



# CONNECT

Official publication of the Economic Developers Association of Manitoba

SPRING 2019

ISSUE #6



## IN THIS ISSUE

### Taking the Show on the Road

Find out what the EDAM Board has been up to and where they have been securing visibility for the association and our programs, Page 2.

### That's Part of Your Job, Right?

Strategies for managing your portfolio in the face of conflicting community direction.

### Where Did You Come From?

Few among us started their career in economic development. We polled the membership to find out what they did prior to this career, Page 4.

### Member Spotlight

Shane Li, LGD of Pinawa

### Re-Vitalizing Rural Economies

Could a Co-op model work for you?

### Talking Tourism

Changing the conversation with Councils that don't see their town in the tourism business..

## EYES FORWARD

### Manitoba's new economic development strategy

With an eye on unlocking the untapped economic opportunities for Manitoba, Premier Brian Pallister announced the launch of the Province's new economic development strategy on December 7, 2018 during his State of the Province address before a full house at the RBC Convention Centre in Winnipeg.

With responsibilities allocated in the areas of trade, innovation and tourism, there is also some geographic alignment of portfolios designed to set the stage for growth in communities of all sizes. This, combined with the Premier's focus to be the "most improved Province in Canada" in development, is cause for significant optimism in the sector.

How does Manitoba's new approach to economic development benefit your community? Will this create opportunities that were previously

out of reach - particularly for rural and northern communities? Those are just some of the questions that may be answered at EDAM's Spring Forum being held in Winnipeg from May 8-10 at the Hilton Garden Inn (495 Sterling Lyon Parkway).

Among the presenters already confirmed to speak during the semi-annual conference is the Manitoba Minister of Growth, Enterprise & Trade, the Honourable Blaine Pedersen. Minister Pedersen, will discuss the roll out of the new strategy and share some of the government's anticipated outcomes from this approach to investment and growth in Manitoba.

If you have not already registered for the Spring Forum, look for program and registration details on Page 8 and make plans to join us in Winnipeg next month.



## TAKING THE SHOW ON THE ROAD

### EDAM GENERATING NEW VISIBILITY ACROSS SECTORS

While economic development is a primary consideration of most every community, awareness of industry best practices and the availability of resources through a Provincial network of industry professionals is often not known to communities that are without an active EDO or community development officer.

Over the past few months, EDAM has been out on the road to share the exciting news about the benefits of membership in our association as well as promoting the opportunity

available to communities to accelerate their development game through the education offered through the Community Edge program.

Initially developed as a Provincial-level standard for training for practitioners in Manitoba, the Community Edge program, delivered by our own certified trainers, is relevant for elected officials and civic administrators and is now available for delivery in the community for Councils, Boards, and administrators.

To help get the message out widely to the civic leaders from all corners of the Province, we have been on the road at conferences and professional events, including the Association of Manitoba Municipalities (AMM) Municipal Officials Symposium in Winnipeg, as pictured above. In addition to a presence on the trade show floor to liaise with delegates, EDAM Chair Marilyn Crewe and Board member Tammy Dziadek were also included in the event program to present a detailed overview of EDAM and Community Edge.

Our advocacy on the road this Spring has also included a strategy session with Chuck Davidson (Manitoba Chamber of Commerce) and Joe Masi (AMM) to provide input into the proposed rural economic development portfolio before a recommendation is submitted to the Province later this season.

By the time this newsletter goes to press, we will also have sent a delegation to Brandon for the 2019 Manitoba Municipal Administrators Association conference as well as the Manitoba Planning Conference to further spread the word about EDAM, our members and our projects.

Is your community interested in hosting a Community Edge training session and expanding its awareness of economic development practices to help build capacity for growth? Contact us, our info is listed below.

# CONNECT

Official publication of the Economic Developers Association of Manitoba

**edam** Economic Developers  
Association of Manitoba  
*Engaging in Opportunity*

CONNECT is published quarterly by the Economic Developers Association of Manitoba and is distributed to its membership and municipal leaders across the Province. Articles and content appearing in this publication may be reproduced with credit attributed.

Editor: Vern May, Executive Director  
Portage Regional Economic Development

Economic Developers Association of Manitoba  
P.O. Box 541  
St. Adolphe, Manitoba R5A 1A1  
Phone: 204.471.1210  
E-mail: [edammanitoba@gmail.com](mailto:edammanitoba@gmail.com)

Website: [edamonline.ca](http://edamonline.ca)  
Facebook: [/edammanitoba](https://www.facebook.com/edammanitoba)



## THAT'S PART OF YOUR JOB, RIGHT?

### MANAGING EXPECTATIONS UNDER THE BROAD SCOPE OF ECONOMIC DEVELOPMENT

One of the most excited aspects of any economic development portfolio is that while the organization may set over-arching goals to be reached, there isn't a single, defined path that guarantees success. That leaves a lot of room for a practitioner to set the course that they believe will best meet that objective.

However, that very same advantage can also create some unique challenges of its own. As strategies can sometimes take months and years to fully mature and yield the market attention desired, you may find yourself facing stakeholders in the community that aren't seeing the benchmarks achieved on the path to the greater goal. This, combined with a vague understanding of the economic development discipline can often lead to situations where your program is sidetracked by taking on too many additional initiatives (captured in our job descriptions as "and other duties as required").

So, how do you ensure that your program stays on track? How can you avoid the pitfalls of diversions that start to dilute your strategy?

While no two economic development agencies are exactly alike, in larger urban centres, the

role of these agencies often take on a wide scope of responsibilities. Investment attraction, convention and visitor services, tourism, analysis and research, and business retention and expansion are just some of the functions of an economic development department.

In Winnipeg, for example - their investment attraction is led by Economic Development Winnipeg, supported by "YesWinnipeg", who are co-located with the agency and have a specific focus to attract conventions and large-scale events to the City. Their efforts are complimented by the team at Tourism Winnipeg. The City is also supported/represented by the Winnipeg Chamber of Commerce, the Manitoba Chamber of Commerce, World Trade Centre Winnipeg, and regionally through the Winnipeg Metropolitan Region. There are a number of agencies and dozens of staff in play to support the broad scope of duties under the mandate of trade, investment and tourism.

Rurally, while we may aspire to have a handle on this full envelope of responsibilities, it is important to recognize that most EDOs across the Province are operating as a department of one. Maybe there is dedicated or shared administrative

support, but in terms of the workload, that is borne by a single individual. That one position is responsible to a large group of stakeholders - their community development board, Municipal Council, local merchants and the general public whose taxes fund the position. This can create a situation where too many chefs spoil the broth.

With each of these perspectives adding their interpretation of the role of the EDO, and thrusting their priorities onto the agenda, how can a practitioner manage the workload while still being responsive to the wishes of their community?

It starts with identifying your primary goals. Whether in attracting new outside investment, fostering confidence for increased investment and expansion from your existing commercial and industrial sectors, or developing your tourism portfolio these larger goals will shape which of the additional projects can be accommodated with the resources and time available.

Yes, a lot CAN be part of an EDO's portfolio, but it is critical to define where one's effort is most required and which projects must simply be put on hold until a later date or until more resources are secured.



# We Asked You: “What Did

Given the broad scope of economic development and all the areas of specialty that it can include, practitioners in this industry come from a wide range of personal and professional backgrounds. This, combined with the varied needs of the communities where these professionals practice serves to create a diverse mosaic of experience that we each bring to our portfolio and to the EDAM network. So just where have our members come from and what did they do for a living before landing a career in our exciting field?



Pamela Cavers, CDO/EDO  
Municipality of Louise

“My husband and I operated Harborside Farms for 20 years. We took direct marketing to the next level in Manitoba as we were one of the first small farms to sell directly to consumers. We built a subscription-based business to provide farm-fresh healthy food choices for families, feeding thousands and mentoring other producers to create a sustainable food system grown right here in Manitoba based on healthy land and healthy people.” We are now back to only feeding ourselves which gives me time and energy to put into another passion of mine, community! The position of EDO was offered in Louise after the previous EDO, the late Jack Lovell retired. It seemed a perfect time to put some of my alternative thinking into action.

Iris Vercaigne, EDO  
Town of Melita

“Prior to my current role, I was a marketing professional for more than 10 years. My last stint was as a marketing manager for one of the top academic institutions in the Philippines - the Ateneo de Manila University. My core skills in managing business relationships and marketing helped me transition to my current role. Living in a small town with a population of 1,000 has its unique charm after coming from a big city with a daytime population of 20 million. I’m still learning as an EDO and am fortunate to have the EDAM’s network as a valuable resource to draw from a wealth of experience.”



Stephanie Harris, EDO  
Supporting Entrepreneurs Economic Development (Altona)

“I came into this newly created role after two years as the General Manager for the Altona Chamber of Commerce. Prior to that, my experience included roles in legal and political environments. That has included work as a legal assistant as well as serving as the executive assistant for Brian Bowman’s 2014-2015 mayoral campaign and a position as a special assistant/caucus coordinator for the Manitoba Liberal Party in 2015 and 16.”



Does your community have a success story that you’d like to share? Share your story and illustrate the full scope of

# What You Do Before Ec. Dev.?"



Anna Mondor, Marketing Director  
Beausejour-Brokenhead  
Development Corporation

"Before coming to Canada I was the brand trade manager as part of the marketing team for a multinational company headquartered in Vienna. After that I worked as the brand manager for a company in Greece where I was responsible for development and distribution of 150 products under eleven different brand names. I also worked with Cadbury while in Europe before coming to Manitoba, getting my MBA and landing in economic development."

Marcia Rowat, EDO  
Souris-Glenwood CDC

"I was as an employment counsellor at the regional employment resource centre in Russell and managed that project."

Garry Marshall, EDO  
R.M. of St. Clements

"I've come into this environment following a career in real estate development in the private sector."

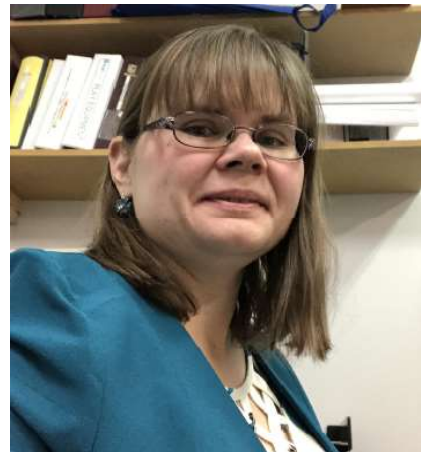
Penny Schoonbaert, CED  
Coordinator  
CF Heartland-White Horse Plains

"It started with recognizing a community need. My rural town was without a pre-school after a lot of hard work I opened the Little Bear Nursery School. Operating on a part time basis, the three days per week that service was offered created time for mothers to get their groceries, go for coffee. Without planning to, I was creating economic development."

After eight years, as my own kids were in school, I accepted a role as recreation coordinator for Hartney-Cameron. They offered me the position on the condition that I didn't close the nursery school as it was such a critical service. Between the two, I juggled a full time workload. It evolved from a recreation and tourism role into an increasing economic development function over the twelve years that I served in the position. That provided a great transition for my first full EDO role in Saskatchewan for Oxbow-Enniskillen and then later for the Pembina Manitou CDC for eight years before moving into my present role with Community Futures.

Tammy Dziadek, General Manager  
CF East Interlake

"I was only supposed to be here for eight months and now I'm going on 25 years! Right out of College I landed a role with Community Futures starting with business development, then Community Economic Development for a few years before becoming one of the youngest CF Managers at 29."



Amanda Armitowich, EDO  
RM of Grahamdale

"I'm originally from the United States and my training was in education, so when I moved here to Canada some of my credentials weren't recognized. So, I did substitute teach for a while before taking a break to stay home and raise some babies. Coming back into the workforce, here we are - in rural economic development!"



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

"I started in economic development right after I got out of school. I did briefly do some work in the housing sector, but my true passion is economic development. I wouldn't want to do anything else."

Would you like to share? Are you taking an innovative approach to your story with us for a future issue of CONNECT and help us see the scope of activity in our sector.

## MEMBER SPOTLIGHT: *Shane Li*

Economic Development Officer, Town of Pinawa



Shane Li has been behind some great successes for the Town of Pinawa, creating a positive outlook.

When Shane Li accepted the role of EDO for the Local Government District of Pinawa, he assumed responsibility for a portfolio that was facing a dire future. In 2016, the phased closure of Whiteshell Laboratories meant 350 job losses for the community of 1,300.

Fortunately Li, who is an MBA and M.Sc graduate of the Asper School of Business, was up to the challenge.

"I have always been interested in working for the public sector in the economic development field to practice what I studied and researched in school and to test my own theories and research findings", says Shane.

"My education background focused on many areas such as entrepreneurship, finance, supply chain management, as well as international business which is highly relevant

to the regional economic development field."

Since his arrival in Pinawa, he has been responsible for the establishment of the first rural branch of the North Forge Technology Exchange to provide more entrepreneurial support and access to resources for rural start ups. Working closely with President Teresa Dukes, Shane is leading the charge on innovation, in step with the Province's new economic development strategy. He is also excited to share that Pinawa has attracted attention from several international businesses and academic groups to explore potential opportunities for investment and collaboration in the areas of education, tourism and innovation.

"We have successfully developed international tourism and education programs by collaborating with partners in Hong Kong, China and the University of Manitoba"

Most recently, Pinawa applied for the Rural and Northern Immigration pilot. It's an application, that if successful, positions Pinawa as a community that is committed to developing a diversified local economy with greater access to international markets and talent.

He is also a successful entrepreneur as well. While still attending school, he co-founded Yummy Valley Foods in 2015. The brand, which focuses on fresh, handmade Asian varieties of food products includes dumplings, wontons, vegetable spring rolls, noodles and dessert rolls. The combination of the traditional production process and the state-of-the-art Canadian manufacturing environment have proven to be a recipe for success. Today, the brand supplies to over 30 distribution chains including Save On Foods, Red River Co-op, Family Foods and into rural areas including Morden and Winkler.

Connect with Shane:  
E-mail: [edo@pinawa.com](mailto:edo@pinawa.com)  
Phone: 204-753-5172

## WHO ARE THE SHINING STARS IN EC. DEVELOPMENT?

Nominations will soon be open for the 3rd annual EDAM Awards. Recognizing excellence in our industry, we'll soon be opening the nominations for outstanding contribution in four categories:

\*Marketing Excellence \*Project of the Year \*Rising Star Award \*EDAM Award of Distinction

Watch for the nomination package to be distributed soon and consider who you'd like to nominate for the 2019 edition of our awards program. We'll publish the slate of nominees in the next issue of CONNECT.





## RE-VITALIZING RURAL ECONOMIES

By Dan Matthews, Manager  
New Business & Communications  
Co-operatives First

Rural economic development is a challenge. Lack of broadband, shrinking populations, local small businesses without succession plans and increased pressure on aging infrastructure are all factors.

But there's no reason to call it quits just yet. As an organization working in rural and Indigenous communities across western Canada, Co-operatives First sees opportunity in all these challenges.

"Everyday, we speak with community leaders about how to leverage their assets and capture opportunity," said Audra Krueger, Executive Director for Co-operatives First. "Shifting the focus from 'need' to 'opportunity' is step one in the process of revitalizing a rural economy."

While rural communities certainly share some admirable traits, often if you've visited one rural community, you've visited one rural community. No two are the same and each has strengths to be leveraged.

"Recognizing opportunities for growth means taking a step back and really assessing the

community," Krueger said. "What makes a community distinct is also what makes it great - leverage that individuality and be open to new ways of doing things."

One way of leveraging the strength of a group – either of individuals, organizations or governments – is through forming a co-operative. This unique business model provides a valuable decision-making model that can often turn a 'need' into an 'opportunity'.

"We've seen numerous examples of the co-op model providing value to rural economies," said Krueger. "From capturing market share for local retailers to building seniors housing and investing in local small businesses to increasing regional capacity and investment readiness." The opportunities are endless. The real challenge is defining and corralling them into a successful business, she said.

To help entrepreneurs better understand and use the model, Co-operatives First developed CoopCreator.ca. The website is a unique platform for entrepreneurs looking to capture an opportunity as a group.

## TALKING TOURISM

[Straight talk on Manitoba's tourism sector and how you can cash in.](#)

Have you ever run into resistance from your community leadership when trying to secure support for tourism development?

"We're not in the tourism business" was the bold declaration from one Manitoba Reeve over the past year. However, this dismissal of Manitoba's emerging growth opportunity seems to contradict the data that we are hearing from Travel Manitoba.

In their 2017/2018 Annual Report, the Province's lead agency on tourism reported that the sector attracted more than \$1.5 Billion in visitor spending in 2016. Surely, we each aspire to attract a piece of that income to our communities.

If you're planning your marketing strategies and considering where you might invest your advertising dollars, here's a breakdown of where our visitors are coming from:

From within Manitoba: 58%  
Other Canadian Provinces: 24%  
United States: 10%  
International Visitors: 8%

Though the thrust of Travel Manitoba's advertising seems to focus on the "wow" factor of Winnipeg and Churchill, it is widely recognized that tourism spending is happening in all corners of the Province.

How is this spending touching your community? Reach out to Travel Manitoba directly or through your regional tourism association and request a copy of the Regional Toolkit for your area. This document captures the data about total spending in your region, what are the top categories where they are spending money, what attractions are drawing them to the area, and from where the majority of our visitors are travelling. Using these tools, you can better capitalize on your tourism opportunities.

# 2019 SPRING FORUM

MAY 8 –10, 2019—HILTON GARDEN INN, WINNIPEG

## Wednesday, May 8th

8:30 am Community Edge Module 5: Strategic Planning  
1:00 pm Community Edge Module 6: Communications  
7:00 pm New Member Welcome Reception  
7:30 pm Meet & Greet: Welcome Reception, all delegates

## Thursday, May 9th

8:30 am Registration and Breakfast  
8:55 pm Morning program begins  
9:15 am Regional Economic Development Strategy Panel  
Greg Dandewich, Economic Development Winnipeg  
Joe Masi, Association of Manitoba Municipalities  
Oswald Sawh, Northern Region: CED Fund  
Colin Ferguson, Travel Manitoba  
10:45 am ICCI Presentation  
Josee Thibeault and Kimberly Rouleau, Global Affairs  
11:30 am EDAM Annual General Meeting  
12:00 pm Lunch session  
Sean Barr, Western Economic Diversification  
1:00 pm Tax Incremental Financing  
Nettie Neudorf, CAO RM of Portage la Prairie  
Nadalene Khan Cooper, Municipal Relations  
2:00 pm Off site tours:  
Innovation Smart Factory  
North Forge Fabrication Lab  
5:30 pm Depart hotel for dinner and evening program  
Trans Canada Brewing

## Friday, May 10th

8:00 am Breakfast  
9:00 am Sustainable Development Goals Knowledge  
Program, Regional Indicator Perspective  
Jennifer Temmer, IISD  
Jason Granger, PEG  
10:15 am Entrepreneurship: A Practitioner's Perspective  
Teresa Dukes, North Forge  
Shane Li, North Forge North  
Alison Lea, North Forge South  
Derek Earl, World Trade Centre Winnipeg  
11:30 am EDAM Survey Results & Closing Remarks

## Registration Fees

Community Edge training (per module)  
\$150 Member Rate                      \$200 Non-Member Rate

Forum (Wednesday evening to Friday)  
\$200 Member Rate                      \$250 Non-Member Rate

## THANK YOU TO OUR EVENT SPONSORS



**WORLD TRADE CENTRE®  
WINNIPEG**  
Serving all of Manitoba  
Au service de tous les Manitobains



**MDB**  
INSIGHT



**Manitoba  
Hydro**



**RED RIVER COLLEGE**



**ECONOMIC  
DEVELOPMENT  
WINNIPEG**



**townfolio**



**6p marketing**  
Business Forward



## TO REGISTER VISIT:

<https://surveymonkey.com/r/BWMSG8T>

## Make cheques payable to:

EDAM, P.O. Box 541, St Adolphe, MB, R5A 1A1  
No cancellation or refund after April 15, 2019

## Hotel Information:

Hilton Garden Inn, Winnipeg  
Block Code: EDAM  
(204) 594-7436 - Hit 0 for direct reception. Shuttles from  
airport to hotel are available by calling the hotel.