March 19, 2019

Mr. Stuart Murray
Chair
Travel Manitoba Board of Directors
21 Forks Market Road
Winnipeg MB R3C 4T7

Dear Mr. Murray:

I am pleased to confirm Travel Manitoba as the province's strategic economic development partner for tourism.

The purpose of this mandate letter is to outline the ways that Travel Manitoba 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.

Travel Manitoba mandate:

As the province's strategic economic development partner for tourism, Travel Manitoba will:

- Foster and promote Manitoba's tourism industry as a driver for province-wide economic growth and development.

- Lead the implementation of a provincial tourism strategy, to increase Manitoba's tourism market share amongst Canadian provinces and territories.

- Deliver the Northern Tourism Strategy, in support of the Look North initiative being coordinated by the Communities Economic Development Fund (CEDF).

We expect Travel Manitoba to adopt a 'Team Manitoba' approach with the other provincial partners and government. Recognizing that Manitoba has an established tourism brand and momentum in the global marketplace, we expect that Travel Manitoba will continue to collaborate with Tourism Winnipeg (Economic Development Winnipeg) to ensure the tourism industry can fully capitalize on emerging opportunities and that the roles and responsibilities of each organization are clearly defined and complementary.

Across the breadth of its activities, Travel Manitoba should strive to:

- Advance reconciliation with Indigenous Manitobans and foster the ongoing strength of Indigenous contributions to Manitoba's tourism industry and overall economic development.

- Engage with Manitoba's francophone community to maximize economic and cultural opportunities from tourism (e.g. as part of the Francophone Tourism Strategy).

- Foster the contributions of women, young people, newcomers to Manitoba and other priority groups as enablers of ongoing growth in our provincial tourism industry.

- 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 Travel Manitoba 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.

Reporting and performance measurement:

Travel Manitoba 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, Travel Manitoba 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; Travel Manitoba; 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 Travel Manitoba to foster the ongoing success of Manitoba's economy.

Sincerely,

Blaine Pedersen
Minister
Growth, Enterprise and Trade

c.   Colin Ferguson, Travel Manitoba
     Dave Dyson, Deputy Minister of Growth, Enterprise and Trade