

CONNECT

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ISSUE #5



EXCELLENCE CELEBRATED

The 2018 EDAM Awards Gala celebrates innovation, collaboration and excellence.

It was a year of exciting growth and progressive approaches across the Province in the realm of Economic Development. That was apparent when the nominations for the 2018 EDAM Awards were put before the judges and we heard repeatedly that the choices in these competitive classes were very tough to make.

In all, seventeen nominations were put forward in four award categories with the honorees recognized at a gala held in La Broquerie as part of the annual EDAM Fall Forum. Among those considered for honors included some innovative approaches to age-old challenges, a refreshing look

at collaborative partnerships and dedication to building capacity and empowering communities.

In case you were unable to join us in La Broquerie, here are this year's winners:

Rising Star Award - Iris Vercaigne
In the two and half years that Iris has been in her role in Melita, she has maintained one of the most ambitious portfolios among her peers. Her attention to hosting workshops and developing a community profile for investment speak to capacity building for future growth. Her efforts to develop a

community communication hub, coordinating events and spurring Main Street renewal were also worthy of honors.

Marketing Excellence Award - Nellie's Homes of Manitou
The Marketing Excellence Award, sponsored by 6P Marketing, considered projects that made a significant impact to the community or region, was community or business focused, and the marketing methodology could be replicated. The award category also considered projects that were local, regional or Provincial in scope.

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Do you know your water/sewer capacity for industrial development? What are the other stumbling blocks that are ruling your community out?

Creating Organizational Alignment
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2018 Member Success Stories

It was a year of wins in communities across the Province. We share some!

Member Spotlight

Heather Nielsen, Swan Valley RISE

Standing Out From the Crowd

Creating a community brand to attract investment & visitation

Changing of the Guard

We introduce our new Association Manager and say farewell to Shelley Morris after seventeen years with EDAM.

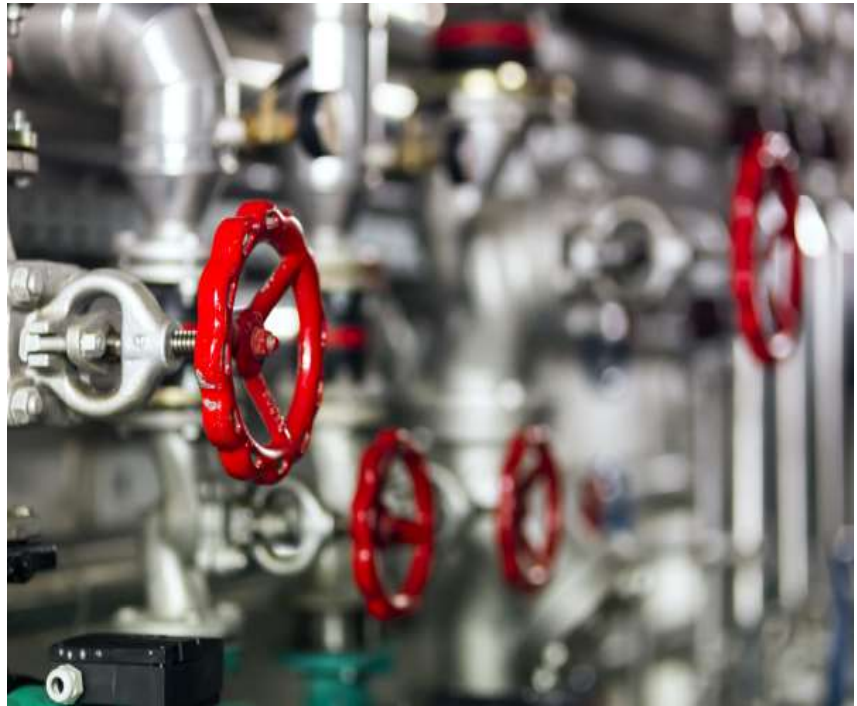
"The real key to success on projects like this is that there has to be a community champion who is the driving force behind the initiative," says EDAM President, Marilyn Crewe. "The passion demonstrated by the committee behind the Nellie's Homes project is evident and is emblematic of a model that could be used in other communities to create similar momentum and success."

Project of the Year -
Flin Flon-Denare Beach-Creighton
Regional Economic Development
Partnership

Sponsored by AMM, this recipient was selected for their progressive thinking related to investment attraction and economic growth by leverage regional strengths and aligning assets to the collective benefit of the whole. AMM Executive Director, Joe Masi was on hand to present the award and suggested that rural communities trying to positively influence their fate must explore ways to build capacity to ensure resilience.

Award of Distinction -
Lana Cowling-Mason
EDAM's Award of Distinction recognizes the career contributions of a practitioner that has made a significant impact in community economic development and the areas that they serve. For Cowling-Mason, those career milestones have included the development of a \$3 Million recreation complex, creation of a 28-child daycare facility, initiation of a \$1.8 Million industrial park and facilitating more than \$500,000 in municipal infrastructure efficiencies. The award was sponsored by the Construction Association of Rural Manitoba and was co-presented by CARM Executive Director, Karen Roe.

EDAM would like to congratulate all of this year's nominees and winners for their achievement in 2018 and are excited to see what 2019 holds



A MATTER OF INFRASTRUCTURE

COURTING INVESTMENT STARTS WITH HARD FACTS.

If you've spent any amount of time in the economic development game, you recognize the familiar pitch for attracting new investment to any given location. You can expect that the marketing begins with the geography and what makes THAT site the most strategically-placed site for the desired investment. This is typically followed with information about related industry, available workforce and depending on the size of the community, may lean heavily on the quality of life that awaits both investors and their employees should that business come to town.

However when looking at industrial investment in particular, many of these topics factor in at a lower rating on the assessment scale. Among the hot button issues for companies to resolve are hard facts about existing municipal infrastructure and the capacity (or timeline to fulfill) to meet their needs.

For example, with the recent legalization of cannabis, many communities have found themselves with inquiries from would-be

producers on the front edge of the emerging industry. Commercial realtors and industry speculators from across the country have eyed Manitoba. The same pricing makes us attractive for data center development and bitcoin mining. However, while we have ample land for development and enjoy an intensely competitive utility rate, the challenge is that the hydro capacity at the 10 MegaWatt peak load that these industries are looking for is not readily accommodated. This can add millions to the proposed project and diminishes our competitive advantages.

Similarly, wet industries like food production have high water supply demands and equally challenging waste water needs. How equipped is your community to address these needs? Do you have that information at hand upon request from site selectors?

Be familiar with your capacities and opportunities and you'll be best positioned to readily answer these questions when the right opportunity presents itself.



CREATING ORGANIZATIONAL ALIGNMENT

ARE COUNCIL AND YOUR ECONOMIC DEVELOPMENT OFFICE ON THE SAME PAGE?

Ensuring economic prosperity of your community is not the exclusive domain of any one department. While the economic development office may be tasked with building capacity, prospecting leads and maintaining strong relationships with the business community, there are a lot of factors which impact the success of a community in attracting, retaining and/or expanding commercial and industrial investment.

One of the most significant relationships that needs to be built is that between your economic development agency and both Council and your civic administration. Not only do lines of communication need to be open, but it's also important that each party recognizes the role that the other plays in the process and that each works to facilitate a process which works at the pace of business.

STRATEGIC ALIGNMENT

What are the goals set by Council as they relate to economic development? What policies are in place to support that mission? Are there any potential obstacles identified in the process? These are important to identify and address internally, so that the client

experience when they come to the table is a positive one. Similarly, the strategic plan for the economic development agency should align with the mission as set by Council to avoid unnecessary conflict.

WHAT IS THE ROLE OF THE EDO?

Is everyone working from the same definition of community economic development? Understand what skills and expertise your EDO brings to the organization and how that contributes to the future you want to create. It's also important to be very clear about what does not fall within this scope to ensure that resources aren't wasted in other areas.

Your EDO is not just in place to carry out duties as directed, but also to share intelligence about industry trends, market analysis, emerging opportunities that can help to proactively identify your community's value proposition and open doors to new possibilities. They need to be involved in the discussion earlier so that they can help to inform the economic development goals and achievable milestones.

ASSEMBLE THE TEAM

Once an offer or an expression of interest has been received, this is where a collaborative approach is

most critical. With an offer in hand, you will want to convene your senior administration team to review the offer before it goes before Council. Consider factors like infrastructure impacts, tax roll implications, planning district regulations and ensure that any concerns are addressed before you bring the offer to Council. This prevents avoidable delays in the project and can get the wheels turning faster on new investments or expansions.

IT'S NOT JUST ABOUT BUDGET

While the general public sees the impacts of new investment as a financial victory for your community and an opportunity to create jobs, attracting new investment requires more than just allocating resources by the economic development office. Successful attraction of interest also relies on the culture of your organization to be open-minded in response to the needs of business to create the best experience possible for every proponent that arrives at the door.

GETTING STARTED

Your next step may start with simply a cup of coffee and an open dialogue about how to best align your priorities and work together toward mutual success.

We Asked You: “What Was Your

B One of the most exciting things about working in the field of economic development is that no two portfolios are exactly the same. Communities of all sizes are tackling their barriers to growth, their strategies to become more attractive to investment and building their capacity to ensure readiness. Often, the rate payers don't get to learn about the milestones that are achieved behind the scenes until the results of those projects result in an event or an announcement. But we asked our membership to tell us about the successes of which they are most proud from the past year.



Edward Suzuki, Director of Market Intelligence
Economic Development Winnipeg

“For myself, I think it would have to be securing recognition for Winnipeg as among one of the Top Seven “Intelligent Communities” of the year. There were approximately 400 cities globally competing for recognition in this class and among them, only the top 21 were recognized on the list.”

Anna Mondor, Marketing Director
Beausejour-Brokenhead Development Corporation

“We developed investment attraction tools for my community which have been recognized as the model to follow for other jurisdictions in Manitoba. We have been working on a project for a vocational school in Eastman which has involved the engagement of sixteen municipalities to work together to bring the trade school to the north Eastman region. At the present time, we are one of the regions in Manitoba this is currently left out as we don't have this kind of training locally available.”



Chantelle Parrott, Economic Development Officer
Minnedosa Community Development Corporation

“This year, our biggest victories were in the area of tourism. We developed a really good working relationship with Travel Manitoba and better leveraged their resources to promote the amenities and events in our community. We also had a great year for our events and attractions with wins at both the Tourism Westman awards as well as at the Manitoba Tourism awards in Winnipeg this year.”

Does your community have a success story that you'd like new doors? Share your story with us for a future issue of C

Our Biggest Success in 2018?"



Grant Carlson, Industrial Development Leader
Manitoba Agriculture

"This year, our greatest success came as part of our involvement in helping to secure the expansion of the J.R. Simplot plant in Portage la Prairie. Building on their existing facility which was established in 2003, their \$460 Million expansion represents the largest single industrial investment in Manitoba history."

Carleigh Babiak, Economic Development Officer
R.M. of Sifton

"Our most exciting project this year was the creation of Isaac Park in Oak Lake. Over the past few years, our popular icon was overlooked - our mascot 'Isaac the Ox' that was starting to become quite weathered. What started as a restoration effort and fresh painting for Isaac led to the development of a downtown park right on Main street with the assistance of some grant funding to attract visitors to our business area."

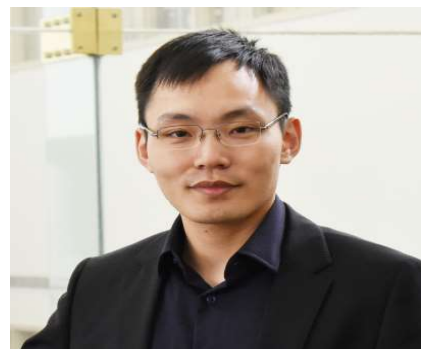


Tyler King, Economic Development Officer
Town of Carman / R.M. of Dufferin

"This year, our biggest success stemmed from my ability to work with partners on multiple regional initiatives toward common goals and strengthen projects. This includes a personal care home project and the development of additional multi-million dollar facilities for our area, hopefully within the next two years."

Shane Li Economic Development Officer
Town of Pinawa

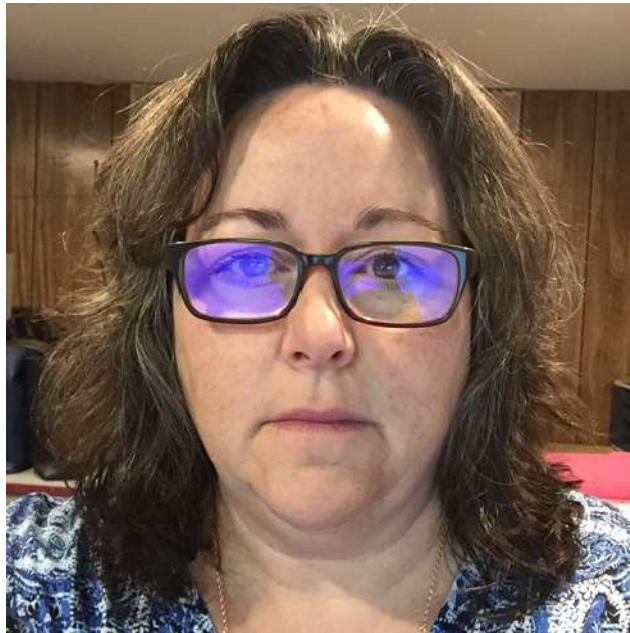
"We had several highlights in 2018. We hosted a number of Small Modular Reactor (SMR) conferences and international delegations over the past year as we look at the future of the community with changes in our primary industry. We've developed some strong relationships with stakeholders and the momentum created has been a good social movement. We also hosted two international education leadership workshops with students from two Universities in Hong Kong with education and local recreation activities."



like to share? Are you taking an innovative approach to your portfolio that is opening of CONNECT and help us illustrate the full scope of activity in our sector.

MEMBER SPOTLIGHT: *Heather Nielsen*

Economic Development Officer, Swan Valley RISE



Heather Nielsen has been the champion of community development in the Swan River region since 2015.

Heather Nielsen's career in economic development began by recognizing a need in her community as both a merchant and as a passionate resident of the region for close to twenty years.

Originally born in Ontario, Heather was raised in a military family as her father was enlisted in the Royal Canadian Air Force. After several moves during her formative years, she landed in Swan River in 1997, a place that she proudly declares as her 'home town'.

With a background in bookkeeping and office administration, she ventured into the realm of entrepreneurship in 2001, purchasing a local computer store, a business that she still continues to operate today under the banner of Spruce Country Computer. For ten years during her career as a merchant, from 2003 to

2013, she also held a franchise license for Academy of Learning, creating remote learning opportunities for residents of her community. As an active volunteer in her community, she has been a member of the Chamber of Commerce for approximately fifteen years, serving as the President for two of those.

In 2015, when the EDO position in her community was vacated, she learned that there wasn't active interest in the role. Fearing the loss of momentum that could be expected with a vacancy, Heather submitted a proposal for a part-time EDO and has embraced the challenges of the title ever since.

"Whether we are building community or partnerships, or sharing our successes and challenges, the ability to positively impact others is always exciting."

A major focus of Nielsen's portfolio is on tourism and promoting her area's natural assets. A list of registered trails has now been published at alltrails.com and they continue development with improved signage, branding and marketing of what they have to offer.

Other key priority projects currently being tackled are assisted living facilities to allow area elders to remain in the community. She has also been heavily involved with the development of a community profile and investment attraction package which is due to be unveiled this year.

When not navigating the path to her region's future prosperity, Heather enjoys travel and camping in her Boler trailer, spending time with family and also making quilts.

Connect with Heather:
E-mail: edo@swanvalleyrise.com
Phone: 204-734-3668

SAVE THE DATES: MAY 8 - 10

Plan to join us for the 2019 EDAM Spring Forum, held in Winnipeg at new Hilton Garden Inn. The agenda includes:

- * Setting the Tone - Manitoba's Economic Development Strategy
- * Regional Growth Indicators
- * Regional Economic Development Strategies
- * Rural Innovation & Entrepreneurship
- * Tours of Red River College's Applied Research & Innovation Labs

Plus opportunities for networking and collaboration with peers and industry leaders from across the Province.
For more information or to register contact Lesley Gaudry at: edammanitoba@gmail.com



STANDING OUT FROM THE CROWD

"Jettison the generic" to corner your target market.

Can you imagine a campaign to attract visitors to your destination that excludes the verbs Discover, Explore, or Experience? In our efforts to inspire new interest to our communities, we often fall into a familiar, predictable language pattern that may actually be working against us.

Rogers Brooks, President of the Arizona-based Destination Development Association, believes that every place, regardless of size, has the opportunity to thrive economically. Whether the goal is investment, business, immigration or tourism the marketing principles are the same.

Brooks challenges communities to "jettison the generic". He suggests that if your slogan or marketing pitch can fit any other competitor in your market, to discard that idea and go back to the drawing board.

If your community is assessing the strength of its brand or the strategy for your marketing efforts, some topics to consider when starting the conversation may include:

What do we want to be known for? Think about what is the signature experience that sets you apart from everyone else in the region. Consider what you have that nobody else

does, or what do you do better than anyone else. Once you can identify your platform, it allows you to start to fill in the details in a much more focused manner.

How do we live up to that identity? If you're hanging your hat on being the most attractive hub for new business investment, your potential partners are going to need to see evidence that this is the case. Identify anecdotal evidence of investment success, outline what policies you have in place to better operate at the pace of business.

Alternatively, if your focus is on tourism and visitation, identify the attractions, events and amenities that contribute to make your destination a 'must visit' for guests.

How to get the message to market? Once you know who you are and you can articulate what you have to offer, your next step is to consider how you are reaching to your customers.

Sure, you will have pressure from your local media to support outlets in your trade area, but is the town newspaper the strongest vehicle to catch the attention of out of town visitors or investors? Consider how your message is best conveyed and how you believe you can best get in

front of your target audience. With all the tools at your disposal - print, broadcast, digital, social media, build a marketing strategy that best allows you to create your distinct impression and stand out from the pack.

What are the colors and the feeling that we associate with that brand? Think about some of the most iconic brands that exist in the market. What role does color play in the feeling that they are trying to inspire in their audience?

For example, yellow is considered to be optimistic and youthful, red represents energy and suggests urgency, purple is considered to be calming and soothing and black is considered powerful and sleek - used to market luxury products. What you have to offer and whose attention you want to attract will determine the colors that best represent your product.

Consider also how you paint the picture for your audience. Share your key attractions as well as the complimentary amenities and activities. Propose itineraries that connect the dots for visitors to help illustrate how much there is to do and see in your community to get the most out of their first/next visit.

STANDING OVATION FOR OUTGOING MORRIS

EDAM Association Manager departs from the organization after seventeen years.

As EDAM celebrated its 25th Anniversary at the 2018 Fall Forum, it was widely recognized that the organization as well as the industry has seen a great deal of change during that time. One of the people who had a front row seat for the evolution of the economic development industry in Manitoba has been Shelley Morris, who has served as the Association Manager for EDAM for seventeen of those years.

While Shelley often points to the active and forward-thinking Board for their role in creating the change that we hope to see in the industry across the Province, its not only the Board that recognizes the valuable contributions that Shelley Morris has made to EDAM in her role as the lone administrator.

Whether helping the Board to focus on its vision, being the point of contact for the membership at large to connect with peers, or assisting to ensure the smooth operation of the semi-annual forums, Shelley's contributions to EDAM are numerous. We thank you and wish you the best in all of your future endeavours.



NEW ASSOCIATION MANAGER APPOINTED

Lesley Gaudry, a face familiar to the EDAM membership assumed the role of Association Manager in December.

In her role as the Community Economic Development Officer for the R.M. of Ritchot, Lesley Gaudry has been an active member of EDAM for the past five years. In December, she was successful in the recruitment process for a new Association Manager for EDAM, a role that she identifies as allowing her to continue to pursue her passion for the industry, but also to apply her experience and network of relationships at a whole new level.

Outside of the scope of her new position, Lesley is hopeful that the balance of her time will allow her to continue work on community history, heritage and tourism projects which have been a pursuit of passion in recent years.

Please join us in welcoming Lesley to her new position with EDAM.

Members will note that with a change in administration that the contact e-mail, phone number and mailing address for the association has changed (see below).

CONNECT

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edam Economic Developers
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Engaging in Opportunity

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