



Re-purposing Economic Development

BOLD Winnipeg is ... economic development re-purposed

Economic growth and prosperity aren't purely business issues...they are the foundation for communities to succeed across a broad spectrum of goals. It is not a coincidence that today's innovative, vibrant and world-class communities have at their core a dynamic, creative economy – the basis of which gives rise to social progress and well-being.

Winnipeg's economic prowess has seen its fair share of flux. Through it all, we as a community have remained steadfast in our belief in Winnipeg's potential. From the 'Chicago of the North' era to one of Canada's most diversified economies today, the resolute determination and inspiring creativity and innovation of our people will continue to be the catalyst for progress.

BOLD Winnipeg doesn't need to manufacture creativity. BOLD Winnipeg seeks to create the conditions to unleash our vision and creativity, and harness the energy with collective economic purpose.

Think BOLD

The question is not whether Winnipeg will succeed, but how can all Winnipeggers contribute and share in the fruits of the labour. What are the present and future economic opportunities for Winnipeg? What are the common elements of the world's most creative communities that set them apart from the rest? How do we create the winning conditions for creativity and innovation without overly

manufacturing those conditions? How do we differentiate Winnipeg, and capitalize on our inherent advantages, from other communities? How do we better integrate economic growth with social development across all communities?

BOLD Winnipeg aims to:

- Centre Winnipeg as Canada's most diversified hub for creativity and innovation
- Secure Winnipeg as Canada's best place to work and do business in Canada
- Be the North American model for the transformative power of economic prosperity for social progress

By 2018:

- Winnipeg has the lowest overall business costs in Canada (Winnipeg had the lowest overall business costs in western Canada as per KPMG 2014 Competitive Alternatives)
- Annual growth in Winnipeg's Real Gross Domestic Product is among the top five in Canada (Winnipeg's annual change from 2012-2013 was 1.6% or 8th among major Canadian cities)
- Winnipeg's unemployment rate is among the lowest four in Canada (5.9% for 2013, approximately mid ranking)
- Winnipeg ranked within the top five intelligent communities in the world, according to the Intelligent Community Forum

By 2022:

- Winnipeg boasts Canada's most diversified economy (in 2014, Winnipeg was third at 0.92, with Hamilton and Saskatoon leading the way with 0.94 and 0.93, respectively)
- Winnipeg within the top three intelligent communities in the world, according to the Intelligent Community Forum
- Annual growth in Winnipeg's Real Gross Domestic Product is among the top three in Canada
- Number of self-identified Aboriginal owned and operated enterprises within Winnipeg increased by 15%
- Winnipeg is among the top three cities for business incubators within Canada

By 2026:

- Winnipeg has the highest number of head offices per capita among Canada's major centres (11.9 head offices per 100,000 population in 2013; Calgary at 17.7, followed by Toronto at 12.6)
- Winnipeg's unemployment rate is the lowest in Canada (5.9% for 2013, approximately mid ranking)
- Annual growth in Winnipeg's Real Gross Domestic Product leads all Canadian cities
- Number of self-identified Aboriginal owned and operated enterprises within Winnipeg increased by 35%
- Winnipeg is Canada's undisputed social enterprise capital, as measured by the number of social enterprises per capita operating within Winnipeg

Be BOLD:**Initiatives**

- Require the three levels of government to coordinate all economic initiatives within the City of Winnipeg, under the guidance of an overarching, long-term economic development vision and plan
- Implement a cap on business tax revenues at \$58 million (as per 2014 operating budget); rebrand tax into a dedicated Economic Development

Investment Fund (EDIF), to be managed by Economic Development Winnipeg and YES! Winnipeg

- Starting in 2016, \$3 million of the Fund would be dedicated to support strategic economic development initiatives tied to city's economic development strategy; the remaining portion of the Fund would continue to be used to support core city services
- In each of the following years, the Fund would increase by \$3 million until it reaches the \$58 million revenue cap
- Identify the West Exchange as a Creative Campus, leveraging economic incentives to attract developer investment in residential and commercial property in the creative industries
 - Establish formal linkage and coordinated effort between the proposed Creative Campus and YES! Winnipeg
 - Earmark a portion of the Economic Development Investment Fund to target the creative/innovation sector
- Leverage the development of CentrePort by establishing, in partnership with World Trade Centre Winnipeg, a municipal export initiative as a major component of Winnipeg's economic development strategy

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Greater Portland Inc., a diverse coalition of government, business, and non-profit leaders, worked together to create a Greater Portland Export Initiative Business Plan with the goal of doubling regional exports. The region is pursuing strategies to deliver this growth, including doubling down on existing advantages in the computer and electronics sector, boosting exports at under-exporting companies, providing expertise for small and medium firms who do not yet export, and through the creation of a "We Build Green Cities," brand to leverage the region's clean economy exports.



- Establish Winnipeg as the world's centre for human rights and advocacy using the Canadian Museum for Human Rights as an anchor
 - Work with YES! Winnipeg to target global organizations that address social and human issues for office relocation to Winnipeg
 - Promote Winnipeg as a low cost centre, geographically centred in North America, with a long standing history of progressive social and community advocacy
- Incorporate social procurement / social enterprise as a key focus and deliverable in municipal economic initiatives
- Establish a Social Enterprise Centre in every neighbourhood where there is a need for employment
- Promote the development of First Nations Economic Development Zones (FNEDZ) within Winnipeg; support the development of First Nations business incubators, in particular within an FNEDZ
- Establish Winnipeg as a Centre of Excellence/ showcase for bus technology and innovation; incorporate Rapid Transit as a key pillar

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Winnipeg: CCED Network

The primary breakthrough on social enterprise has been with Manitoba Housing, which has been contracting social enterprises to do various work. The work includes building new units, providing energy and water efficiency upgrades, basic maintenance, bedbug remediation, furnace replacement, tenant moves and more.