



**MINISTER
OF GROWTH, ENTERPRISE AND TRADE**

Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

March 19, 2019

Mr. Stuart Henrickson
Chair
North Forge Technology Exchange Board of Directors
100 – 135 Innovation Drive
Winnipeg MB R3T 6A8

Dear Mr. Henrickson:

I am pleased to confirm North Forge Technology Exchange as the province's strategic economic development partner for innovation.

The purpose of this mandate letter is to outline the ways that North Forge 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.

North Forge mandate:

As the province's strategic economic development partner for innovation, North Forge will:

- Coordinate innovation-based economic development initiatives and services to entrepreneurs and businesses across Manitoba—including:
 - Innovation labs—with technologies and associated training to support prototyping and new product commercialization;
 - Incubation programming for start-up companies; and
 - Innovation support for larger businesses and government.

We expect North Forge to adopt a 'Team Manitoba' approach with the other provincial partners and government—collaborating with the regional partners to deliver innovation-based initiatives and services in each region of the province using the most efficient and effective methods for that particular area.

Across the breadth of its activities, North Forge 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 North Forge 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. North Forge 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:

North Forge will enter into a Contribution Agreement with the Department of Growth, Enterprise and Trade, based on its partner mandate. North Forge 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, North Forge 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, North Forge; 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 North Forge to foster the ongoing success of Manitoba's economy.

Sincerely,

Blaine Pedersen
Minister of Growth, Enterprise and Trade

- c. Teresa Dukes, North Forge
Dave Dyson, Deputy Minister of Growth, Enterprise and Trade