



ANNUAL REPORT 2014 - 2015

 **Grow your business** advice leads promotion
networking opportunity programs seminars connections
value keynote speakers human resources entrepreneurship
referrals  **Access support** workshops information
boardroom access seek investors insurance plan
start-up partnership support radio awareness

 **Be part of a community** lead events engage
leadership collaboration improve our business environment
pride advocacy influence policy legislation voice

CHAMBER MEMBERS GET IT

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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PRESIDENT'S MESSAGE

To say that this past year was all about enhancing member value would be an understatement. The Chamber, through the strong leadership of our board of directors, is going through a constant re-invention in order to promote the kind of support the local business community needs in today's complicated and fast-paced world.

The Chamber has bolstered our policy development through the establishment of leadership councils, which provide a platform for our members to affect change through strong research, policy development and advocacy.

There has been increased interest from our members in providing them with a forum to bring forward new ideas and new recommendations and to showcase best practices related to retail, the environment and the creative sector.

My favourite part of the job is getting to interact with current and future leaders in Winnipeg. Through Leadership Winnipeg, a program offered in partnership with Volunteer Manitoba, I get to do that. This year, we've expanded that relationship, adding an important new component to the program – Board Connect, which will place 25 graduates and alumni on non-profit boards and/or board subcommittees within Winnipeg. This provides a valuable community resource to local organizations and provides valuable board experience to our future leaders.

The Chamber has never been strictly a downtown organization. This year, we began the process of enhancing our chapter program that brings Chamber value out to our members in the four corners of Winnipeg.

This was also the year that we had unprecedented engagement with our members, thanks to Protegra and their Innovation Games model, which helped inform our next strategic plan. This plan, which launches at our AGM, will chart a new course based on the needs of the business community today and in the future. The world of business is changing at an unprecedented pace and we are committed to ensuring that we are an important resource for local business to deal with and take advantage of those changes.

As proud as I am of this past year's accomplishments, I could not be more excited about what the future holds for our city, our entrepreneurs and our Chamber. Stay tuned and get involved! We need your ideas, your input and your passion.

Dave Angus



CHAIR'S REPORT

I feel I have grown up with The Chamber. Shortly after starting Seccuris in 1999, I joined The Chamber to network and be part of the employee benefits program. I soon realized there was more to being a Chamber member ... that The Chamber not only met my personal needs, but was helping to shape the overall business community.

This past year, my passion for developing a creative campus ... a hub of invention, ideas and collaboration in The Exchange resonated with The Chamber, and together we looked at how we could capitalize on the energy surrounding local incubators and emerging entrepreneurs.

The result was a new Chamber program, aimed specifically at start-up companies, those in existence for less than two years. The Start-up Program allows them to experience the benefits of Chamber membership at a reduced rate, but more importantly, it enables The Chamber to support them by making introductions, offering mentorship and providing exposure.

I must say I didn't mind The Chamber making a personal introduction on my behalf. In January, I got to meet, and even had my photo taken, with Hillary Rodham Clinton, who spoke before a Chamber audience of nearly 2,000 people. She was just one in a series of high-profile speakers, who also included Justin Trudeau and Peter Mansbridge.

The Chamber has a lot of influence, and it was rewarding to see the impact of BOLD Winnipeg on the dynamics of the October civic election. The Chamber encouraged candidates and voters alike to look at things in a BOLD new way, including the merits of a municipal income tax that would eliminate property tax.

The Chamber also started the process of reinventing itself as part of a new approach to strategic planning. More to come this fall under our chair for 2015-2016, Priti Mehta-Shah.

In the meantime, I'd like to thank everyone I met over the past year for making my year a memorable one.

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

Michael Legary

BOARD OF DIRECTORS 2014-2015

Executive Committee



Michael Legary
Seccuris Inc.



Priti Mehta Shah
49-97 Capital Partners



Lori Robidoux
PricewaterhouseCoopers LLP



Gary Brownstone
The Eureka Project



Jodi Moskal
MOSKAL electric Ltd.



Dave Angus
The Winnipeg
Chamber of Commerce

Board of Directors



Jan Belanger
Great-West Life
Assurance Company



Jim Bell



Allyson Desgrosseillers
AMEC Foster Wheeler
Environment & Infra-



Jessica Dumas
Aboriginal Chamber of
Commerce



Albert El Tassi
Peerless Garments
Ltd.



E.J. Fontaine
Amik. CA



Danelle Hueging
Junior Chamber
International Winnipeg



Johanna Hurme
5468796 Architecture



Wadood Ibrahim
Protegra



Derek Johansson
Carlyle Printers,
Service & Supplies



Claudette Leclerc
The Manitoba
Museum



Kyle Romaniuk
Manitoba Chambers of
Commerce



Brian Scharfstein
Canadian Footwear



Kevin Sie
The North West
Company



Robert Tetrault
Chambre de commerce
francophone de
Saint-Boniface



Keith Wiebe
RBC - Royal Bank
of Canada



Kevin Zaharia
Lafarge Canada Inc.

CHAMBER STAFF 2014-2015

Art Alexander	Membership Sales Manager
Dave Angus	President and CEO
Elizabeth Catacutan	Event Manager
Christine Ens	Vice President, Program Innovation
Nancy Geng	Senior Accountant
Catherine Holder	Executive Assistant
Maxine Kashton	Vice President, Finance and Operations
Ellen Kornelsen	Creative Designer
Derek Kuzina	Director of Business Development
Lutgarda Laya	Accounting Manager
Alana Odegard	Strategic Advisor to the President
Yanik Ottenbreit	Sponsorship Manager
Kalen Qually	Marketing and Communications Manager
Loren Remillard	Executive Vice President
Marissa Schluter	Receptionist and Administrative Assistant
Erin Stagg	Director of Business Development
Wendy Stephenson	Director of Strategic Initiatives
Karen Weiss	Vice President, Membership Development
Marion Wong	Operations Manager
Deborah Woodbeck	Member Relations Manager

ANNUAL REPORT 2014-2015

ENHANCING PROSPERITY

BOLD WINNIPEG

Doing the same thing over and over again and hoping for a different result doesn't work. Over the past three years, more than 3,200 Winnipeggers have shared their BOLD ideas with us on how to make Winnipeg a better place to live, work and play.

Prior to the October civic election, we released the end result - the BOLD Winnipeg Platform - outlining innovative strategies on civic government, finance, community and economic development and transportation and infrastructure.

We also hosted a mayoral forum and asked the leading candidates to comment on the BOLD Winnipeg Platform. In addition, all candidates for mayor and council were given a questionnaire, seeking their position on the BOLD Winnipeg Platform.

BOLD BREAKFAST SERIES

As part of our BOLD initiative, we held a breakfast series to share ideas, generate discussion and bolster an agenda to re-establish Canada's strategic global leadership. Our focus was on Aboriginal economic development, energy, transportation, global competitiveness and trade.

BOLD RADIO

To mark our 13th season on 680 CJOB, we wanted to think big and go BOLD. Each week, we explored issues and looked at the ways those issues are impacting the business community from what to do to attract tourism, drive our economy and revitalize our infrastructure to how to prevent bullying, celebrate innovation and adapt to the growing influence of mobile apps.





LEADERSHIP COUNCILS

This year, we established four Leadership Councils – Transportation, Human Resources, Economic Competitiveness and Creative - and brought together community leaders to identify key issues and to guide policy.

The **Transportation Leadership Council** was established to be Winnipeg’s definitive voice on multi-modal transportation – advancing a strategic, long-term and system-wide vision based on the idea that: “If it moves, it moves via Winnipeg.” One of the first issues the council tackled was a review of the Canada Transportation Act.

The **Human Resources Leadership Council** was created to champion innovative workforce development policies, programs and partnerships, aimed at building Winnipeg’s skills base, addressing emerging trends and opportunities, and promoting a competitive, diverse and innovative labour market.

The **Creative Leadership Council** was developed as an interface between Winnipeg’s business community and the creative sector/industries to ensure that the creative/design community is fully understood, developed and utilized for Winnipeg’s overall economic benefit.

The **Economic Competitiveness Leadership Council** was formed to be at the forefront of legislative and policy change that drives entrepreneurship as the new economic model, promotes business investment and growth, activates best-in-class innovation and spurs prosperity and a quality of life that acts as a magnet for business and individuals.

PROCUREMENT INITIATIVE

Our Procurement Initiative’s goal is to increase local purchasing by government, Crown corporations, post-secondary institutions and head/branch offices and to increase the confidence of local businesses in their ability to respond.

We are helping to identify opportunities specific to our member companies, as well as advocating for local procurement and providing education and training.

In May, we hosted a half-day conference on RFPs and Qualifications-Based Solutions, and also held roundtable discussions on the barriers to buying local and how to define local.

Last fall, we arranged a meeting for local companies with the Federal Procurement Ombudsman to help them better understand the role of that office in ensuring fairness, openness and transparency in federal procurement.



Last fall, we offered promotional opportunities to counter Black Friday in the U.S., and will do so again this year.

START-UP PROGRAM

There's an energy that currently surrounds local incubators and new entrepreneurs. We recently created a new program geared to supporting, encouraging and helping grow these start-up companies, which have been in business for less than two years and need mentorship, introductions and exposure.

In addition to 50 per cent off a membership, we provide opportunities for them to showcase their business, pitch the business community for funding, mentorship and clients, network with established business leaders and be at the table to discuss business issues, policy and emerging trends.

We've been working with Startup Winnipeg to spur our city's economic development. We were jointly involved in the premiere of Innovation Alley – The Documentary, which profiled this vibrant entrepreneurial community. We also took part in the official renaming of Adelaide Street as Innovation Alley.

RETAIL PROGRAM

Local retailers are facing heightened competition, both online and cross-border, as well as from big box stores.

Through our Retail Program, we are acting as an advocate for shopping local and have proposed a branded SHOP WINNIPEG program to promote/profile local retailers, along with providing them with tools they can use (marketing, promotion, technology, mapping) to become more competitive.

CENTRALIA MANITOBA

More than 240 businesses participated in last October's Centrallia Manitoba, the first time the event focused on local versus international opportunities.

Known as speed-dating for business, Centrallia resulted in some 1,456 business-to-business meetings as well as breakout sessions on procurement, opportunities in the North and environmental practices to boost one's bottom line.

BEING AN INTERNATIONAL CITY

WORLD TRADE CENTERS ASSOCIATION GENERAL ASSEMBLY

In April, our president and CEO Dave Angus attended the General Assembly of the World Trade Centers Association in Manila, Philippines. The Chamber, which owns 50 per cent of the licence for the World Trade Centre Winnipeg, is pleased that Mariette Mulaire, WTC president and CEO, was elected to the 23-member WTCA board as one of only four North Americans.

TRAVEL PROGRAM

In September, despite a volatile situation in Gaza, we took our travellers to Israel - Tel Aviv, Tiberias, the Dead Sea and Jerusalem – for nine days. Everyone came home safe and sound, and by all reports, they had a wonderful time.

Our next destination was Central and Eastern Europe – Berlin, Prague, Vienna, Budapest, Krakow and Warsaw – for two weeks in the spring.



PROVIDING MEMBER VALUE

LOBBYING AND ADVOCACY

Provincial Budget

In our 2014-2015 provincial budget submission, we indicated the provincial government must focus on economic growth as the driving force behind its decisions.

As such, the government should consider a number of key economic indicators: GDP per capita, provincial government spending, debt indicators, labour force growth, average weekly wages, interprovincial migration, number of head offices in Manitoba and entrepreneurial intensity.

City Budget

In speaking before council on the 2015 operating budget, we indicated we were looking for a budget that would provide:

- Initial steps toward a new diversified revenue model for the city, away from property-based taxation and frontage levy
- A commitment to enhancing Winnipeg's competitiveness through changes to the local business tax, particularly for small and mid-sized businesses
- A clear and dedicated long-term infrastructure funding plan



- A commitment to cost control and certainty through innovation in civic service delivery; clear and transparent performance measures and efficiency targets for civic services; and an unwavering commitment to a partnership with local business in delivering an effective, efficient ROI for taxpayers.

WCB Review

The Manitoba Employers Council (MEC), of which we are a member, met with Douglas Stanley, who was contracted to undertake a review of the Workers Compensation Board rate-setting model.

MEC supported a rate-setting model which emphasizes collective liability, is efficient and simple, and provides measured financial incentives/penalties. As a Chamber, we also met with WCB President and CEO Winston Maharaj to discuss the rate-setting model, claims suppression, workplace safety and education/outreach.

LEARNING AND NETWORKING

Our Events

Every year, we host more than 125 events, aimed at helping our members connect, learn and grow. These range from our annual Chamber Golf Classic to our After Business Mixers, Ambassador/New Member Orientations and membership and special VIP luncheons.

As part of our luncheons, we hosted such high-profile speakers as: Hillary Rodham Clinton, Justin Trudeau, Peter Mansbridge, Jean Charest, Gail Asper and Bill Morrissey.

We also hosted a half-day economic conference with the Conference Board of Canada.

Chapter Program

We bring The Chamber to you. As the largest local organization representing the Voice of Business, we connect you with businesses in your area, no matter what corner of the city – north, east, south or west.

The Chapter Program is a vehicle for constant input / feedback about what's happening with small business, including the issues they face. It's a chance to showcase small business success, hear from dynamic speakers, generate leads and grow one's network.

AWARDS

Spirit of Winnipeg Awards

The lights dimmed, the video rolled and the moment arrived that everyone had been waiting for. After three months of suspense, the recipients of our Spirit of Winnipeg Awards were finally unveiled in March amid the glamour and glitz of our gala at the Club Regent Events Centre.

From among the 21 finalists, our panel of independent judges selected the following businesses and organizations as the recipients of this year's innovation awards:

- Louis Riel School Division (Not-for-Profit)
- United Way Winnipeg and IISD (Charity)
- Diversity Food Services (Social Enterprise)
- Bold Innovation Group (Start-Up)
- Epic Dealer Solutions (Small Business)
- Intergraphics Decal (Medium Business)
- Peak of the Market (Large Business)

Volunteer Awards

Like many non-profit organizations, we depend on our volunteers to meet the needs of our members and to create a welcoming, mentoring-type of environment.

At the State of the Province luncheon, we acknowledged four of our volunteers for their outstanding contributions:

- Sue Leclair, The Pretzel Place – Rookie of the Year
- Carl Hutman, Get About Auto Repair – Volunteer of the Year
- Jan Belanger, Great-West Life – Director of the Year
- Mark Jones, Olafson & Jones Certified General Accountants - BOLD Ideas, Initiatives, Leader

STRAT PLAN PROCESS

“Let the games begin.” With that announcement, we started our strategic planning process. It was a new approach, using Innovation Games to determine priorities for the types of programs and services our members want us to provide. It helped us look at what we are currently doing and what we should be doing. The process culminated with a board retreat in September and a plan of action.



ATTRACTING, RETAINING AND NURTURING TALENT

CHAMBER U

Expert content for 35 noon-hour webinars was delivered by our members for our members. The webinars provided the opportunity to learn about everything from handling risk in growing your business, Twitter and media relations to becoming a competitive supplier, YouTube and sponsorship.

LEADERSHIP WINNIPEG

This year marked the 10th anniversary of Leadership Winnipeg, a 10-month course in which 28 participants learned more about themselves, their community and their role in it. The class project, *Why Winnipeg?* – the fifth in a series of books profiling community leaders - was published on Blurb <http://www.blurb.com/my/book/detail/6208925>.



HIGH SCHOOL PROGRAM

Nearly 120 students from 10 high schools attended our full-day High School BOLD Conference and shared their ideas on Helping Protect Our Environment. Their ideas included: preserving natural wetlands, using solar panels in roads to melt

the snow and provide lighted lane markers, use geothermal to heat our homes and even bus shelters, use fecal matter to generate gas for heat and fuel, encourage bus transportation and use of hybrid vehicles and create a storybook encouraging young students to treat the environment with respect.

About 80 students also attended both the State of the City and State of the Province luncheons, then met privately with the mayor and premier.

In the spring, the students also toured Innovation Alley to discover more about entrepreneurial careers from Skip the Dishes, Campfire Union, Dash, Po-Motion, the Manitoba Technology Accelerator and AssentWorks.

WE BELIEVE TOASTMASTERS

Through our We Believe Toastmasters, recognized as one of the fastest-growing Toastmasters club in Winnipeg, we help develop the confidence, speaking ability and leadership skills of our 35 members, so they become ambassadors for our city and our Chamber. This year, the club won the Sunshine Award as well as the Golden Gavel for visiting other clubs.

COMMUNITY INVOLVEMENT

We love our city. Our staff, together with our members, are quick to get involved, to help in the community. This year, we donated \$1,000 to Career Trek from the sale of competition cards at our Chamber Golf Classic; \$3,000 to Habitat for Humanity from our State of the City luncheon and more than \$4,500 to Resource Assistance for Youth from participating in their Coldest Night of the Year walk.

Our staff also represent The Chamber on various community boards, including the Winnipeg Parade Committee and the Winnipeg Industrial Skills Training Centre.

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PLATINUM SPONSORS



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CAA Manitoba
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