

annual report



2002 - 2003

The Chamber

Our Mission

To foster an environment in which Winnipeg business can prosper

Our Vision

Winnipeg, at the centre of North America...

- a cost-competitive, technologically innovative city with a skilled labour force and modern infrastructure to support existing and emerging industries
- a city where citizens take personal responsibility for and pride in community development
- a city with a bright economic future

Our Role

Public Policy Influence - initiate and effect change in government policy and practices to support a growing and thriving business community

Member Business Support - provide programs and services that create a competitive advantage for individual business members

Community Leadership - serve as a catalyst for a healthy and prosperous community that offers a strong foundation for business location and expansion



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Chairman's Report



It is hard to believe that yet another year has passed us by! So much has happened and been accomplished.

This year saw the implementation of our new three-year strategic plan. This plan, set on the foundations built by its predecessors, raised the bar even further on what we should expect and demand of ourselves. We have, in this city and province, immeasurable talent and opportunity that, through coordinated effort and long-term planning, can lift us to previously unimaginable heights!

There are a great deal of positive things happening in our city right now. From the construction of the True North Centre, the Red River College Downtown Campus, the residential conversion projects in downtown, to the Forks hotel and museum, and Manitoba Hydro's new headquarters, one cannot help but be imbued with confidence in our future. We have a great deal to cel-

ebate, but we must be careful not to become complacent. We must continue to look even further down the road to recognize and seize upon opportunities by planning and taking action today.

Once again, our numerous committee members have unselfishly given of their time and expertise in the pursuit of our objectives. In the annual report, you will find examples of not only progress on those objectives, but in fact, the realization of many.

One such realization is that of co-location. Approximately five years ago, a vision emerged that foresaw The Chamber co-locating with the economic development arms of the City and the Province. Co-location was to be the ultimate testament to the commitment of all economic stakeholders to delivering a city eager to do business! This has now been realized in the International Business Centre at the Paris Building on Portage Avenue. If you have not already seen this incredible facility, you should. The sponsoring companies and our partners can be proud of this pillar of co-operation and the legacy of prosperity it will build.

We have nurtured better relationships with our provincial Chamber and area Chambers throughout Manitoba, which I believe will serve to strengthen all of us individually by strengthening The Chamber movement as a whole.

As a Chamber, we should be proud of our role in Winnipeg's history and its continued growth. We continue to be the largest voice that speaks for the broadest range of Winnipeg business. We have

always sought growth and security of our community through economic development. We have a respected voice that is well-researched and constructive in nature. It is this strength that has helped us to begin what I feel may be one of the most important accomplishments this year.

One of the key roles that The Chamber has played in its 130-year history is that of facilitating cooperation among diverse community groups to find solutions to common concerns. It was this type of collaboration that created the United Way of Winnipeg and Winnipeg CrimeStoppers. Could you imagine our city without either of these important organizations?

If we are to realize the full potential of our city, it will take great strength in leadership from our governments. But, it will also take the support of our entire community if we are to develop a long-term strategy for economic development - a successful idea we have seen implemented in Singapore, Ireland, Denver, and Finland.

We have, this year, begun to bring these varied groups together in small steps to build trust and identify a common vision. Our Community Collaborative seeks to build bridges between all of the stakeholders in our community. I believe we all share a common hope and goals for our city, though we may have differing points of view on the best path to get there.

I believe though that by continuing to bring together post-secondary institutions, community organizations, labour, business and government, that we can eventually find practical solutions to many of our social issues by having a vibrant economic environment as key to providing the resources to do so. We can attract new people to the province, but also give everyone new and better opportunities to share in our growth and their own prosperity!

The staff, led by Dave Angus, were invaluable during my time as Chair! Their commitment to the organization and the achievement of its goals is evident from their efforts. I would also like to thank the Board for its most important input. We are very fortunate to have such a diverse representation so that we may consider issues from many sides.

In closing, I would like to thank you, our members, for your leadership and commitment to The Chamber. Your membership in this invaluable organization ensures that business in Winnipeg has a voice that is positive, strong and effective!



Robert Kreis
Chairman of the Board

President's Report



Sometimes change can be slow, excruciatingly slow. Civic government is a good example in point. After perusing the recent City of Winnipeg annual report, it became quite clear that we have come a long way, and The Chamber has been instrumental in that change.

In the mid-90's, The Chamber's direction, as set by our members, was very clear and consistent. Improving civic government was the top priority. At the time, we had escalating property taxes, massive debt, a bloated civic workforce, and an unhealthy relationship between our civic and provincial governments.

The Chamber worked with the City to address all of these issues. A strong voice for change and a reduction in property taxes was at the forefront of our objectives. We developed a report that evaluated greater than 300 civic services with recommendations to either eliminate services or find more efficient delivery mechanisms.

We led the lobbying effort to sell Winnipeg Hydro to Manitoba Hydro as a way to further address the City's financial situation. We championed change in the way civic government is structured, to allow for better decision-making and democracy. We

supported the development of a long-term financial plan that tackled the debt load and brought three-year budget cycles to civic government. We added a strong voice for downtown revitalization and strategic investment in arts and culture as priorities.

Today, we have a slimmed down civic workforce, more competitive property taxes, reduced debt servicing charges, and increased use of the private sector in the delivery of civic services. We have come a long way, but there is more to do.

Your Chamber will fight hard for the complete elimination of the business tax. We will recommend ways for our civic government to be more 'business-friendly'. And, we will continue to push for increased efficiencies at City Hall. We have accomplished a great deal through offering constructive input and forging a strong relationship with the Mayors and Councillors.

We did this through the tremendous leadership of our member volunteers. That is why we are the most effective voice for business.

This past year was no different. Chairman Robert Kreis and the Board of Directors provided exemplary leadership. The talent that The Chamber is able to attract around our committee tables is amazing, demonstrating the breadth of committed business leaders willing to step forward to make a difference.

I have a wonderful job, even if I spend my Friday nights reading annual reports.

A handwritten signature in black ink, appearing to read 'Dave Angus', written in a cursive style.

Dave Angus
President & CEO

Board of Directors / Chamber Staff

Board of Directors



Standing (l to r):

Dave Angus (*The Winnipeg Chamber of Commerce*)
Tom Bryk (*Cambrian Credit Union*)
Harry Mardon (*Manitoba Chambers of Commerce*)
Cathy Nieroda (*EDS Canada Inc.*)
Trevor Sprague (*PricewaterhouseCoopers*)
Robert Gabor (*Aikins, MacAulay & Thorvaldson*)
Debbie Hendsbee (*Wardrop*)
Jim Spencer (*Consultant*)
Gerry Rose (*Manitoba Hydro*)
Carole Vivier (*Manitoba Film and Sound Recording Development Corporation*)
John Langstaff (*Cangene Corporation*)
Philip Axelrod (*Ceridian Canada Ltd.*)
Irene Merie (*Destination Winnipeg*)
Martin Trudeau (*Chambre de Commerce francophone de Saint-Boniface*)

Seated (l to r):

Catherine Kloefer (*KPMG*)
Robert Kreis (*Superior Chem-Dry*)
Philip Sheps (*Pitblado*)

Missing:

Walter S. Hill (*Barrett-Hill Inc.*)
Marilyn Houston (*The Houston Personnel Group*)
Larry McIntosh (*Peak of the Market*)
Dennis McKnight (*smart-tours.com*)



Chamber Staff

(l to r):

Sandy Doran, Art Alexander,
Erin Gudmundson, Dave Angus,
Catherine Holder, Devon Kashton,
Loren Remillard, Lisa Newcombe,
Karen Weiss, Ellen Kornelsen,
Crystal Laborero, Tanya McCartney,
Cheryl Baldwin, Jaime Richard

Missing:

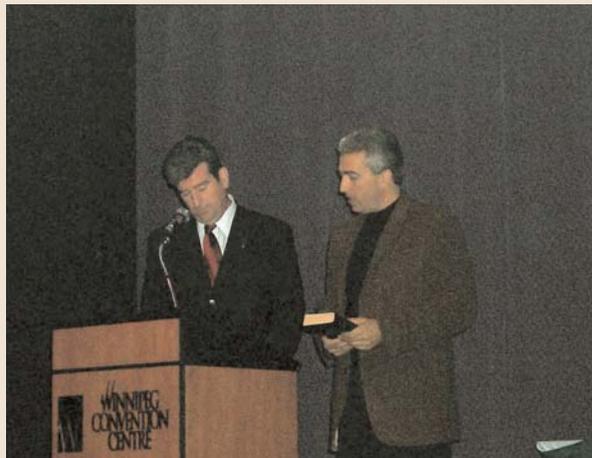
Sarah Piercy

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Realizing Winnipeg's Global Opportunity

"As The Winnipeg Chamber of Commerce looks ahead, we recognize that it is time to elevate our sights. We must adopt a whole new vocabulary as a community and replace words like stagnant, middle-of-the-road and 'have-not' with dynamic, world-class and vibrant. The Winnipeg Chamber can play a key role in changing the mindset of Winnipeg, and it begins with the development of our strategic plan."

- Opening statement from
2002-2005 Strategic Plan



Robert Kreis is sworn in as the 109th Chairman of The Chamber.

Public Policy Influence

The thrust of The Chamber's economic development efforts has been two-fold: (1) address specific strategic areas that define the business climate in Winnipeg, and (2) support specific emerging sectors that provide tremendous opportunities for growth.

Taxation

Meetings with the Mayor and civic officials were held to press The Chamber's seven-year plan to eliminate the business tax, a particularly onerous tax for small and medium-sized enterprise.

Through our 2003 civic budget submission and subsequent presentation to City Council, The Chamber continued carrying the torch for lower property taxes and increased efficiency through focused, strategic civic spending.



Chamber recommendations regarding the 2003 Budget are presented to City Council.

Support was given to the new City of Winnipeg Charter Act, which will provide the City with greater flexibility to reduce its reliance upon property taxes. Further, The Chamber added its voice to calls for a new federal urban agenda to help address growing civic fiscal challenges.

The Chamber endorsed and advocated the adoption of the City Assessment Task Force Report, whose recommendations stand to improve the fairness and effectiveness of the current process.

On Broadway, personal and corporate tax relief was paramount during pre-budget meetings with Finance Minister Greg Selinger and department officials. The removal of education funding from property taxes was noted also in The Chamber's pre-budget submission and meetings with both provincial education Ministers.

Federally, Winnipeg Chamber endorsement of the Canadian Chamber of Commerce's 2003 federal budget submission was delivered to Finance Minister John Manley. The submission's business tax recommendations were reinforced further during meetings between Winnipeg Chamber officials and the federal Deputy Minister of Finance.

Winnipeg Chamber calls for an end to the capital tax, in collaboration with The Canadian Chamber and the Association for the Abolition of Capital Taxes, culminated in the announced phase-out of the tax in the 2003 federal budget.

Image

Few elements define Winnipeg's image more so than our renowned arts community. A detailed proposal to remove the entertainment funding tax (formerly the amusement tax), a detriment to the growth of the arts community, was prepared and presented to City Council.

The Chamber provided promotional assistance to the Rotary Club of Winnipeg's 10,000 Snowmen Competition, a celebration of Winnipeg's winter spirit.

Physical enhancements to our image were targeted through the creation of a three-phase plan to improve the travel route from Winnipeg International Airport to the downtown.

Development of a Winnipeg branded images inventory is underway to enhance and bring consistency to Winnipeg's image globally. Once completed, the inventory will be available to business and the community.

Winnipeg's image nationally remained a priority. Staff and volunteers alike sought to forge new relationships with national media, including CanWest Global's new Canadian News Desk in Winnipeg.

As Winnipeg business' ambassador to the world, The Chamber organized a Chamber Day at the 2003 Ford World Curling Championships in Winnipeg. Further, The Chamber announced the

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launch of Welcome to Our Winnipeg receptions. Aimed at business executives who have relocated to Winnipeg recently, the receptions will showcase Winnipeg's assets and opportunities to ease the relocation process.

A City Image Builder Award program will be established to recognize individuals whose contributions have served to advance a positive image of Winnipeg.

Workforce

In October, University of Manitoba President Emöke Szathmáry delivered the inaugural State of the University Address to The Chamber.

In partnership with the University of Manitoba, The Chamber announced the largest Chamber-funded post-secondary scholarship in western Canada. The Winnipeg Chamber of Commerce Scholarship Program will provide assistance, totaling \$15,000 over three years, to students enrolled in biotechnology, new media, and transportation and logistics studies.

Work continued on the establishment of a Chamber e-learning program for members seeking additional professional development opportunities.



Chairman Robert Kreis and University of Manitoba President Emöke Szathmáry formalize The Chamber scholarship program.

Preparations commenced on a 'Get to Know Research...At Your University' tour, to take place in November 2003. The tour will showcase the world-class, state-of-the-art research facilities and business opportunities available at the University of Manitoba.

Partnerships with other post-secondary education institutions are also being negotiated, to enhance the link between the needs of business and the knowledge and skills of our graduates.

Investment Capital

Discussions surrounding the development of an Angel Investor Network, in partnership with the Manitoba Chambers of Commerce and other stakeholders, were initiated. Various proposals are now in the development stage. An Angel Investor Network would help connect interested individual investors to emerging opportunities within the Winnipeg business community.

Construction of a comprehensive online inventory of investment capital pools, service providers, and other investment tools is underway also.

Recommendations concerning raising capital exemptions were submitted to the Manitoba Securities Commission in order to ease and simplify the process of raising capital.

Chamber support for the retention of provincial securities commissions, but with greater harmonization of securities regulations across Canada, was brought forward to the federal and provincial finance Ministers.

Chamber representatives met with members of the Premier's Economic Development Advisory Council to coordinate efforts and promote greater

communication of one another's activities within the investment capital arena.

Technology & Innovation

In April, The Chamber hosted the annual BIG (Business, Innovation, Growth) Conference. The Conference featured the presentation of the Sixth Annual Winnipeg Chamber of Commerce Innovation Awards, honouring Manitoba's most progressive and innovative organizations/individuals.



Robert Scully, formerly of CBC's Venture, headlined the 2003 BIG Conference.

Following the release of the provincial government's draft innovation strategy, The Chamber's Technology & Innovation Committee proposed a series of changes aimed at achieving greater alignment with the business community's own activities.

Further, in partnership with the Minister of Energy, Science & Technology, The Chamber has begun development of an Innovation Score Card - a series of measurable targets to gage innovation performance flowing from the provincial strategy.

Information on the new federal privacy legislation was disseminated to the membership through a series of seminars and Chamber communications.

Transportation & Logistics

Challenges with the Canada Customs and Revenue Agency (CCRA) Administrative Monetary Penalty System (AMPS) were assessed, in particular its impact on the movement of goods across borders. A series of recommended changes and enhancements to AMPS were developed and presented to National Revenue Minister Elinor Caplin.



Hon. Elinor Caplin

In March, Minister Caplin appeared before The Chamber to discuss the noted concerns and proposed changes.

The Winnipeg Chamber's AMPS position was brought forward to our provincial and national Chambers for policy adoption, as well.

A proposed reduction in the hours of operation at the Canada Customs Air Commercial Terminal Two in Winnipeg was opposed due to the potential delays and challenges with transportation of goods.

In partnership with the Canada West Foundation, The Chamber co-sponsored a luncheon with former Canadian Alliance leader Preston Manning.

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Manning outlined the current state of transportation infrastructure in western Canada and what steps must be taken to rectify years of inadequate investment.

Councillor John Angus, Chair of the City's Public Works Committee, met with The Chamber in May to present the proposed South-West Transit Corridor project.



The South-West Transit Corridor proposal is presented for Chamber feedback.

Activity continues on the establishment of a Centre of Excellence in Transportation and Logistics at the University of Manitoba and development of a transportation and logistics strategy for the Manitoba Capital Region.

Biotechnology

In November, The Chamber led a delegation of biotechnology industry and government representatives on a 'smart-tour' of Finland - a European biotechnology leader. The Finland mission was undertaken to help bolster Manitoba's biotechnology sector through expanding our understanding of world-best models and practices.



Finland's biotechnology industry offered many valuable lessons for Manitoba.

Findings from the Finland tour were presented to tour participants and a number of provincial Ministers during a special evening event.

Working through The Chamber's Biotechnology Committee, industry representatives have begun crafting a provincial biotechnology strategy, designed to focus and augment current provincial initiatives.

Consistent with our goal of promoting awareness of Manitoba's biotechnology industry, a Chamber After Business Mixer was held at the St. Boniface Health Research Centre. Further, an image piece on Manitoba's biotechnology industry is being drafted for distribution nation-wide.

New Media

In partnership with Industry Canada, The Chamber is building a comprehensive inventory of new media industry companies and organizations. In addition to promoting awareness of the industry itself, the CD-based inventory will be a valuable tool for members seeking new media resources.

The New Media Committee has undertaken the task of coordinating various stakeholders around the creation of a New Media Centre of Excellence in Winnipeg to support the industry's advancement.

Complimenting these activities, the committee has also begun preliminary work on attracting an international new media conference to Winnipeg.

Chamber support was given to the establishment of accreditation for graphic designers in Manitoba, an initiative being pursued by the local chapter of the Society of Graphic Designers.

Tours of the Virtual Reality Centre, Red River College's Princess Street Campus and TRILabs' new offices at the University of Manitoba Smart Park were undertaken in conjunction with New Media Committee meetings.

Government Relations

The depth and constructive nature of Chamber public policies and positions has helped establish The Chamber as the most credible business organization in Winnipeg.¹ Yet, it is through establishing and maintaining a constructive relationship with all levels of government that transforms this credibility into positive change for business.

Individual meetings were held with Mayor Glen Murray and the majority of Council members, as

¹ Issue credibility index, Probe Research Inc. poll, February 2002.

well as the Chief Administrative Officer and other senior civic officials. On Broadway, Chamber officials met with the Ministers of Finance; Industry, Trade and Mines; Energy, Science and Technology; Conservation; Advanced Education; Education; and, Labour and Immigration. Regular meetings between The Chamber and various Deputy Ministers took place to ensure on-going, two-way communication of priorities and activities.



The Chamber also remained a constant presence on Parliament Hill. One-on-one meetings with the Hon. David Collenette and senior advisors to Deputy Prime Minister and Finance Minister Manley, Industry Minister Rock, Western Economic Diversification Secretary of State Owen, Agriculture Minister Vanclief, and Defence Minister McCallum were held to press a number of local business concerns.

Other highlights of The Chamber's 2002-2003 lobbying calendar were:

- 2002 Civic Election
 - ◆ Membership survey on key election issues
 - ◆ Councillor and Mayoral candidate questionnaires
- 2003 Provincial Election
 - ◆ Membership survey on key election issues
 - ◆ Provincial party leaders questionnaire
 - ◆ Provincial Party Leaders Forum

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2003 Provincial Party Leaders Forum

- Smoking by-law
 - ♦ A Chamber position was developed, calling for province-wide regulation of smoking in indoor public places, which would ensure a fair and consistent environment for companies impacted by the issue.
- Bill 12 - The Consumer Protection Amendment Act
 - ♦ Met with Consumer and Corporate Affairs Minister, during which concerns with the legislation's restrictions on how creditors may contact debtors were raised, resulting in the bill's withdrawal.
- Met with the provincial NDP, PC and Liberal Party caucus and the Federal Liberal Party caucus.



Chairman Robert Kreis responds to the 2003 Provincial Budget.

Media Relations

Last year, The Chamber and its spokespersons were cited in more than 230 media reports. Among the more notable issues to which The Chamber's opinion was sought were:

- 2003 government budgets (civic, provincial and federal)
- civic and provincial elections
- term limits for City Council
- civic business tax
- economic development strategies
- downtown development
- Aboriginal employment
- out-migration of people and business
- workplace health and safety legislation
- smoking by-law
- minimum wage
- cost of living in Winnipeg
- Canada Customs and Revenue Agency Administrative Monetary Penalties
- trade issues

In between responding to media inquiries, Chamber representatives met with local editors, news directors and reporters. These meetings serve to strengthen the on-going relationship with our local media and keep The Chamber top of mind when stories break.

Member Business Support

In May 2003, co-location of the leading economic development entities commenced with The Winnipeg Chamber's relocation to the new International Business Centre (IBC) at the Paris Building. Sections of Manitoba Industry, Trade and Mines, and Energy, Science and Technology, along with Destination Winnipeg, will soon transfer operations to the IBC, creating an extraordinary hub for economic collaboration and business resources.



Chairman Robert Kreis and Industry, Trade and Mines Minister MaryAnn Mihychuk announce the new International Business Centre from the 2nd Floor Conference Centre.

Further, the 2nd Floor Chamber Conference Centre will serve as a pivotal location for national and international business delegations and contacts. The following are among some of the program/service highlights from the past year:

- Launched *The Winnipeg Business Report* on CJOB/68, the city's only business affairs program for, by and about Winnipeg business, heard Tuesdays from 8:00 to 9:00 p.m.
- Reformatted and expanded The Chamber website (www.winnipeg-chamber.com), offering members:
 - enhanced online event information and secure registration
 - advanced search capability within the online business directory
 - detailed information on committee and lobbying activities
 - improved access to information on Chamber value-added programs and services
 - volunteer recognition via the Volunteer Profile section
- Established the St. James Chapter of The Winnipeg Chamber of Commerce and expanded the St. Vital Chapter into the South Winnipeg Chapter.
- Presented the Business Connections Showcase, featuring approximately 100 corporate booths



Business Connections Showcase

displaying the latest in business-to-business opportunities.

- Staged a variety of business seminars to help members enhance their business, including:
 - Disney Institute's Keys to Excellence Customer Service seminars
 - How to Get, Have and Keep Loyal Customers
 - Small Claims and Collections
 - How to Design a Good Print Ad
 - The Importance of Privacy in a Post 9/11 Environment - George Radwanski, Privacy Commissioner of Canada
 - New Perspectives on Communication
 - Financial Issues for Small Business
 - Health and Wellness for Entrepreneurs
 - Keep Your Staff for Life
 - Fish Philosophy - Customer Service
 - Trade Show Pre-Show Planning Seminar
 - Managing Telecom Costs for Small Business
- Hosted a variety of VIP events, including:
 - Joseph Caron, Canadian Ambassador to China
 - Business opportunities, Asian Development Bank
 - Colin Robertson, Consul General at the Canadian Consulate in Los Angeles
 - Joseph Oliver, President and CEO, Investment Dealers Association of Canada
 - Hon. David Anderson, Federal Minister of Environment
 - Hon. Lorne Taylor, Alberta Minister of Environment

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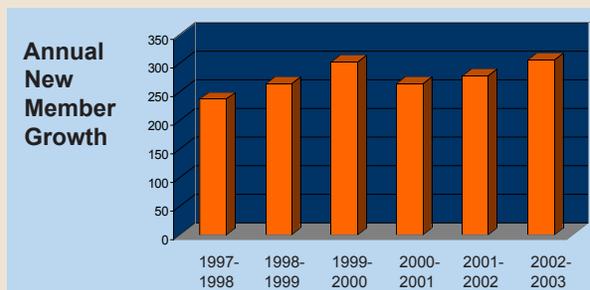
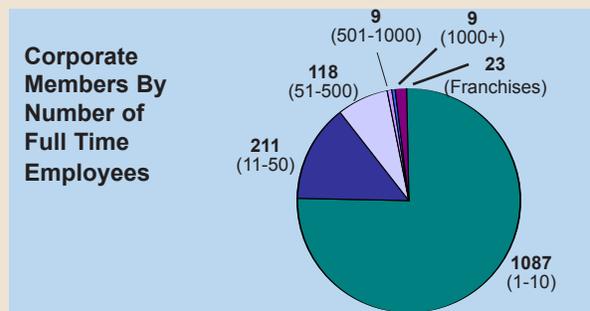
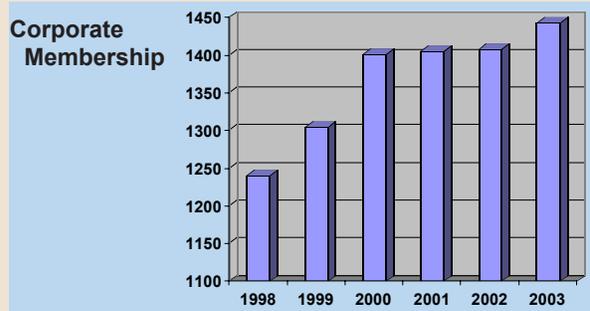
Above: Premier Doer delivers the State of the Province Address.



Left: The annual Flog (a.k.a Fun) Tournament...and they thought the British Open was challenging!

- Presented monthly membership luncheons and VIP events, offering access to some of the community's leading government and business decision-makers:
 - Premier Gary Doer
 - Mayor Glen Murray
 - Texas Secretary of State Gwyn Shea
 - Emöke Szathmáry (President, University of Manitoba)
 - Ron Diduch (CEO, Jazz Golf Inc.)
 - John Kim Bell (President, National Aboriginal Achievement Foundation)
 - Bill Fraser (CEO, Manitoba Telecom Services Inc.)
 - Dr. Hugh Smith (Chair, Mayo Clinic)
 - USAF General Ralph Eberhart, NORAD Commander
- Presented a variety of social events, offering a mix of business and pleasure:
 - Chamber Golf Tournament, Flog Tournament and Virtual Golf Tournament
 - After Business Mixers

- Power luncheons
- Entrepreneurs Exchange
- Offered members access to valuable cost-saving programs and services, including:
 - Ceridian Powerpay payroll program
 - Merchant credit card discount
 - Gasoline savings
 - Thrifty Car rental preferred rate
 - Long distance / mobility affinity program
 - Chamber Group insurance program
 - Preferred rates on events, advertising, certificates of origin, and surveys
 - Employee compensation surveys
 - Aboriginal Employment Initiative services



Community Leadership



Place Louis Riel's Kyla Wiebe is presented with the 2002 Rookie of the Year Award by outgoing Chairman Walter Hill.

Having been incorporated six months prior to the City of Winnipeg, The Winnipeg Chamber of Commerce has a long and distinguished history of community leadership. This community commitment flows from a recognition that, as a business community, we are only as strong as the city in which we operate.

In the fall of 2002, The Chamber formed the Community Collaborative, responding to overwhelming feedback during the development of The Chamber's strategic plan. The purpose of the Community Collaborative, a forum bringing together various community groups and agencies, is to act as a central point for the community's leading organizations to discuss common concerns and greater coordination of potential solutions. A number of meetings were held, resulting in plans for a half-day conference aimed at maintaining momentum in the downtown.

The Aboriginal Employment Initiative (AEI), established in 2000 to assist employers in developing Aboriginal human resource strategies, continued to draw overwhelming response and generate

many success stories. In February, the AEI's 2nd Annual Aboriginal Job Fair attracted hundreds of Aboriginal job seekers and increased participation from Manitoba employers.



The 2nd Annual Aboriginal Job Fair drew a record crowd of over 700 job seekers.

Coordination of the business community around labour and employment issues continued through The Chamber's participation and chairmanship of the Manitoba Employers Council, a collection of major Manitoba employers and employer associations.

Further, support and assistance was lent to various community initiatives, including:

- Manitoba Voluntary Sector Initiative
- United Way Annual Campaign
- 2003 Ford World Curling Championships
- Winnipeg CrimeStoppers
- Winter Wonderland



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OUR INTERNET PARTNERS

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