

U.S. Department of Justice  
 Washington, DC 20530

**Exhibit A to Registration Statement  
 Pursuant to the Foreign Agents Registration Act of  
 1938, as amended**

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant Development Counsellors International	2. Registration Number 4777
--	--------------------------------

3. Primary Address of Registrant  
 215 Park Avenue South, 14th Floor, New York, NY 10003

4. Name of Foreign Principal Economic Development Winnipeg	5. Address of Foreign Principal One Lombard Place, suite 810 Winnipeg, Manitoba CANADA R3B 0X3
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6. Country/Region Represented  
 CANADA

7. Indicate whether the foreign principal is one of the following:

- Government of a foreign country<sup>1</sup>
- Foreign political party
- Foreign or domestic organization: If either, check one of the following:
  - Partnership
  - Corporation
  - Association
  - Committee
  - Voluntary group
  - Other (*specify*) \_\_\_\_\_
- Individual-State nationality \_\_\_\_\_

8. If the foreign principal is a foreign government, state:

- a) Branch or agency represented by the registrant
  
- b) Name and title of official(s) with whom registrant engages

<sup>1</sup> "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

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9. If the foreign principal is a foreign political party, state:

- a) Name and title of official(s) with whom registrant engages
  
- b) Aim, mission or objective of foreign political party

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10. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

Professional services to market Winnipeg as a premier location for business investment

b) Is this foreign principal:

- |   |                              |  |
|---|------------------------------|--|
| Supervised by a foreign government, foreign political party, or other foreign principal         | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Owned by a foreign government, foreign political party, or other foreign principal              | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Directed by a foreign government, foreign political party, or other foreign principal           | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Controlled by a foreign government, foreign political party, or other foreign principal         | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Financed by a foreign government, foreign political party, or other foreign principal           | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Subsidized in part by a foreign government, foreign political party, or other foreign principal | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

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11. Explain fully all items answered "Yes" in Item 10(b).

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12. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

N/A

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
10/28/2024	Karyl Leigh Ropke	<input data-bbox="886 405 954 443" type="button" value="Sign"/> /s/Karyl Leigh Ropke
_____	_____	<input data-bbox="886 491 954 529" type="button" value="Sign"/> _____
_____	_____	<input data-bbox="886 577 954 615" type="button" value="Sign"/> _____
_____	_____	<input data-bbox="886 663 954 701" type="button" value="Sign"/> _____

**EXECUTION**

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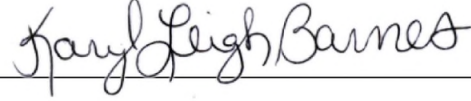
Date

Printed Name

Signature

3/22/24

Karyl Leigh Barnes



U.S. Department of Justice

Washington, DC 20530

**Exhibit B to Registration Statement  
Pursuant to the Foreign Agents Registration Act of  
1938, as amended**

**INSTRUCTIONS.** A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

**Privacy Act Statement.** The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <https://www.fara.gov>.

**Public Reporting Burden.** Public reporting burden for this collection of information is estimated to average .32 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant Development Counsellors International	2. Registration Number 4777
--	--------------------------------

3. Name of Foreign Principal Economic Development winnipeg
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Check Appropriate Box:

4.  The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5.  There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6.  The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.
7. What is the date of the contract or agreement with the foreign principal? 09/01/2024
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.  
Research, brand development & marketing through multiple outlets

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9. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Research, brand development & marketing through multiple outlets

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10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act<sup>1</sup>.

Yes  No

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

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11. Prior to the date of registration<sup>2</sup> for this foreign principal has the registrant engaged in any registrable activities, such as political activities, for this foreign principal?

Yes  No

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
------	---------	--------	---------

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12. During the period beginning 60 days prior to the obligation to register<sup>3</sup> for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes  No

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
---------------	-----------	---------	-----------------------

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13. During the period beginning 60 days prior to the obligation to register<sup>4</sup> for this foreign principal, has the registrant disbursed or expended monies, or disposed of anything of value other than money, in connection with activity on behalf of the foreign principal or transmitted monies to any such foreign principal?

Yes  No

If yes, set forth below in the required detail an account of such monies or things of value.

Date	Recipient	Purpose	Amount/Thing of Value
------	-----------	---------	-----------------------

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<sup>1</sup> "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

<sup>2,3,4</sup> Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
10/28/2024	Karyl Leigh Ropke	<input data-bbox="889 457 959 485" type="text" value="Sign"/> /s/Karyl Leigh Ropke
_____	_____	<input data-bbox="889 541 959 583" type="text" value="Sign"/> _____
_____	_____	<input data-bbox="889 630 959 667" type="text" value="Sign"/> _____
_____	_____	<input data-bbox="889 709 959 751" type="text" value="Sign"/> _____

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

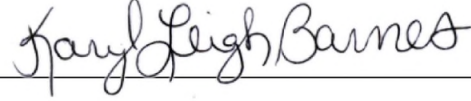
Date

Printed Name

Signature

3/22/24

Karyl Leigh Barnes



# RAISING THE PROFILE OF WINNIPEG FOR FOREIGN DIRECT INVESTMENT

A Brand and Marketing Strategy to Position Winnipeg  
as a Premier Location for Business Investment

Updated August 22, 2024

PRESENTED BY





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# Executive Summary





Updated August 22, 2024

Development Counsellors International (DCI) is pleased to submit this proposal to Economic Development Winnipeg for a research-driven marketing strategy for foreign direct investment.

## **Development Counsellors Int'l**

215 Park Avenue South  
Suite 1403  
New York, NY 10003  
aboutdci.com

Although Winnipeg has much to offer investors, anecdotal reports from your business development team suggest that awareness of the city as a prime location for business investment is lacking in key markets and sectors in North America, let alone Europe and Asia. It's time to elevate Winnipeg's profile through strategic marketing that can deliver results.

With more than 64 years of experience specializing in economic development marketing, DCI has a proven process and deep experience in delivering marketing strategies to reach your target audiences -- prospective businesses, site selection consultants, corporate real estate brokers and future talent to fuel the growth of your economy.

We have deep experience working with cities, regions, provinces, states and countries. Client experiences that are especially relevant to our proposed work for Winnipeg include our work with Trade & Invest British Columbia, Invest Alberta, Netherlands Foreign Investment Agency, Calgary Economic Development and Montreal International. You will see some of these highlighted in our case studies at the end.

With a new spirit of momentum and collaboration at Economic Development Winnipeg, a new Mayor in Winnipeg, a new Premier in Manitoba and a new five-year strategic plan in the works for your organization, it seems an opportune time to inject smart new thinking into your marketing strategies to take them to the next level! We'd love to help you do just that.

## **Project Strategist**

Dariel Curren  
Executive Vice President  
daniel.curren@aboutdci.com  
T: 212.725-0707  
C: 203.733.7942





# Firm Overview & Background



## Leveraging Deep Experience for a Compelling New Brand

Development Counsellors International (DCI) is full-service agency that specializes in economic development, tourism and talent attraction marketing. Established in 1960, we have worked for more than 500 cities, regions, states and countries – from thriving metropolitan regions to revitalizing cities striving to compete. We understand the challenges and opportunities that cities like Winnipeg face.

Research, branding and marketing strategies are at the heart of what we do. We are experts in garnering strong community and stakeholder engagement and have a deep understanding of your target audiences – corporate executives, site selection consultants, real estate developers, visitors and prospective residents.

DCI is also the only firm that does both the research and the work when it comes to talent attraction marketing for places. Since 2017, DCI has produced “Talent Wars,” a report that sets out each year to better understand how to attract, and ultimately retain, talent.

DCI has a staff of more than 90 talented individuals – the largest assembly of place-marketing professionals in the world. Headquartered in New York City, the agency has a regional office in Denver and remote staff members in key markets in North America. The agency is privately owned by five partners and is certified as an WMBE.

A sampling of our clients can be found on the following pages and our complete client list through the years can be found at [www.aboutdci.com](http://www.aboutdci.com).



Economic Development • Tourism • Talent Attraction

**64**  
**YEARS**  
SPECIALIZING  
**IN MARKETING**  
**PLACES**

**500+**  
places  
represented

**cities**  
**states**  
**regions**  
countries

**85** 

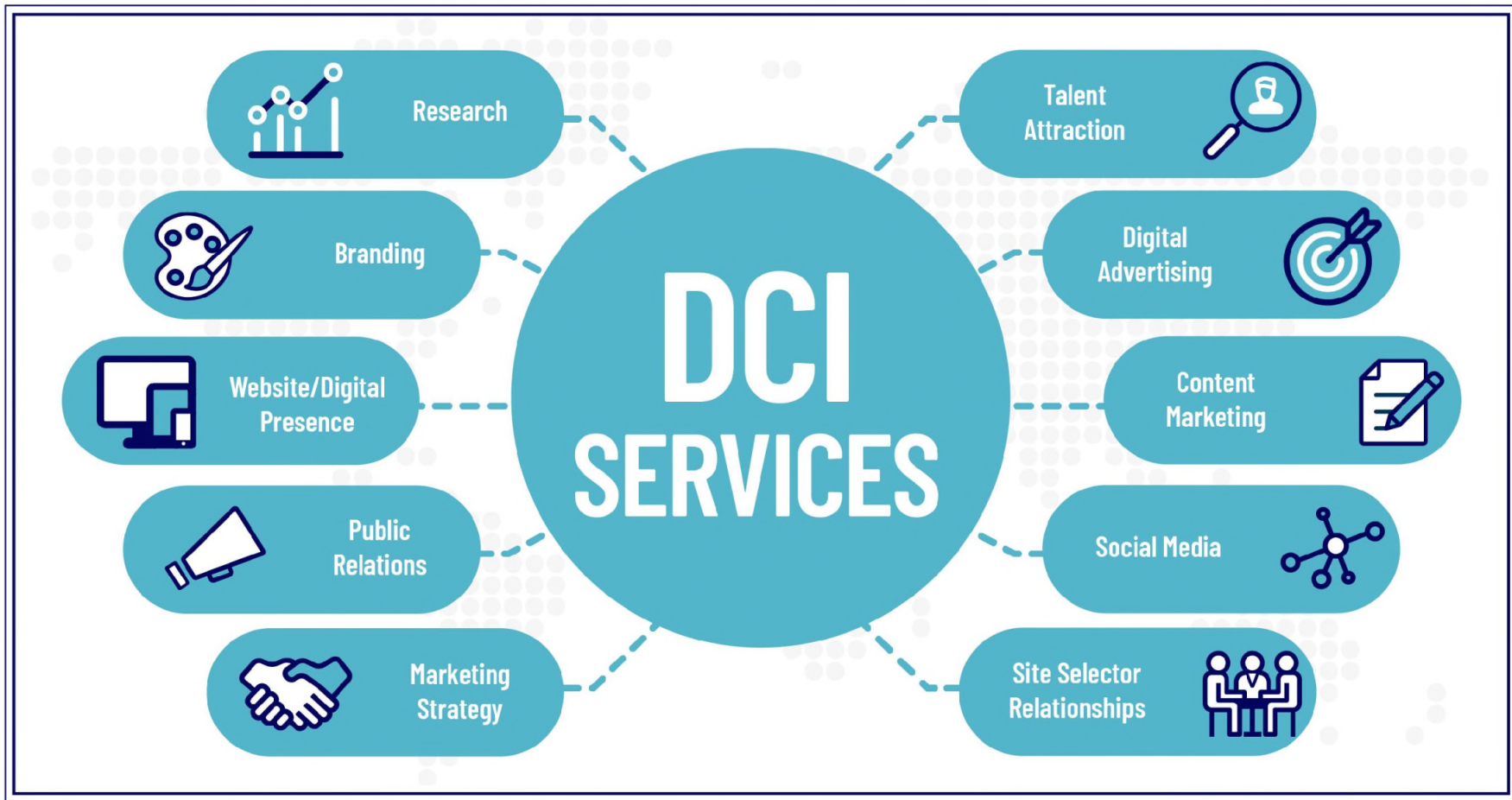
**MARKETERS**  
WITH A PASSION FOR  
**PLACES**

**OUR LOCATIONS**

**New York | Denver**

CHARLOTTE | LOS ANGELES | ORLANDO | CINCINNATI

 TORONTO | VANCOUVER | MONTREAL





# Rooted in Research



MAY / 2024

talent  
>wars

P 04

TALENT

LANDSCAPE

Current

trends and

challenges

P 06

OFFERS

& SALARIES

What

really drives

retention

P 42

TOP MARKETING

TECHNIQUES

How to

influence

talent

P 52

ACTION

ITEMS

Turning

the data

into action

What Really Matters  
to Talent and What  
Places Can Do to  
Attract Them



SITE  
SELECTORS  
WORLD



2024

The State of Site Selection

DCI regularly conducts national research among corporate executives, site selection consultants, and talent to better understand industry trends and the most effective marketing techniques for these important audiences. We leverage this research in all of our marketing programs and continually evolve our approach when new research becomes available.

# Sample of DCI Economic Development Clients



# A Sampling of our International Clients



aicep Portugal Global



**PROCOLOMBIA**  
EXPORTS TOURISM INVESTMENT COUNTRY BRAND





# Our Process

**DCI's Step-by-Step Process Involves Four Phases** – illustrated in the diagram below – that address your scope of work and will deliver a powerful new marketing strategy for Winnipeg.

At every stage of the process, we will seek input from you and your stakeholders to ensure that our final product is exactly in line with your goals and objectives.





# Phase 1 | Research and Discovery

To best understand Winnipeg as a place for foreign companies to invest, DCI will conduct comprehensive perception research among corporate executives and their advisors to gain insights on the city from these target audiences. Our proposed qualitative and quantitative research will include:

**Immersion Tour and Stakeholder Engagement:** DCI's team will assess the region firsthand by conducting a 2-day immersion tour, which includes:

- A kickoff meeting with the key leaders of Economic Development Winnipeg
- Roundtable with corporate executives, representatives from post-secondary training programs and others who can provide insight on Winnipeg's value proposition and differentiation from other Canadian locations.
- A windshield/walking tour of the city.

**Perception Studies U.S. Corporate Executive and Site Selection Consultants:** Using our proprietary database of corporate executives and site selection consultants, DCI will administer two surveys using our internal survey software **targeting executives in your top five target industries with location decision-making responsibilities and site selection consultants**. This analysis will provide data and insights on 1) current perceptions of Winnipeg's business and economic climate, 2) how the city stacks up compared to its competitive set, and 3) how Winnipeg rates on top factors in location decisions, including access to talent.

We will include the personas of key target audiences and their customer journey. Toward that end, the deliverable will include the process that executives and their advisors follow during location decisions, including how and what to communicate with them...basically, what is the journey from "awareness to announcement."



# Phase 1 | Research and Discovery (continued)

**Competitor Audit:** DCI's research team will analyze the brand and marketing strategies of 4 key competitors, as identified jointly by DCI and Winnipeg, through an in-depth review their digital platforms.

**SWOT Analysis:** Based on the research inputs, DCI will develop a **SWOT analysis** outlining Winnipeg's strengths, weaknesses, opportunities and threats.

**DELIVERABLE:** The final research brief will detail community assets that align with corporate relocation priorities, unique qualities that define Winnipeg's identity, and local and national perceptions of your city as a place to do business.



## Phase 2 | Messaging

After getting an in-depth look at Winnipeg, meeting with your key partners and reviewing the research, DCI will develop an overarching narrative for how to frame the city's assets, opportunities and appeal for foreign direct investment.

- **Value Proposition:** Based on the SWOT analysis, DCI will concisely define the city's "core competitive promise," or its value proposition, for its target audiences.
- **Brand Promise:** Using the existing Winnipeg place brand work as a starting point, DCI will articulate Winnipeg's brand promise for foreign direct investment. It's a commitment to what your destination will deliver across all touchpoints and what will remain constant about Winnipeg even as you continue to grow and evolve.
- **Brand Personality, Voice and Tone:** Our team will define how Winnipeg looks, feels and sounds when marketing to your target audiences.
- **Messaging Framework:** DCI will develop an overarching narrative for how to frame Winnipeg's key attributes that make it an appealing location for foreign direct investment. We will deliver up to six key messages, in a concisely written narrative form, with three to five supporting data points for each key message that can be used as talking points, as digital content and in print marketing materials.

**DELIVERABLE:** These messaging elements will be presented via a virtual presentation and refined in up to two rounds of edits until there is consensus that this is the "song sheet" for telling the Winnipeg story to your target audiences.



## Phase 3 | Marketing Strategy

Based on the findings and research from the Research & Discovery Phase, our team would develop and design the core elements of the marketing strategy. The focus of this strategy will be how to reach North American corporate executives in your key target industries, as well as site selection consultants. The strategy will include the following deliverables:

- **Media Relations:** The marketing strategy will outline a variety of public relations tactics that we believe will position Winnipeg positively in the minds of decision makers. Though it's hard to spell out these exact tactics right now, likely options will include proactive pitching, inbound press trips with small groups of trade reporters and the recommendation for a media tour to a key media market such as New York City. Working with EDW to determine a realistic view of available resources, DCI will develop an actionable media relations strategy that will include:
  - **Story Ideas:** Determine 2-3 key theme lines that would resonate most strongly with the industry trade and national media.
  - **Media Targets:** Based on findings from the Discovery Stage, DCI would compile a "Most Wanted" target media contact list with traditional national and international, targeted trade and select online media.
- **Social & Digital Media:** With the rising influence of social and digital media in the business community, it is important that Economic Development Winnipeg develop a digital marketing plan that elevates your communication with prospective investors on a continuous basis.
- **Website:** DCI will conduct a high-level review of your website and any campaign-specific landing pages you are currently using, making recommendations on best practices to enhance your website and online presence.
- **Advertising:** We will make recommendations on the best channels for reaching corporate executives in your target sectors. Spoiler alert: we are strong believers in the power of hyper-targeted digital advertising.



## Phase 3 | Marketing Strategy (continued)

- **Content Marketing:** DCI will also analyze Economic Development Winnipeg's current content marketing strategy and recommend ways to ratchet it up with blogs, testimonials, e-newsletters, video and other compelling content.
- **Trade Shows and Conferences:** The marketing strategy will outline our recommendations of which target industry trade shows and conferences representatives from Economic Development Winnipeg should attend; but even more valuable, it will outline how best to maximize your participation at these conferences.
- **Site Selection Consultant Outreach:** As site selectors are increasingly influencing corporate executives' location decisions, our marketing strategy will outline specific tactics to reach this influential audience.

**DELIVERABLE:** DCI will deliver a Word document detailing the marketing tactics and present a distilled version of the document as a PowerPoint presentation via Teams to Economic Development Winnipeg.



## Phase 4 | Implementation Plan

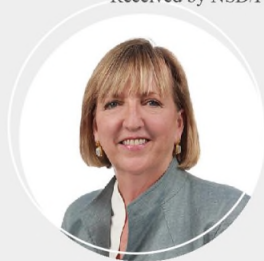
DCI's marketing strategies are designed to be realistic and immediately actionable not to sit on a shelf to gather dust. Once we have your feedback on the marketing tactics, our implementation plan will encompass the following:

- **Timeline:** DCI will develop a timeline for development and execution of the recommended tactics, prioritizing which are most important.
- **Budget:** We will develop an estimated budget for with the option to create "adequate" and "optimal" budget levels depending upon your resources for 2025-2027. The budget will indicate allocation priorities.
- **Key Performance Indicators:** We will recommend short-, mid- and long-term metrics to ensure a successful marketing strategy and measure your return on investment. This will include a timeline and measurement of marketing work done.

**DELIVERABLE:** DCI will synthesize the entire project in a succinct presentation and present an overview of our research, messaging and marketing strategy and implementation plan to Economic Development Winnipeg leadership at the conclusion of this project in a one-hour presentation. Our hope is that this will jump-start activation of the marketing plan.



# Project Team



## Dariel **Curren**

Executive Vice President | Senior Strategist

With more than two dozen years of experience in place branding and marketing communications, Dariel has worked for Development Counsellors International since 1995. Dariel's clients have spanned the world, including destinations from Maine to Miami and New York to New Zealand. She is a graduate of Brown University.



## Rachel **Deloffre**

Vice President, Creative Services | Project Lead

Since joining DCI in 2011, Rachel has worked for more than 30 large and small communities throughout North America. She has overseen the development of brands, marketing strategies and websites; implemented digital media campaigns; and conducted media relations on behalf of her clients.



## Robyn **Domber**

Senior Vice President of Research | Research

Robyn joined DCI in 2011 after more than 15 years working in the economic development and site selection consulting field. Robyn is well-versed in both quantitative and qualitative research methods. Robyn received her bachelor's degree from Hobart and William Smith Colleges and a master's degree in Urban and Regional Planning from the University of Wisconsin-Madison.



## Taylor **Bologna**

Senior Account Executive

Taylor joined the creative services team at DCI in 2023. Specializing in working with economic development clients, Taylor brings experience in placemaking and business marketing from her time spent at the Georgetown Business Improvement District in Washington, D.C. Taylor earned her bachelor's degree from SUNY New Paltz, and her master's degree in strategic public relations from the George Washington University.

## Our Service Team for Winnipeg

DCI has assembled a team with the right mix of research, branding and marketing experience to deliver a compelling brand and marketing strategy for Winnipeg

All of us have worked together on many previous projects so we are a well-oiled team.

Complete bios may be found online [here](#).



# Project Budget and Schedule



# 4-Month Project Schedule



We have found that 4 months is the “sweet spot” for a research-driven marketing strategy. The table at right is a rough guide to how the phases will progress.

We will develop a detailed timeline in conjunction with you at the outset of the project to establish major milestones for deliverables, presentations and approvals.

We have a strong track record of delivering projects on time (and on budget, of course).

	2024	Sept	Oct	Nov	Dec
<b>Research</b>					
Immersion Tour, Focus Groups		■			
Perceptions Surveys		■	■		
Competitor Audit		■	■		
SWOT Analysis			■		
<b>Messaging</b>					
Value Proposition			■		
Brand Promise, Personality, Voice			■		
Key Messages			■		
<b>Marketing Strategy</b>					
Marketing Strategy Recommendations			■	■	
<b>Implementation Plan</b>					
Timeline, Budget and Success Metrics				■	■
Final Presentaton					■

# The Budget



The cost of the 4-month program is estimated at US\$101,400. A line-item budget follows on the next page.

## What It Will Cost

This campaign has been designed as a 4-month program to begin on September 1, 2024 and continue through December 31, 2024 with total professional time fees of US\$93,000.

For your convenience, DCI will bill our professional fees in equal installments of US\$23,250 per month, billed at the beginning of each month. The monthly communication fee will be added to each professional fee invoice. Expenses will be billed separately as they occur with appropriate documentation and no mark-up. Client payment is requested within 15 days of billing.

Based on our blended rate of US\$195 per hour, DCI will allocate an average of 120 hours per month for our work with Economic Development Winnipeg. Should Economic Development Winnipeg exceed the monthly allotment of hours on a continuing basis, adjustments will need to be made to stay within the scope of work.

If either time needed or client requests for deliverables increase significantly beyond the scope of work outlined above, DCI's hourly blended rate of US\$195/hour will be used to calculate the additional hours needed to complete the work. DCI will request Economic Development Winnipeg approval prior to increasing hours toward the program of work.

Additionally, if this project is not completed by the agreed upon completion date due to delayed decision making, inability to build consensus or client/stakeholder travel schedules, DCI will charge our blended hourly rate of US\$195 toward all additional hours needed to complete the project.

This agreement may be canceled by either party, Economic Development Winnipeg or DCI, for any reason upon 60 days written notice to the other. Both parties agree that they will not offer employment or consulting opportunities to staff members of the other party.



# Economic Development Winnipeg Budget for Marketing Strategy

Sept 1- Dec 31, 2024

<b>Economic Development Winnipeg Budget September 1 - December 31, 2024</b>	
<b>Research &amp; Discovery</b>	
Immersion Tour and Focus Groups	\$18,000
Perception Studies (SSC and Corporate Executives)	\$18,000
Competitor Audit	\$5,000
SWOT Analysis and Presentation of Key Findings	\$3,500
<b>Messaging</b>	
Value Proposition, Brand Promise, Personality and Voice	\$2,500
Key Message Development	\$12,500
<b>Marketing Strategy</b>	
Marketing Strategy Recommendations	\$27,500
<b>Implementation</b>	
Budget, Timeline and Metrics Development	\$3,500
Final Deck Development and Presentation	\$2,500
<b>PROFESSIONAL FEES SUBTOTAL</b>	<b>\$93,000</b>
<b>Estimated Expenses</b>	
DCI Travel to Winnipeg for Immersion Tour/Focus Groups (airfare, hotel, meals, etc. for 2 staff)	\$4,400
Survey Panel and Incentive Costs	\$3,000
<b>Program Technology/Communication Expense</b>	
Phone, Stock Imagery, Survey/Polling Software, Databases, etc.   \$250/month x 4 months	\$1,000
<b>EXPENSES SUBTOTAL</b>	<b>\$8,400</b>
<b>TOTAL BUDGET (US\$)</b>	<b>\$101,400</b>

# The Next Step



## Ready to Hit the Ground Running For Winnipeg

All of us at DCI would take great pride in working with Economic Development Winnipeg. We are available to discuss our program of work and any questions you may have at your convenience.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Dariel Y. Curren".

Dariel Y. Curren  
Executive Vice President

Accepted for:

A handwritten signature in black ink, appearing to be initials "LW" followed by a flourish.

Signature

September 6, 2024

Date



# Case Studies



## Positioning British Columbia as a Natural Fit for Business

While British Columbia has a reputation for its stunning landscapes and world class outdoor recreation, the province's image was fuzzier when it came to business. To elevate B.C. on the global stage as a premier location for business, trade and investment, Trade & Invest B.C. partnered with DCI to develop a brand and three-year marketing strategy.

With extensive perception research and testing among B.C.'s international target audiences, DCI developed a global business brand that harnessed B.C.'s world renowned reputation for rich natural resources, inclination for innovation, prime West Coast location and strong ESG values - and **British Columbia, Naturally** was born. Built to work within province's existing brand family, the new brand harnesses provincial colors and leverages photography that showcases B.C.'s diverse talent, innovations and natural environment.



British Columbia is a natural fit for big thinkers, innovators and change-makers.



# British Columbia, Naturally.



## Canada's West Coast Capital of Opportunity.



# British Columbia, Naturally.

## Discover British Columbia's Natural Advantage

# 1

### A Global Gateway

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# 2

### A Multicultural Magnet for Top Talent

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# 3

### A Flourishing Innovation Ecosystem

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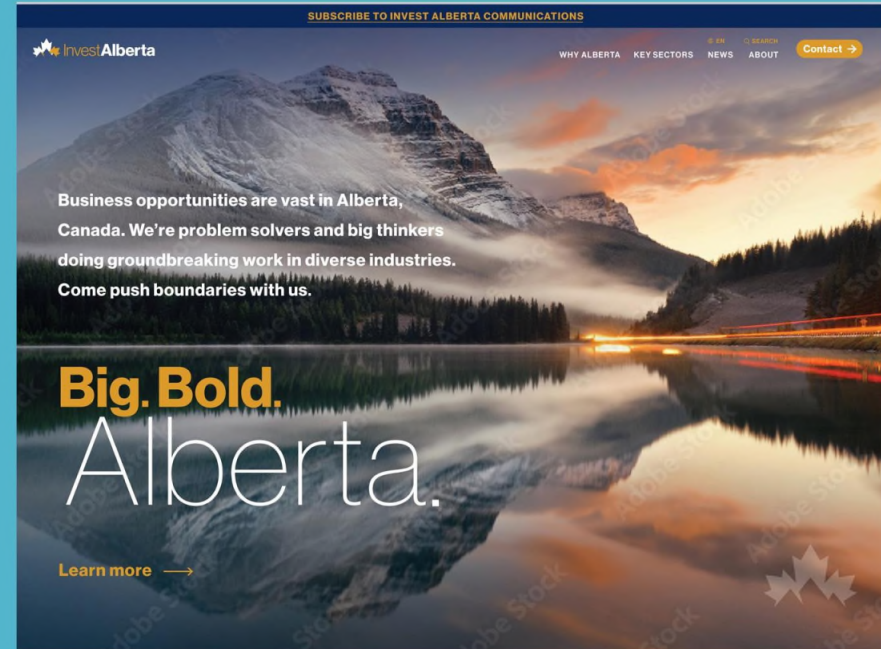




## Big. Bold. Alberta

Invest Alberta sought a fresh brand and campaign that would resonate across diverse global markets, aiming to establish Alberta as a prominent business destination that stands out from the competition and drives new business leads.

Utilizing both existing research and new qualitative and quantitative research, DCI developed a new brand that captured the true essence of Alberta, matching aspirations of the province. The selected campaign, "Big. Bold. Alberta," emphasized that Alberta's youthful workforce, the youngest in Canada, was expanding at a pace to fuel business investment. Additionally, DCI underscored the array of industries based in Alberta, which fosters an environment conducive to groundbreaking developments and innovative solutions. International audience testing conducted by DCI corroborated the resonance of this messaging around the globe.





# Big. Bold. Alberta.

Find Canada's youngest workforce and highest concentration of engineers in **Alberta.**



# Big. Bold. Alberta.

Looking for a deep and exceptional talent pool?



# Big. Bold. Alberta.

Avec un taux d'imposition sur le revenu des sociétés le plus faible au Canada.

En savoir plus.



# Big. Bold. Alberta.

À la recherche d'un bassin important de talents exceptionnels?

En savoir plus.





## Positioning Holland as Europe's Gateway for Business

**Market research, copywriting, video creation, graphic design, reporting/analytics**

With stiff competition from other European countries vying for international expansion of American companies, the Netherlands had to set itself apart from its neighbors and raise awareness of the country's pro-business climate. As the Netherlands Foreign Investment Agency's new marketing agency of record in North America, DCI developed and executed a fresh, **highly integrated marketing strategy** to generate inquiries about investment in the country. Key components of the plan include:

- Conducted perception research among corporate executives to establish baseline with replication of study in two years to measure brand lift.
- Revamped NFIA's global website as InvestinHolland.com
- Implemented multi-pronged public relations program
- Developed a series of branded e-mail campaigns, brochures and marketing collateral tailored to targeted audiences.
- Launched a full-blown social media program
- Executed a hyper-targeted paid media program to generate investment leads
- Conducted campaign measurement and reporting





## Raising Costa Rica's Profile in the Global Business Community

### The Challenge:

Costa Rica had a highly educated workforce, but not enough high-paying jobs for its wealth of skilled citizens.

### The DCI Strategy:

Execute a marketing campaign to attract high-tech companies, while raising Costa Rica's profile in the global business community.

### Key Results:

- Arranged for President Chinchilla to ring the Opening Bell of the New York Stock Exchange.
- The NYSE appearance, along with media interviews, resulted in positive coverage in CNBC, CNN, CNN en Español, Bloomberg News, Associated Press, Thomson Reuters and more.
- Secured 40 face-to-face meetings with targeted manufacturing companies, which led to five companies visiting Costa Rica, two of which announced new operations in the country.
- Hosted 90 corporate executives in Silicon Valley for an exclusive lunch with President Chinchilla.



"Costa Rica's economy is expected to post solid growth"

Reuters



## Positioning Greater Portland as the *Land of Way More*

Greater Portland is a thriving business location that boasts world-class companies, unparalleled lifestyle assets and a diverse and educated workforce to fuel business growth, but it was facing major perception issues related to homelessness and crime.

Greater Portland Inc partnered with DCI to take control of the narrative and tell the real Greater Portland story on a national level through a robust marketing strategy and messaging exercise. To inform this work, DCI embarked on a holistic research study that included a series of perception surveys, focus groups and a media and social listening audit to better understand the region's challenges.

To elevate Greater Portland on a global stage, DCI created the **Land of Way More** campaign, which nods to its strategic location in both Washington and Oregon as well as its access to more value, more advantages, and more talent. Using this brand, DCI created a series of branded marketing materials ranging from a Fortune cover wrap to a series of digital ads. As a final step in the project, DCI created a detailed marketing strategy that serves as a roadmap for the next stage of the campaign.





**BRAND IN ACTION**

