROAD COMMUNITY COLLABORATION

- The sales team will develop and nurture an extensive network of companies and organizations who will offer solutions and assistance as required (ie. information and data, financing, space, consultancy and incubation, staff, customer or supplier connections, etc.).

Based on this direction, the SWTTW with the Winnipeg Chamber of Commerce proceeded to develop and launch Winnipeg's new business development team, Yes! Winnipeg. Yes! Winnipeg will be operated as an initiative within Economic Development Winnipeg Inc. In this role Yes! Winnipeg will not duplicate any of the services or functions already offered through Winnipeg's other business development organizations, but rather leverage the services and resources already offered by those entities.

If you're starting, expanding or relocating a business in Winnipeg, start with me.

Yes! Winnipeg's services will help businesses expedite their start-up, expansion or relocation plans in Winnipeg.



Yes! Winnipeg's Economic Impact.

Yes! Winnipeg's successful implementation will have dramatic and lasting effects on the local economy. These impacts will include many direct and tangible objective benefits, as well as some outcomes that are less measurable, but equally important.

PROJECTED FIVE-YEAR IMPACT

Yes! Winnipeg has established the following economic objectives, to be achieved by the end of 2015:

- 3,257 INDIRECT AND INDUCED JOBS**
- 4,200 NEW DIRECT JOBS**
- \$130 MILLION INCREASED CONSUMER SPENDING**
- \$391 MILLION INCREASED PAYROLL ANNUALLY**
- \$1.4 BILLION INCREASED ECONOMIC OUTPUT**

These projected outcomes have been established by benchmarking the results of other communities of similar size who have employed similar models in their economic development program. They have been confirmed to be reasonable by economic development subject-matter-experts familiar with our initiative, and supported by the very positive results of Yes! Winnipeg's own direct sales efforts over the past year.

A RISING TIDE

The impact of this new infusion of wealth into Winnipeg's economy will not just be felt by the employees and business directly involved. When companies relocate or grow here; when new jobs with higher wages are created; when new investments are made in our community; and when educated workers and their families choose to stay or relocate in Winnipeg, every business and every Winnipegger will benefit. A rising tide truly does raise all ships, whether those ships are large or small companies, businesses that sell their products and services locally or globally, governments that rely on tax revenues or non-profit organizations that depend on community support and patronage.

ADDITIONAL BENEFITS

The establishment of an aggressive, strategic approach to economic development – and the capacity to deliver it – will exponentially improve our ability to shape and influence Winnipeg's economic fortunes. This new capacity will have lasting benefits for many years, since economic growth and development is, by definition, a long-term process. Additional benefit will be derived from the stronger public/private partnership that Yes! Winnipeg will foster, as it will unite top leaders from both sectors around a shared vision of prosperity. By working in concert to steer Winnipeg's economic future, collaborations on other community agendas will surely follow. Moreover, future elected officials will more fully appreciate the importance of a business friendly climate and understand their role in creating it.

Finally, one of the less tangible – but no less important – benefits of this initiative will be the development of future community leaders. Because Yes! Winnipeg's sales process will be a collaborative one that relies heavily on the participation of people from across the business community, it will provide opportunity to identify, motivate and involve many of Winnipeg's rising stars, and better ensure the "passing of the torch" from the current generation of leaders to the next.

HELP US MAKE YES! WINNIPEG HAPPEN

Yes! Winnipeg is launching a major fund-raising campaign to secure the \$6m required to form and operate over the next five years. Other communities in Canada and the U.S. have developed and funded similar programs – with great success. We refuse to allow Winnipeg to be out marketed and out sold by communities with less to offer, and believe \$1.2 million annually is a small price to pay for the significant and lasting outcomes this initiative will produce. Every stakeholder and anyone with a vested interest in Winnipeg's economic future will be encouraged to invest in this critical endeavor.



The Yes! Winnipeg campaign will create a private/public partnership that seeks to raise 2/3 of the total from the private sector investors, and 1/3 from various levels of government. Over the last several years we have already developed a broad base of support within the private sector, and expect to have well over 100 individual investor companies and individuals supporting us. Similarly, our discussions with public sector leaders indicate that we will achieve our targeted contributions from the three levels of government as well.

This is the most important business initiative proposed in our community in a long time. The stakes are high, the need is clear and the outcome is compelling; Yes! Winnipeg will become the launching pad for new growth and vitality in our city. But we can't make it happen without your help.

PLEASE JOIN US

As a leader in Winnipeg's business community, your support of Yes! Winnipeg is critical for our long term success. Different levels of investment are available, and we ask that you make an investment that is fair and proportionate to the degree to which you can benefit from the program's success. Your investment in Yes! Winnipeg will bring with it appropriate recognition within the community along with the ability to directly influence Winnipeg's economic future and destiny, including the representation on the Investors Council. Most importantly, by supporting Yes! Winnipeg you will be helping Winnipeg get out of the stands and onto the field. With support from community leaders like you we will field a winning team that creates prosperity for all of Winnipeg's current and future stakeholders – including our own children and grandchildren.

For more information on how you can become involved please contact Yes! Winnipeg directly.



Additional Economic Impact

The following tables summarize some of the additional impacts of Yes! Winnipeg on Winnipeg's economy.

CONSUMER SPENDING IMPACT

The increases in annual payroll, produced by 7,457 total new jobs, will create \$287,978,123 in new personal consumption expenditures annually. These expenditures are projected to be distributed as follows:

CATEGORIES	PERCENT OF TOTAL	AMOUNT
Food	12.5%	\$36,121,981
Shelter	23.8%	\$68,672,003
Household Operation	5.8%	\$16,558,894
Household Furnishings and Equipment	3.5%	\$10,021,328
Clothing	4.9%	\$14,183,100
Transportation	16.7%	\$47,967,874
Health Care	3.5%	\$10,081,963
Personal Care	2.2%	\$6,377,710
Recreation	7.1%	\$20,356,856
Reading Materials	0.5%	\$1,537,927
Education	1.9%	\$5,501,257
Tobacco Products and Alcoholic Beverages	2.5%	\$7,303,773
Games of Chance	0.6%	\$1,785,979
Personal Insurance Payments and Pension Contributions	8.5%	\$24,413,895
Gifts of Money and Contributions	3.9%	\$11,250,567
Miscellaneous	2.0%	\$5,843,018
TOTAL	100.0%	\$287,978,123

PROJECTED BUSINESS TO BUSINESS IMPACT

A key benefit of job creation is derived through the purchase of goods and services from local and regional suppliers. As new companies purchase materials, supplies, and services from local businesses, the suppliers' ripple effect will multiply through Winnipeg's economy. The overall value of economic activities associated with the new/expanding companies totals \$1.4 billion annually.

INDUSTRY	AMOUNT
Crop and Animal Production	\$21,175,128
Forestry and Logging	\$2,174,761
Support Activities for Agriculture and Forestry	\$54,900,752
Mining and Oil and Gas Extraction	\$44,540,436
Utilities	\$164,658,000
Construction	\$24,639,650
Manufacturing	\$302,278,208
Wholesale Trade	\$49,483,464
Retail Trade	\$38,568,124
Transportation and Warehousing	\$141,296,528
Information and Cultural Industries	\$105,465,256
Finance, Insurance, Real Estate and Rental	\$358,801,408
Professional, Scientific and Technical Services	\$60,551,968
Administrative and Support Services	\$7,252,868
Educational Services	\$241,259
Health Care and Social Assistance	\$2,609,006
Arts, Entertainment and Recreation	\$37,151,532
Accommodation and Food Services	\$5,411,189
Other Services (Except Public Administration)	\$10,872,027
Non-Profit Institutions Serving Households	\$4,886,043
Other	\$107,814
TOTAL	\$1,437,065,421

BANK DEPOSIT ANALYSIS

Yes! Winnipeg is estimated to produce \$129.6 million in new annual deposits, from new payroll alone. This analysis does not include potential impacts on business accounts.



Winnipeg's Business Development Team

www.yeswinnipeg.com

Yes! Winnipeg is an initiative within Economic Development Winnipeg Inc.