Q3 Impact Report

Encompasses July, August and September of 2025



WINNIPEG
ECONOMIC DEVELOPMENT & TOURISM

Table of contents

CEO's report 4

Our progress 6

Selling Winnipeg 8

Promoting Winnipeg 10

Investment project pipeline 22

Business, retention, expansion (BRE) and attraction activities 14

Talent & workforce development 17

News and media 18

Corporate partnerships 20

In our community 21

Our people 22

Spotlight feature 24

CEO’s report

The third quarter marked a defining milestone in our organization’s story — one that reflects both who we are today and the future we’re building toward.

We introduced our new name, Winnipeg Economic Development & Tourism, and launched a refreshed corporate brand that makes visible the unified, integrated approach we’ve been operating under for years.

By bringing together economic development and tourism under a single identity, we made it clearer and simpler to communicate the full scope and impact of our work: driving inclusive, sustainable growth for Winnipeg and the region by attracting investment, talent and visitors.

This change positions us more effectively in a competitive landscape where cities must stand out, and it sets the stage for our new corporate strategy. Our strategy charts a clear path forward, building on the momentum established this quarter and defining the next chapter of economic growth for the city we serve.

At the provincial level, the September launch of Manitoba’s Economic Development Strategy marked an important milestone. The plan set out a bold vision for Manitoba to become a “have province” by 2040, recognized talent and workforce development as essential to competitiveness, and emphasized the need for stronger coordination across the province’s economic development ecosystem.

Many of the priorities reflected in the provincial strategy echo themes we’ve long championed, and we were pleased to contribute to its development.

Likewise, our strategy reflects broad input from partners and shareholders, including the Province, reinforcing our shared focus on supporting the businesses and industries that drive Manitoba’s growth.

As Winnipeg’s lead economic development and tourism agency, we know that what’s good for Winnipeg is good for Manitoba — and we look forward to continuing to work with the Government of Manitoba as a key partner in advancing a stronger, more resilient and competitive economy.

Of course, vision alone is not enough; progress depends on execution. In the months ahead, our focus will be on transforming strategy into measurable impact — supporting business growth, advancing tourism and strengthening Winnipeg’s position as a leader in economic and destination development.



Success will depend on the strength of our partnerships across sectors and the willingness of business leaders to invest and innovate.

Q3 began with challenges as wildfires and a provincial state of emergency affected travel.

Our team worked closely with partners, clients and visitors to manage impacts while maintaining support for ongoing events.

Despite this, the quarter also gave us much to celebrate as Winnipeg hosted major international and national events, including the World Youth Archery Championships, Canadian Elite Basketball Championships, 2025 Canadian National Pickleball Championship and the Assembly of First Nations 2025 Annual General Assembly — bringing thousands of visitors and new visibility to our city.

As we move forward from this milestone quarter, I want to acknowledge the dedication and resilience of our team. Their work to bring our refreshed corporate brand to life and prepare for the launch of our strategy has been exceptional. We’ve built the momentum and alignment needed to carry Winnipeg into its next chapter with confidence and purpose.

Ryan Kuffner
President & CEO

Our progress

Winnipeg Economic Development & Tourism top-line results year to date

Estimated economic impact of Tourism Winnipeg:

$60M

Tourism Winnipeg NPS:

80

Estimated economic impact of YES! Winnipeg:

$131M

YES! Winnipeg NPS:

74





This Q3 report reflects activities delivered under our former brands, YES! Winnipeg and Tourism Winnipeg. Beginning in Q1 2026, performance will be measured and reported under our new unified brand and strategy, aligning all metrics across Winnipeg Economic Development & Tourism's integrated framework.

***Economic impact** is measured by assessing changes in key economic indicators like output, income, employment and value added, considering both direct and indirect effects of a project or event on a specific region.*

For Tourism Winnipeg (TW), estimated economic impact is the result of the direct sales revenues for the events that TW has attracted or supported.

For YES! Winnipeg, the estimated economic impact refers to the total annual GDP generated by new businesses attracted to the city or by the expansion of local businesses supported by YES! Winnipeg measured once these operations reach full maturity.

***Net Promoter Score (NPS)**: Net Promoter Score (NPS) is a metric used to gauge customer loyalty and satisfaction by asking customers how likely they are to recommend a company's products or services. Calculated by subtracting the percentage of detractors (unhappy customers) from promoters (loyal supporters), NPS ranges from -100 to +100. A higher score indicates better customer loyalty and satisfaction.*

Selling Winnipeg

Our team's work enhances Winnipeg's profile and appeal as a destination for business events, sports special events and leisure travel. In Q3, our tourism team secured 24 future events and conferences for our city that will bring more than $16.7 million in direct spending. **Q3 highlights include:**

Showcasing Winnipeg to the Australian travel market

For the first time, Tourism Winnipeg was invited by Destination Canada to participate in Focus Canada Australia — a three-day Destination Canada travel trade event connecting Canadian destinations with Australian travel trade and media professionals. The program included training sessions, business meetings and media engagement opportunities designed to strengthen Canada's position in the Australian market.

Our tourism team held 15 one-on-one meetings with tour operators and presented to 15 travel agencies, several already promoting Winnipeg in VIA Rail and Churchill travel packages. Others expressed interest in adding Winnipeg to their Canadian itineraries after learning about the city's experiences and attractions. During the media luncheon, our team joined a panel discussion focused on authentic Canadian experiences, generating strong interest from Australian media. To date, the event resulted in four published travel features showcasing Winnipeg and Manitoba.



Focus Canada Australia

Winnipeg to host Canadian Urban Transit Association 2026 Annual Fall Conference and Transit Show

Winnipeg was selected to host the 2026 Canadian Urban Transit Association (CUTA) Annual Fall Conference and Transit Show, which is expected to attract 650 delegates, generate an estimated economic impact of more than $700,000 and result in more than 1,200 total room nights.

The journey began in 2022 with a cold call and drop-in at the association's Ottawa office during a sales mission, planting the seed for future collaboration.

Over the next two years, our team maintained engagement through follow-up visits, networking at national industry events and partnership support from Winnipeg Transit and New Flyer Industries.

In early 2025, we hosted the association's team for a site visit, highlighting Winnipeg's venues, accessibility and strong industry partnerships.

By June, Winnipeg was officially confirmed as the 2026 host city for their annual fall conference and transit show — a significant win showcasing the power of sustained relationships and collaboration across our tourism and transportation partners.

Welcoming BreakOut West to Winnipeg

Winnipeg Economic Development & Tourism supported the return of BreakOut West, one of Canada's premier music industry festivals and conferences.

Vice President of Tourism, Natalie Thiesen, delivered opening remarks at The Forks, welcoming hundreds of artists, industry leaders and fans to the city.

The event highlighted Winnipeg's role as a music hub and provided a boost for local venues, hotels and restaurants while showcasing our city's creative spirit to visiting delegates.



Promoting Winnipeg

Every day, Winnipeg Economic Development & Tourism tells the Winnipeg story to help drive economic growth. This increased awareness of our city contributes to a positive economic outlook, attracting visitors, businesses and talent interested in visiting, investing or living in our vibrant, thriving city.

Recognized for creative excellence

Winnipeg's thriving creative industries sector is gaining national recognition.

The city's growing film, gaming and interactive digital media sector was the focus of the Winnipeg is the Creative Heart of the North campaign, which earned the Economic Developers Association of Canada's Marketing Canada Award for Promotional Video.

Launched in 2024 across creative hubs including Los Angeles, the San Francisco Bay Area and Montreal, the digital campaign showcased Winnipeg's growing film, gaming and interactive digital sectors, along with the city's competitive tax credits. Produced with Frank Digital, the video earned praise from local and external audiences for its fresh take on promoting Winnipeg's creative economy.

Saving big on Winnipeg's best attractions

The Winnipeg Attractions Pass continues to perform strongly as a driver of visitation to key tourism partners.

Launched in 2023, the one- and three-day passes offer discounted entry to five major attractions: the Manitoba Museum, Canadian Museum for Human Rights, Royal Aviation Museum of Western Canada, Royal Canadian Mint and FortWhyte Alive.

In Q3 2025, Winnipeg Economic Development & Tourism issued 232 passes—14 per cent more than in the same period in 2024. This brings the year-to-date sales total to 510, outpacing last year's performance.

Winnipeg Economic Development & Tourism continues to promote the pass through both organic and paid marketing campaigns.



Canadian Museum for Human Rights

Investment project pipeline

In Q3 2025, our investment attraction pipeline closed with **473 leads** and **432 prospects**, with **92 opportunities** fully qualified through our investment funnel.

This progress reflects the ongoing work of our business development and foreign direct investment teams to convert interest into tangible opportunities for Winnipeg.



Our efforts included:

Showcasing Winnipeg at Latin America's leading creative industries event

Winnipeg Economic Development & Tourism's FDI team participated in Pixelatl 2025 in Guadalajara, Mexico—Latin America's leading platform for animation, video games and digital media.

The mission included meetings with organizations such as the National Chamber of the Electronics, Telecommunications and Information Technologies Industry (CANIETI), the Industrial Chambers Council of Jalisco, Ciudad Creativa Digital, and the Canadian Chamber of Commerce, as well as leading animation and gaming studios.

These engagements provided valuable insights into Guadalajara's expanding creative ecosystem and identified collaboration opportunities to strengthen Winnipeg's visibility and connections across global creative industries.

Building investment connections in South Korea

In early September, the Indo-Pacific team conducted an investment mission to South Korea in collaboration with Global Affairs Canada in Seoul and Winnipeg Economic Development & Tourism's in-market lead generation partner.

The mission strengthened relationships with potential investors, advanced active projects and introduced Manitoba to new prospects in the agri-food, advanced manufacturing and smart farming sectors.

Follow-up meetings were also held with companies already exploring opportunities in Manitoba, ensuring continuity on discussions and alignment with the province's sector priorities and long-term investment goals.

National investment attraction mission to British Columbia

Winnipeg Economic Development & Tourism's business development team conducted a national investment attraction mission to Vancouver and the BC Lower Mainland, meeting with 10 organizations to showcase Winnipeg's competitive advantages.

Discussions highlighted CentrePort Canada's strategic location and access to affordable, development-ready land — factors several companies identified as important to their site selection process.

One qualified investment opportunity was generated through the mission, linked to an expansion project in Brandon. The team also met with Transport Canada to explore collaboration on supply chain studies and CentrePort's value proposition.

Business, retention, expansion (BRE) and attraction activities

In Q3, our team completed eight business retention and expansion meetings, eight FDI profiles and two talent needs assessment.

We delivered **146 services to businesses,** resulting in **$15 million** in capital invested and **250 net new full-time jobs.**

Strengthening relationships with foreign-owned companies

As part of ongoing efforts to retain and expand existing investments, the foreign direct investment team met with the local operations of companies headquartered in Austria, Brazil, France, Germany, the Netherlands, Turkey, the United Kingdom and the United States.

Through a combination of in-person meetings and virtual discussions, the team focused on understanding current operations and growth plans and identifying opportunities to support continued investment in Winnipeg.

These engagements strengthen long-term relationships with global firms and help ensure Winnipeg remains a key location for future expansion within their North American networks.

***Economic Outcome Facilitated (EOF)**: In our sales process, the ultimate milestone is achieving an EOF, which is marked when a client signs a YES! letter. The letter is private sector validation of the value we have provided them through our service offering and ensures we only claim successes when our clients validate that success. The letter provides our organization with the client's confirmation of the number of jobs expected to be created at maturity, the dollar value of capital invested, and the new payroll generated thanks to our efforts. EOFs are ultimately considered "wins" by our team and communicated accordingly.*



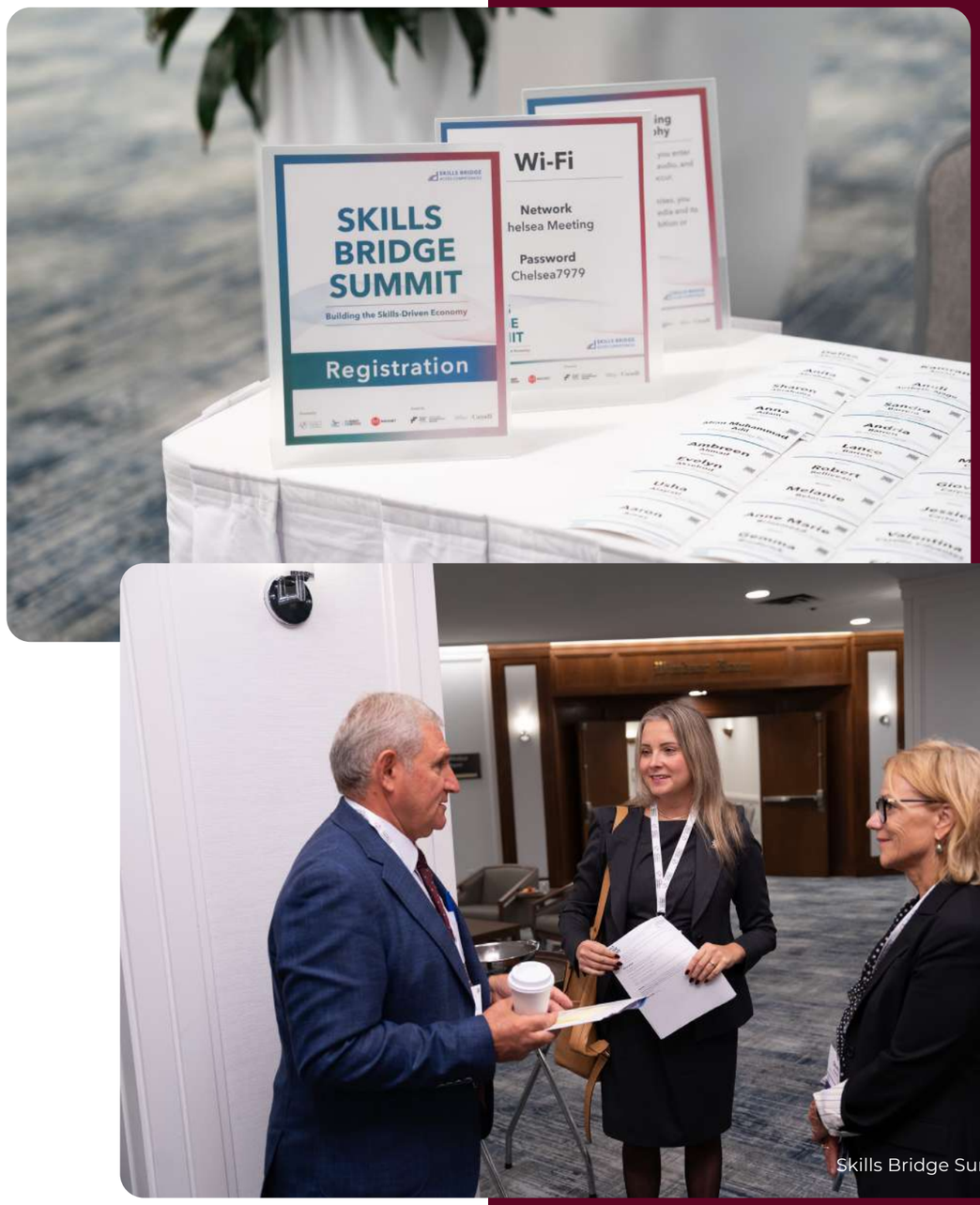
Success story: StandardAero

StandardAero expands operations in Winnipeg

StandardAero, one of Winnipeg's largest employers with more than 1,300 employees, announced a 67,000 sq. ft. expansion of its Plant 6 facility—a $15-million capital investment that will create 250 additional skilled jobs.

Our team confirmed a new Economic Outcome Facilitated by supporting the company throughout this process, coordinating collaboration, introductions and site tours with key stakeholders, including the Province of Manitoba, the City of Winnipeg and local elected officials.

This expansion reflects continued confidence in Winnipeg's aerospace industry and highlights the city's growing capacity for advanced manufacturing and skilled employment. It also helps secure Winnipeg's position as Canada's third-largest aerospace cluster, behind Montreal and Toronto.



Skills Bridge Summit

Talent & workforce development

Work in Manitoba job portal – Q3 update

In Q3, the Work in Manitoba job portal added **2,637 new job seekers** and **155 new employers**. Since its launch, the platform has attracted **126,842 job seekers** and supporting workforce connections across the province.

Work in Manitoba job portal: Year 4 plan approved

The Year 4 project plan for the Work in Manitoba initiative was approved in July. This year's plan introduces new applications designed to advance Manitoba's workforce priorities, including apprenticeships, work-integrated learning, youth retention and outreach to Manitobans currently out of work. The plan continues to leverage the Work in Manitoba Job Portal as a cornerstone of the province's talent ecosystem, strengthening connections between employers and job seekers across Manitoba.

Connecting employers to workforce funding

The Talent and Workforce Development team continues to connect local businesses with funding opportunities through its Grants and Funding Matrix, a tool we created to collect and summarize available grants and funding.

This quarter, the team organized and promoted a webinar for employers focused on accessing the Student Work Placement Program (SWPP) funding to hire students in work-integrated learning roles. The session helped employers better understand available supports and pathways for nurturing emerging talent into Manitoba's workforce.

Showcasing Manitoba's workforce leadership

The Director of Talent and Workforce Development, Ashley Dunlop, participated as a speaker at the Ontario Chamber of Commerce's Skills Bridge Summit, presenting Manitoba as a leading example of how upskilled workers can be effectively connected to job opportunities. The presentation highlighted collaborative approaches being used in Manitoba to strengthen pathways between education, training and employment.

News and media

Winnipeg Economic Development & Tourism in the news

Earned media coverage includes stories that position Winnipeg as an attractive destination for business investment, as well as corporate mentions of Winnipeg Economic Development & Tourism.

In Q3, this included **75 articles**, some of which mention Winnipef Economic Development & Tourism and/or our initiatives, generating a total earned media value* of **$2.2 million.**

Clarity, ‘competitiveness’ key to name change by Gabby Piche, Winnipeg Free Press

North Dakota missing its Manitobans by Chris Kitching, Winnipeg Free Press

Removal of barricades raises businesses hopes by Gabby Piche, Winnipeg Free Press

Winnipeg in the news

Our Travel Media Program actively seeks out and collaborates with journalists, influencers and content creators to tell positive stories about Winnipeg, supporting our efforts to attract visitors. By securing impactful media coverage, we shape and influence how people perceive Winnipeg — highlighting its vibrancy, culture and unique experiences.

In Q3, this included 299 articles/media mentions, some of which appear in different outlets, for a total earned media value* of $13.3 M.

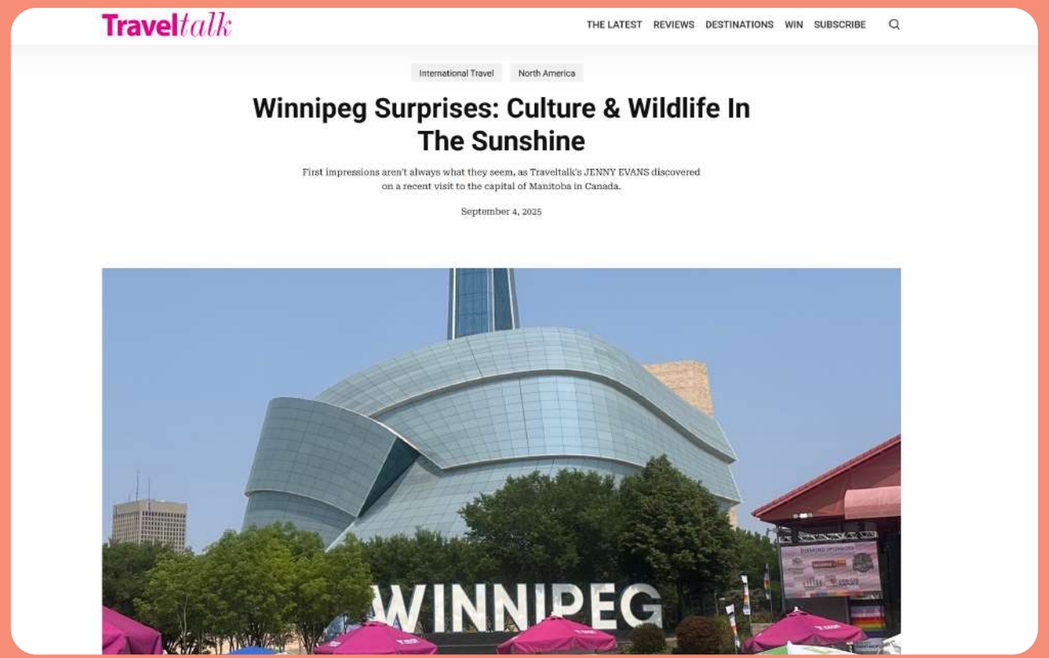
Winnipeg: The best of what summer has to offer by Crai S. Bower, Air Chicago

Winnipeg Surprises: Culture & Wildlife In The Sunshine by Jenny Evans

5 reasons why Winnipeg, Canada should be on your travel radar by Colby Holiday, World of a Wanderer

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**** Earned media value (EMV)** is a metric in marketing that calculates the value of publicity gained through promotional efforts rather than paid advertising. It measures the worth of media exposure obtained through channels like social media, press coverage, and word-of-mouth, estimating the equivalent cost of achieving the same exposure through paid ads.*





Corporate partnerships

Partner and investor funding committed YTD:

YES! Winnipeg investors

$1.05 million
101 investors

Team Winnipeg partners

$325,500
37 partners

Developing a new partnership program

Our new partnership program, finalized in Q3, puts businesses and tourism partners at the centre of how we grow Winnipeg's economy together. Launching in November at Winnipeg Forward 2025 — Winnipeg Economic Development & Tourism's inaugural strategy event — the program creates new ways to collaborate and engage with partners in advancing the city's economic and tourism goals.



La Tablée des Chefs

In our community

Winnipeg Economic Development & Tourism in our community highlights the foundational local work that supports and amplifies our broader initiatives, which in turn enhances Winnipeg's profile.

Our dedicated efforts within the community help fuel our success in promoting Winnipeg in all markets.

Strengthening relationships with foreign-owned companies

In celebration of World Tourism Day, Team Winnipeg (our consortium of more than 35 tourism stakeholders that work in collaboration to attract events and visitors) hosted a partner event on September 26 at The Delta. Jean-François Archambault, founder and executive director of La Tablée des Chefs, shared inspiring insights on reducing food waste within local tourism industry partners. The event brought partners together to celebrate collaboration and sustainability within Winnipeg's tourism community.



La Tablée des Chefs

Our people

We celebrate the people who drive Winnipeg Economic Development & Tourism forward, highlighting our commitment to continuous learning, community engagement and the growth and development of our team.

Winnipeg waterways tour

In August, the team took time to connect during a summer staff event at The Forks.

The afternoon featured a Winnipeg Waterways Tour, offering a scenic 35-minute cruise highlighting the city's history, architecture and riverfront landscapes.

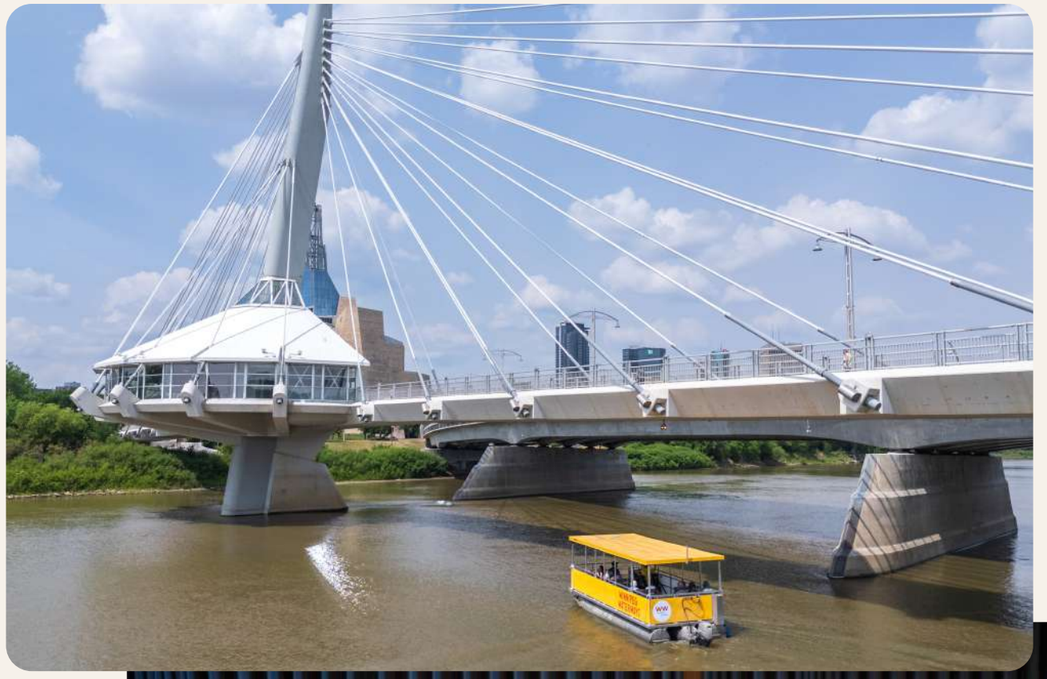
Following the tour, staff gathered at the outdoor Common bar to relax and enjoy the summer weather together. The event provided an opportunity for team building and appreciation while experiencing one of Winnipeg's newest tourism businesses.

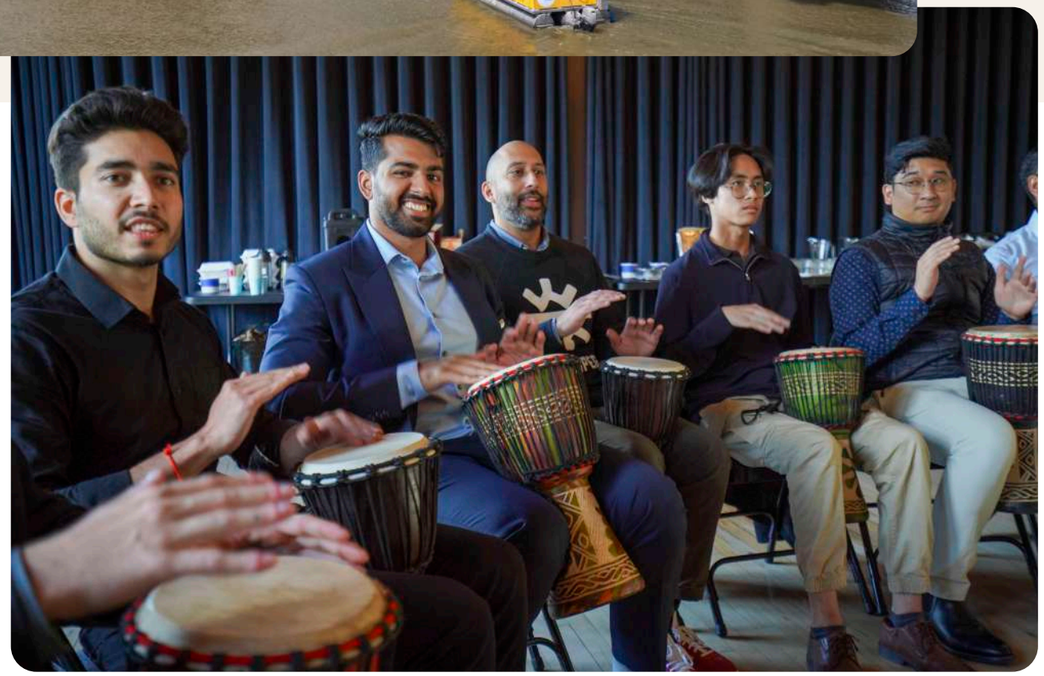
Fall staff event strengthens connection and collaboration

The fall staff meeting at The Forks focused on connection, collaboration and reflection.

The day began with an Indigenous drumming session led by Lawrence Clifford Spence, a respected Indigenous cultural leader and hand-drumming storyteller, who educated staff on the history and importance of the drum and how culture strengthens relationships. Both Spence's session and the interactive Drum Café team-building experience were arranged by Folklorama.

Staff were also introduced to Winnipeg Economic Development & Tourism's new corporate strategy and took part in a "one-agency model" exercise to identify opportunities for greater cross-team collaboration.





Spotlight feature

Introducing Winnipeg Economic Development & Tourism

For more than 15 years, Winnipeg's business community has known us as Tourism Winnipeg, Economic Development Winnipeg and YES! Winnipeg. Together, we've helped to grow the city's economy by attracting talent, investment, events and visitors.

And now our name ties all our work together — **Winnipeg Economic Development & Tourism.**

This change makes official what has always been true — we've been one team all along.

Our new name and look show that tourism, investment and talent attraction are all connected and mutually reinforcing, and that Winnipeg is stronger when we bring them together.

President & CEO Ryan Kuffner and Vice President Kathy Tarrant sat down to talk about why the timing is right, how this change strengthens Winnipeg's competitive position and what's ahead for the organization.

What's one thing you wish more people knew about Winnipeg Economic Development and Tourism?

Here's what both leaders will tell you — much of the agency's impact happens behind the scenes or in markets outside of Winnipeg. Whether it's helping land major events and conventions, supporting local businesses, or promoting Winnipeg nationally and internationally, the team's role is to work with partners to position the city as an attractive place to invest, live, meet and visit—and ultimately grow Winnipeg's economy.

"We're not always front and centre when an event takes place in Winnipeg, but we're often a key part of the team that made it happen," said Kuffner. He pointed to the Great Outdoor Comedy Festival coming to Winnipeg as an example. "It took deliberate effort to bring that event here and now it's become a great addition to the city's calendar of events."

Tarrant said the same is true for travel media and national business sector coverage of Winnipeg. "Our city competes for events and media exposure more than people realize," she said. "These don't happen by accident — they come from thoughtful, strategic work that positions Winnipeg to succeed against other cities."



Why has the organization decided to launch a new name, and why now?

Kuffner explained that the evolved corporate name is about staying competitive in a tougher global landscape.

"We can't take prosperity for granted. Every investment, major event or other economic opportunity has to be pursued strategically. This is the right time to sharpen our agency's competitiveness and ensure our partners, stakeholders and the community clearly understand what we do and why it matters. When our role is clear, it's easier for others to join us — to align with and invest in Winnipeg's growth.

Tarrant added that the change now reflects how the agency already works. "We represent Winnipeg in investment attraction, tourism and talent recruitment. The new name makes that clear and consistent, without having to explain the connections every time."

What is the benefit of a one-agency approach, and how will it help increase Winnipeg's competitiveness?

The new structure positions the organization to operate like the private sector businesses we serve, Kuffner said. "Anyone wanting to compete effectively knows vertical integration matters. We've brought together tourism, investment, talent and livability under one roof so we can leverage them together."

Traditionally, destination marketing organizations focus on assisting visitors and attracting major events and meetings, while economic development agencies focus on business investment. "They're

connected — tourism is economic development," said Tarrant. "When we attract a new hotel, we're welcoming a business that connects to meetings, conventions and visitor experiences. It's all part of one integrated economy. Our one-agency model shows Winnipeg as a destination where those pieces work together."

Kuffner added, "This is where the puck is going. Other jurisdictions are realizing this integrated approach to economic development and tourism is needed. We're already ahead of the curve, and leaning into this model helps us maintain our competitive advantage."

How exciting is it to see this new name and logo become a reality, given your history with the organization?

For both leaders, evolving the corporate name in line with the operating model and making it easier for the Winnipeg business community and partners to understand the work of the agency was a top priority when they stepped into their executive roles in 2023.

"I became CEO that August and quickly saw our fragmented corporate brand was creating confusion among our clients, stakeholders and the general public," Kuffner said. "This change is an exciting step that is foundational to our client-focused mentality, helping our agency move into a new chapter."

Tarrant recalled her very first conversation with Kuffner centered around the brand challenge. "The old portfolio of brands was a barrier to communicating all the ways we work to grow Winnipeg's economy. Now, we can spend less time explaining ourselves and more time on the work we're here to do – promoting Winnipeg as a great place to live, work, invest and visit."

What changes can we expect to see over the coming months?

The rollout of our new name and logo is already underway. "Our website has been updated to reflect our new name and better aligns with the Winnipeg place brand identity. The 'About Us' page is a great place to start if anyone wants to learn a bit more of how we support Winnipeg businesses," said Tarrant. "In the coming months, we'll be adding more content about what's next – including our strategy to grow Winnipeg's economy, which launched November 4."

What can we look forward to when the new strategy launches to grow Winnipeg's economy?

Working together has always been Winnipeg's strength — and we need it now more than ever. No one hands our city success; we roll up our sleeves and make it happen, side by side. This strategy to grow Winnipeg's economy sets the course for the next five years, building on that foundation.

"This change is an exciting step that is foundational to our client-focused mentality, helping our agency move into a new chapter."
-Ryan Kuffner

"It builds on the collaboration that has always driven Winnipeg forward, where business, government and community work together to create opportunities, attract investment, grow jobs and showcase our city to the world," said Kuffner.

"Winnipeg's businesses have always been at the heart of that growth. Their investments in head offices, new facilities and innovation help our economy thrive. And when paired with the dedication of our community and the support of government, the result is something bigger than any of us could achieve alone. That's the spirit behind this strategy: to keep building momentum together, ensuring Winnipeg is a great place to invest, grow, meet and visit — today and for the future."

What does this mean for the future of the organization?

For Kuffner, it marks a clear shift. "This is the start of a new chapter. The world is changing, Winnipeg is changing, and our city needs all of us to work together.

This new name represents the people behind championing Winnipeg, the agency dedicated to telling our city's story to the world."

Tarrant agreed. "We're coming together in new, collaborative ways. This name change reflects that opportunity and commitment. If we want a strong future, we have to build it together. We're excited to get to work."

Visit **Winnipeg Economic Development and Tourism's** website to learn more about how we drive economic growth for Winnipeg.

Working together to grow Winnipeg

At Winnipeg Economic Development & Tourism, we're committed to helping businesses start, grow and succeed here.

winnipegedt.com/about-us

Winnipeg Economic Development & Tourism

November 2025



Q3 Operations Report

Thank You

WINNIPEG
ECONOMIC DEVELOPMENT & TOURISM