



---

**MINISTER  
OF GROWTH, ENTERPRISE AND TRADE**

Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

March 19, 2019

Mr. James Wilson  
Chair  
Communities Economic Development Fund Board of Directors  
15 Moak Crescent  
Thompson MB R8N 2B8

Dear Mr. Wilson:

I am pleased to confirm the Communities Economic Development Fund (CEDF) as the province's regional economic development partner for northern Manitoba; as well as the lead entity for coordinating implementation of our Look North strategy.

The purpose of this mandate letter is to outline the ways that CEDF will collaborate to help Manitoba meet our commitments in the following key areas:

- Most improved in job creation and economic growth.
- Most improved in partnerships with business and industry.
- Most improved in achieving outcomes from the delivery of quality services.
- Most improved in public finances.

**Communities Economic Development Fund mandate:**

As the province's regional economic development partner for northern Manitoba, CEDF will:

- Lead implementation of the Look North Action Plan.
- Coordinate economic development services for northern companies and entrepreneurs, in collaboration with other organizations providing business support in the region, to avoid duplication and create clear pathways for companies.
- Collaborate with Growth, Enterprise and Trade and Manitoba Agriculture; and engage with northern municipalities, Indigenous communities, businesses, training providers and other stakeholders; to advance initiatives that:
  - grow local companies and industries;
  - create jobs;
  - attract talent and investment; and
  - increase the economic competitiveness and prosperity of northern Manitoba.

- Undertake a Board-led review of its existing loan programming, to determine if it is meeting the needs of northern enterprise. It is expected that CEDF will submit a robust analysis and recommendations to government in the first half of the 2019/20 fiscal year.

We expect CEDF to adopt a ‘Team Manitoba’ approach with the other provincial partners and government—to facilitate entrepreneurship, start-up, and business innovation initiatives; trade development and market access initiatives; and tourism initiatives across northern Manitoba.

Across the breadth of its activities, CEDF should strive to:

- Advance reconciliation with Indigenous Manitobans and foster the ongoing strength of Indigenous contributions to the Manitoba economy.
- Engage with Manitoba’s francophone community to further promote its economic vitality and ensure that needs are addressed.
- Foster the contributions of women, young people, and newcomers to Manitoba and other priority groups as drivers of economic growth.
- Encourage sustainable economic development, in alignment with priorities articulated in the Made-in-Manitoba Climate and Green Plan.

### **Working together to maximize our impact:**

The activities that CEDF undertakes as a provincial partner must target industry-driven, evidence-based needs; leverage private sector contributions and other funding supports; and deliver clear outcomes for Manitoba’s economic development priorities—as articulated in our Economic Growth Action Plan, the Growing Manitoba’s Economy report, and other provincial strategies.

We will collaborate on program development and delivery, to ensure our provincial programming is responsive to industry needs and delivers positive economic returns on our funding investments. We will seek our partners’ input and expertise to help guide the development of provincial initiatives, programs and strategies that enable our businesses and economy to grow and thrive.

Manitoba’s businesses and entrepreneurs expect coordinated services and clear pathways. CEDF and the other provincial partners will work together to drive a client-centric approach where businesses can access the supports they need, when they need them. Partners will work in close collaboration with the Department of Growth, Enterprise and Trade through the new Economic Development Office; will continue to work with the Department of Agriculture as the lead on ag-based economic development projects; and will collaborate with the Department of Indigenous and Northern Relations on matters of Indigenous engagement.

### **Reporting and performance measurement:**

CEDF will enter into a Contribution Agreement with the Department of Growth, Enterprise and Trade, based on its partner mandate. CEDF will be responsible for providing the Department with performance metrics and outcomes reporting to demonstrate the impacts of its activities as a provincial partner. Most importantly, CEDF must do its part in fulfilling our commitment to Manitobans to fix our finances through strong fiscal management, transparency, and the pursuit of value for taxpayer dollars.

Together, Growth, Enterprise and Trade; CEDF; and the other regional and strategic partners will work cooperatively to implement key elements of the Economic Growth Action Plan. Manitoba is becoming a more attractive place for new businesses to start, for existing businesses to grow, and for foreign businesses to invest. The world is beginning to take notice, and I'm confident that Team Manitoba will build on that momentum to drive increased prosperity for Manitobans. I look forward to working with CEDF to foster the ongoing success of Manitoba's economy.

Sincerely,

Blaine Pedersen  
Minister  
Growth, Enterprise and Trade

- c. Oswald Sawh, Communities Economic Development Fund  
Dave Dyson, Deputy Minister of Growth, Enterprise and Trade