

LUNCHEONS **CHAMBER U** SUPPORT
@THEWPGCHAMBER MEMBER BENEFITS
CENTRALLIA **TOASTMASTERS** AWARENESS
CONNECTIONS LEADS **NETWORKING**
VOLUNTEERING **REFERRALS** LEARNING
WHERE BUSINESS CAN PROSPER
ADVOCACY **BOLD** EDUCATION POLICY
LOBBYING BUILDING RELATIONSHIP
WE BELIEVE IN WINNIPEG **LEADS**
COMMUNITY LEADERSHIP
LUNCHEONS **CHAMBER U** SUPPORT
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Mission Vision Role

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

TABLE OF CONTENTS

4	Chair's Report
5	President's Report
6	Board of Directors
7	Chamber Staff
8	Annual Report
15	Financial Statements
16	Auditor's Report
17	Consolidated Financial Statements

Chair's Report

When I was sworn in last year as the 118th chair of The Winnipeg Chamber of Commerce, I asked the question: "Where is the leadership?"

I argued that leadership is really about creating an environment for people to make extraordinary things happen, and by that measure, Winnipeg was in dire need of more leadership. Over the past year, The Chamber has stepped up and provided noteworthy leadership to our community. Here are a few highlights of how ...

While implementing the first phase of The Chamber's 2011 - 2014 Strategic Plan entitled "Be BOLD," we initiated our Manitoba BOLD campaign to encourage and influence government, businesses and the public to pursue truly BOLD new actions to enhance our community and make economic prosperity a greater priority.

To engage the broadest audience in our BOLD campaign, and to solicit the best ideas from community leaders, we amplified the public visibility and accessibility of The Chamber.

We were successful. We now have an active group of nearly a thousand engaged participants including Chamber members, elected officials, the public and high school students from diverse backgrounds that remain active in this process to connect BOLD, visionary ideas to decision makers in government and business. And we have only just begun!

We worked with our friends at Manitoba's Bilingual Trade Agency, ANIM, to secure a World Trade Centre for Winnipeg using 100 per cent private sector funds to pay for the licence. When Winnipeg's new World Trade Centre becomes operational in the near future this historic achievement will undoubtedly provide an incredible gateway for international investment in our community and for local business growth in international markets. The economic prosperity that we expect to follow will result in a safer, more sustainable and prosperous community.

We also partnered with ANIM to once again host the Centrallia 2012 international business-to-business conference, which will bring together companies from 40 world economic regions right here in Winnipeg.

We led a senior Manitoba business trade mission to Israel that had as its objectives to discover what makes Israel a world leader in innovation



and bring back recommendations for Manitoba; to identify and pursue targeted trade opportunities for Manitoba companies; to put Manitoba "on the map" as an investment destination; and to create relationships with economic development and business organizations including delegation leaders that have been recruiting Israeli companies to attend Centrallia 2012.

By bringing people and ideas together, The Chamber demonstrated that real leadership is built on a foundation of collective efforts. What I have learned this year is that no one has a monopoly on good ideas, and that The Chamber's greatest strength is connecting problems with problem solvers.

While this ends my time as chair, my commitment and passion for Winnipeg has only been strengthened by this experience.

It was an honour to serve in the role as Chair and a privilege to work alongside an outstanding board, staff and membership - all of whom should take great pride in this year's accomplishments.

Thank you to everyone who has contributed to our efforts. Your time and energy has strengthened the Chamber and in doing so provided leadership to our great city. Keep it up!

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Bowman". The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Brian Bowman
Chair

■ President's Report

It's been great to have a year in which we've had so many exciting initiatives to move The Chamber forward. But I must admit, from a fiscal standpoint, it's actually been somewhat boring – which is definitely not a bad thing, especially knowing we've maintained a steady course.

On the operational side, there have been plenty of opportunities to be BOLD and accept new challenges. This year, we focused on increasing our investment in areas that will result in a high-value return for our 2,000-plus members.

With the board's approval, we reallocated \$100,000 from the Bannatyne Fund, established to support research and analysis of issues important to business, and used that to invest in a licence for a World Trade Centre. We partnered with ANIM, Manitoba's Bilingual Trade Agency, on the \$200,000 licence, an asset we'll be leveraging to put Manitoba on the global map.

We also increased our investment in The Chamber Conference Centre, our meeting facilities on the second floor of 259 Portage Ave. We installed new technology, including a whiteboard and improved videoconferencing capabilities, and as an added membership benefit, we will be offering the use of these facilities free-of-charge to our members.

We continue to be the premiere organization for business events in Winnipeg, having hosted more than 100 events throughout the year. It was a very successful season. The premier's State of



the Province Address set a record attendance, attracting more than 1,000 people.

We also set the stage for the coming year and some exciting, new initiatives, such as Chamber U and a global business matching network, designed here in Manitoba.

We are lucky to have a stable, energetic and dedicated staff, who strongly believe in The Chamber movement and our mission to foster an environment in which business can prosper. We are equally fortunate to have a great board, who "get" the need to be BOLD and to aspire to be innovative and provide the leadership that it takes.

Dave Angus
President & CEO

Board of Directors 2011-2012

Executive Committee



Brian Bowman
Pitblado LAW



Brian Scharfstein
Canadian Footwear



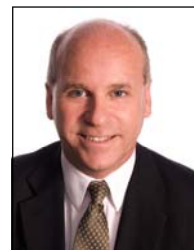
Jodi Moskal
MOSKAL electric Ltd.



Kevin Sie
The North West
Company



Judy Murphy
Safety Services
Manitoba



Dave Angus
The Winnipeg
Chamber of Commerce

Board of Directors



Jim Bell
Winnipeg Blue
Bombers



Don Boitson
Magellan Aerospace



Albert El Tassi
Peerless Garments
Ltd.



Richard Enright
Boston Pizza



Stephanie Forsyth
Red River College



Brian Gagnon
First Glance Print &
Service Ltd.



Wadood Ibrahim
Protegra



Marina James
Economic
Development Winnipeg



Derek Johansson
Carlyle Printers,
Service & Supplies



Damon Johnston
Aboriginal Chamber
of Commerce



Martin McGarry
DTZ Barnicke
Winnipeg



Jim Newton
CN



Paul Prenovault
Chambre de commerce
de Saint-Boniface



BJ Reid
Investors Group



Pat Solman
MTS Allstream



Frank Sottana,
Manitoba Chambers



Sharon Taylor
Astral Media Radio



Ron Typliski
AECOM

Chamber Staff 2011-2012

Dave Angus	President and CEO
Catherine Holder	Executive Assistant
Marion Wong	Receptionist and Information Co-ordinator
Christine Ens	Director of Membership & Marketing
Art Alexander	Sales Manager
Erin Stagg	Membership Development Manager
Deborah Woodbeck	Membership Sales Representative
Derek Kuzina	Advertising and Sponsorship Representative
Tori Matichuk	Events Co-ordinator
Stacia Franz	Communications Co-ordinator
Chuck Davidson	Vice-President, Policy
Ellen Kornelsen	Creative Designer
Wendy Stephenson	Director of Strategic Initiatives
Karen Weiss	Vice President, Finance & Operations
Maxine Kashton	Finance & Operations Manager
Mark Chan	Finance & Network Administrator
Nancy Geng	Finance & Operations Assistant

2011-2012 Annual Report

Overview

It was like we'd taken a page from the script of Star Trek with its mission to go where no man had gone before. In Year One of our three-year Strategic Plan, we pioneered the way, taking Manitoba to a BOLD new place, a place characterized by creative ideas and BOLD action.

We were determined to be BOLD – to elevate our thinking, to capture the passion Manitobans have for their province and to be aggressive in fitting together all the pieces of the economic puzzle to shape our future.

We asked our members and the broader community to join us in the movement to be BOLD, to build on the many BOLD initiatives already redefining our province.

Our focus was on:

- Enhancing prosperity for all Manitobans
- Ensuring Winnipeg becomes an international city
- Attracting and retaining our people
- Providing value to Chamber members

Enhancing Prosperity

MANITOBA BOLD

In September 2011, we took the unusual step of holding a series of news conferences to outline a “political platform” that we, as a Chamber, would put forward in the fall provincial election. We identified six key strategies and made more than 70 policy recommendations. The overall strategies focused on:

- Creating jobs and increasing prosperity through a reinvention of the Manitoba tax model, greater accountability and transparency within the provincial government and the implementation of a dividend policy from Manitoba Hydro profits
- Setting an aggressive target for business growth that would see the number of businesses established in Manitoba increase by 50 per cent over the next decade and the number of head offices double
- Embracing a “clean and green” approach to economic development and leveraging Manitoba Hydro to attract investment and human resources around wind, solar, geothermal, hydro, bio-mass and other clean energy opportunities
- Enhancing and building Manitoba’s creative industries by encouraging creative planning principles and the development of a creative campus
- Leveraging opportunities around CentrePort Canada to grow the transportation sector and outlining a long-term strategy that provides municipalities with opportunities to increase revenues to address the infrastructure deficit
- Taking steps that will increase the number of Manitoba companies involved in international trade in an effort to create jobs and drive investment

Our BOLD platform was adopted by the Manitoba Chambers of Commerce at its AGM. We also took our message into the community, accepting requests from other organizations and governments to speak.

Government officials were extremely receptive to the Manitoba BOLD process, and common policy ground was found on our clean energy strategy as well as on entrepreneurship.

Manitoba BOLD Business Leaders Survey

Over the summer, Chamber members were invited to take part in the 2012 Manitoba BOLD Business Leaders Survey, an on-line survey sponsored by Lazer Grant LLP, Legacy Bowes Group and Aikins Law.

The survey attempted to capture how our businesses are performing by seeking input on their priorities, challenges and opportunities. The results are integral to policy development and Chamber lobbying efforts.

Winnipeg: An International City



Competition is fierce and global competitors are at our doorstep, but also at hand are opportunities for global partnerships that will benefit business and our city.

World Trade Centre

ANIM, Manitoba's Bilingual Trade Agency, and The Chamber applied for and were awarded a \$200,000 licence to become one of more than 330 World Trade Centres around the globe. ANIM will be responsible for the day-to-day operation of WTC Winnipeg, while we will be responsible for the building, its amenities and tenants.

As part of its mandate as a membership-based organization, WTC Winnipeg will offer support facilities, including office and meeting space, video conferencing, Internet, secretarial and translation services and dining/lounge services. It will also be a valuable resource for up-to-date trade and market information and will be a host for international trade delegations and overseas missions.

Centrallia 2012

Recruiting delegation leaders for Centrallia 2012, an international business-to-business forum being hosted by ANIM and The Chamber, was a prime focus for both organizations in the year leading up to the 2 ½-day event, which begins Oct. 10, 2012. In attempting to attract more than 600 business leaders from more than 40 world economic regions, Chamber CEO Dave Angus met with organizations across North America, including from Toronto, Minneapolis, Sioux Falls, Bismarck, Jamestown and Fargo. He also explored international connections, attending Indiallia in Mumbai, India, and Futurallia in Lille, France.

Centrallia 2012 will feature one-on-one delegate meetings, a trade show and a keynote address, open to the public, by noted author Malcolm Gladwell.

Israel Trade Mission

In January, we led a 16-member trade mission to Israel. Accompanying us were several local companies as well as organizations such as



CentrePort, the Manitoba Innovation Council, International Institute for Sustainable Development, Business Council of Manitoba and University of Manitoba.

The mission, which focused on innovation, generated several leads, including two Israeli companies - Battery Solution International, a battery regeneration company, and Elbit Systems Ltd., an international defence electronics company – which are looking to establish a Winnipeg presence.

Travel Program

In an attempt to foster a better global understanding, we have continued offering a travel program to our members and the public. This year, we organized escorted tours to Iceland (Sept. 7-15, 2011), China (March 26 – April 3, 2012) and India (April 3-12, 2012). Plans for the coming year include Turkey and Ireland.

Chamber Way

Making a good first impression counts in any new relationship, and The Chamber has been working with Manitoba Hydro, Scatliff Miller Murray and the City of Winnipeg to finalize plans for revitalizing an unsightly two-block stretch of Route 90, so we put our best face forward to visitors arriving at our new airport. Plans are to use lighting, fencing and banners to create a warm welcome to our city.



Attracting and Retaining Our People

We often hear about Friendly Manitoba and how Manitobans are some of the most generous people in Canada. If it says one thing about us, it's that our people are a key asset for our future. We, as a Chamber, see our role as showcasing, supporting and nurturing local talent and initiatives.

Leadership Winnipeg

2011-2012 marked the fourth year that the Leadership Winnipeg program has been jointly run by The Chamber and Volunteer Manitoba. A record 30 participants took part

in the 10-month program, aimed at helping participants develop their skills, knowledge and understanding of themselves, their community and their role in it. As part of the program, a book profiling 40 community leaders was published (<http://www.blurb.com/bookstore/detail/3259062>).

We Believe Toastmasters

Public speaking brings fear to the hearts of many. In fact, it's been found to be one of



We love our city!

people's top three fears. Through our We Believe Toastmasters, we help develop the confidence, speaking ability and leadership skills of our members, so they become ambassadors for our city and The Chamber.

address educational and employment issues, architects and organizations helping to change the face of downtown and leaders in the tourism industry, who prove we can be a lot of fun and have much to offer visitors.

We Believe in Winnipeg Breakfast Series

The Free Press News Café was a great setting for our We Believe breakfast series, which this year showcased those who are making a difference in our city – Meghan Athavale, PO-MO; Matthew Hudson, Invenia; Stefano Grande, Downtown Winnipeg BIZ; Johanna Hurme and Stasa Radulovic, 5468796 architecture; Colin Ferguson, Travel Manitoba; Ginette Lavack Walters, Festival du Voyageur; EJ Fontain, Amik.ca; and Darrell Cole, Career Trek. They represent entrepreneurs and innovators, organizations working with the Aboriginal community to

Community Involvement

We love our city, so it isn't difficult to act on The Chamber's mission to foster an environment in which business can prosper. Our board and staff are quick to get involved, to help in the community – whether it's donating \$17,000 from the Mayor's State of the City luncheon to the two charities of his choice, Resource Assistance for Youth (RaY) and Ka Ni Kanichihk; helping serve dinner at Siloam Mission; building a home for Habitat for Humanity; or taking part in fundraising events such as the River City Dragon Boat Festival in support of the HSC Foundation,



Our Ambassadors have an insider's perspective on Winnipeg's business community and increased visibility for themselves and their business.

Penner, Medtronic of Canada President Neil Fraser, CentreVenture President and CEO Ross McGowan, Red River College President and CEO Stephanie Forsyth, Manitoba Senior MP Vic Toews, Mayor Sam Katz, Premier Greg Selinger and Winnipeg Jets General Manager Kevin Cheveldayoff.

Our After Business Mixers are a casual way over drinks and appetizers to get to know other members and to find out more about those businesses which choose to display their products and services.

Our Chapter meetings bring together smaller groups of members over lunch to network and to hear speakers, who talk about what's happening in their sectors as opposed to their businesses.

Ambassadors

Through volunteerism, networking and professional development, our Ambassadors have an insider's perspective on Winnipeg's business community and increased visibility for themselves and their business. Our Ambassadors, sponsored by Manitoba Lotteries, help man the reception desk at our luncheons, act as hosts at our After Business Mixers and contact new members to welcome them to The Chamber.



Digital Directory

With more than 2,000 companies listed, our digital directory (www.winnipegchamberdirectory.com) helps our members make connections and attract and retain more business, whether it's through the listings or advertising opportunities. Also, we recently introduced a mobile app for Blackberries to make it easier to access our directory.

Social Media

This year was all about being out there and expanding our reach through social media. We had a lot of fun doing it, and in the process, we saw our following grow throughout the year: Facebook (530 followers as of June, up from 310 last July), Twitter (2,549 followers, up from 1,213), LinkedIn (380 followers, up from 73), Blog (6,459 followers), YouTube (4,321 viewers, up from 1,498) and Foursquare (93 followers, up from one).

Thank you to our 2011-2012 Partners in Progress

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