

Emerson-Franklin



SHAPING BORDERS



Emerson-Franklin CDC

2019-2020 Annual Report

September 2020



Message from the Chair

What a remarkable time we find ourselves in: from shuttered windows and shop doors, to closed borders and social distancing measures when we get together, our lives have been disrupted like at no other time in recent history.

And our time is remarkable not only due to the depth and severity of the coronavirus pandemic that continues to impact every one of us, but also due to the economic and community development opportunities we will inevitably discover within the borders of Emerson-Franklin as a result. We have already begun to see rebounds in certain areas and some new activity in others, and this is a very welcome sign of hope.

We began this year with a simple goal - to pilot existing CDC projects into their next phases of development, and to strategically align our efforts with appropriate authorities and 3rd party partners. We will end this year, however, with a bounty of new opportunities to discover and convert, and despite the ongoing presence of Covid-19 in our communities, I simply can't wait to tackle these new opportunities.

Of course, no community effort can enjoy success without a significant contribution from its volunteers, and we are no different. In closing, I would like to recognize the individuals who have come forward to volunteer their time and professionalism in our effort to help improve the quality of life for all of us in the RM. We are fortunate to have such devoted community ambassadors in Emerson-Franklin and it is a great source of honour and pride for me to be able to participate in our collaborative endeavours. Thank you to every one of you.

Emerson-Franklin



SHAPING BORDERS



From left to right:

- Dave Carlson (Reeve)
- Simon Resch (CDC Chair)
- Keesy Rodewald (Member)
- Kyle Hiebert (Secretary)
- Brenda Lange (Council Member)
- Al McVicar (Co-Chair - Infrastructure)
- Wayne Arseny (Chair - Tourism Committee)
- Jeff French (Member)
- Dennis Froom (Co-Chair - Infrastructure)

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CDC's Vision, Mission & Pillars



The Emerson-Franklin Community Development Corporation was established in 2018 to capitalize on the unique economic opportunities of the Emerson-Franklin area. Our overall vision is to **“bring growth to our communities and sustain that growth by developing a dynamic economy, ensuring a high quality of life, and maintaining a healthy environment.”**




All activities and initiatives undertaken by the CDC work towards a common mission which is to **“encourage, attract and promote business, jobs, and education to enhance our community.”** The actions set out in the inaugural 2019 Strategic Plan are structured under one of three economic pillars: Port Authority & Service Corridor, Infrastructure Improvements, and Community Development:




Port Authority & Service Corridor
 Securing public and private investment at the Emerson-Pembina Port is the purpose of this economic pillar. Our goal is to capitalize on the spin-off benefits of improved infrastructure, services and accommodations at the Port, which in turn:

- » Create jobs directly, related to the Port area and indirectly throughout the municipality
- » Foster new infrastructure and technologies
- » Create municipal, community and tourism benefits as a result of investment at the Port
- » Create trade-specific spin-off benefits as a result of investment at the Port



Infrastructure Improvements
 Collaboration to advance infrastructure within the region is the purpose of this economic pillar. Priorities under this set of economic objectives refer to roads, rail, water and sewer service, trails and pathways, and internet technology. Opportunities include:

- » Increasing connectivity and accessibility to the Provincial Highway Network
- » Implement municipal wide digital technology upgrade
- » Upgrade and expand water delivery to align to economic development
- » Investigate multi-modal business opportunities utilizing roads and rail



Community Development
 Creating and sustaining a high quality of life for residents of the municipality is the purpose of this economic pillar. Several goals and objectives were outlined in 2019 to achieve this vision, which involve:

- » Identifying community-based initiatives to attract visitors into all communities through local theming, urban design and placemaking projects.
- » Creating opportunities to ‘think and act like one municipality’
- » Determining overall housing needs for the municipality.

Completed Projects

The CDC set out ambitious targets in the 2019 Strategic Plan document, focusing on a Port Authority and Service Corridor concept along Highway 75. Over the last year and a half we have seen progress in many economic development areas in Emerson, including efforts to begin discussions with government, businesses and residents around a Port Authority and Service Corridor vision. The Port Authority Concept Paper is one of many completed projects over the last year to help move this vision and conversation forward.

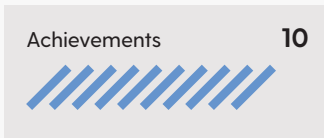


To support a Port Authority concept and its spin-off benefits, infrastructure upgrades was brought up in the strategic plan as a key to unlock and attract private development. Since early 2019 we have worked collaboratively with neighbouring municipalities and Provincial Departments to alleviate vehicle weight restrictions along Highway 201. A Road Infrastructure Survey accompanied these discussions and resulted in a Road Improvement Submission to Manitoba Infrastructure.

Phased improvements on Highway 201, among other infrastructure and community project updates, can be found under our newly launched CDC website (www.emersonfranklincdc.com). The website provides timely updates, creative digital engagement tools and unique online material related to ongoing initiatives. Most notably, our Tourism/Placemaking Inventory study has been introduced through an online map. Below are the completed projects that have come from our inaugural CDC Strategic Plan, many of which can be accessed electronically on our website:

- » Port Authority Concept Paper–Altus Report
- » Dominion City Abbeyfield House Study
- » Road Infrastructure Survey
- » Emerson Region Economic Profile
- » Tourism Asset Inventory
- » Manitoba Infrastructure Road Improvement Submission
- » Spring Newsletter-Survey
- » Website & Data Portal Launch

Achievements



Port Authority & Service Corridor

The Port Authority Concept Paper, championed and completed by the CDC in April 2019, supports the idea of positioning the Emerson-Pembina Port into a national pilot project—setting a precedent to all Canadian commercial land border entries as a sustainable economic development model. A Port Authority would oversee the development and implementation of a Port Improvement Fee to support Emerson’s community economic objectives.

In Emerson, this would include an exciting transformation of the adjacent border lands into a regional agri-business destination, while capturing its unique tourism location. Over the last year we have been able to advocate, communicate and firmly pose this concept to Emerson-Franklin Council, Manitoba Infrastructure and Community Planning, local residents and businesses. This early engagement is key to successfully turn this concept into reality.

Objective 1: Establish Port Authority and Service Corridor

Achievement	Outcome
Champion the concept and advocate for local interests by participating on the Emerson Port Authority Working Group.	Port Authority Concept Paper - Altus Report
Mobilize the Community Development Corporation to be a vehicle to support the Port Authority and associated service corridor development including land assembly.	Development Plan Amendment By-Law First Reading
Champion necessary studies and planning to establish foundational requirements to establish the Port and Service Corridor and to establish municipal wide and regional opportunities.	Emerson and Region Economic Profile
Champion any necessary amendments to the municipal official plan, zoning by-law and any associated regulation.	Development Plan Amendment By-Law First Reading
Determine sustainability benefits to the Port Authority and Service Corridor including reduction in GHG Emissions, social empowerment and innovation in water, wastewater and land drainage.	Port Authority Concept Paper Energy Efficiency Option Analysis for Municipal Buildings

Grey refers to ongoing activity

Objective 2: Identify, communicate and advocate for Port Authority and Service Corridor benefits and opportunities.

Action	Outcome
Create a communication package that clearly outlines the benefits of the Port Authority and Service Corridor to the entire Emerson-Franklin municipality and overall region.	Port Authority Concept Paper - Altus Report
Engage local residents and regional stakeholders through community and regional engagement sessions.	Newsletter-Survey Website and Data Portal Launch
Establish web site portal dedicated to sharing information and receiving input from residents and businesses.	Website and Data Portal Launch

Objective 3: Investigate Port Authority Service Corridor opportunities.

Action	Outcome
Investigate green innovation in transportation and servicing and apply to the Port Authority and service corridor.	n/a

Objective 4: Investigate feasibility of trade related businesses – local and regional spin off opportunities and constraints.

Action	Outcome
Seek support and engage expertise through economic development agencies and associations.	National Trade Corridors Fund Submission



“...lands to the west are envisioned to accommodate the growth and needs of the commercial trucking industry and related export-oriented industries. Proposed uses of the east parcel might include hospitality, food services, small scale retail shops, hotel accommodations and a potential fuelling station.”

– Port Authority Concept Paper (2019)



Achievements

6



“Highway 201 is a core route for residential and commercial traffic for all three municipalities [in the region] and has been identified as the number one priority for upgrading to advance economic development.”

– Road Improvement Submission (2020)

Infrastructure Improvements

From the get-go, improving road and internet service across the region has been paramount. The first major achievement under this pillar has been our thorough and informative discussions with residents and Council of neighbouring Municipalities on excessive weight restrictions on commercial vehicles along Highway 201. These discussions have led us to determine specific recommendations that were included in our Manitoba Infrastructure Road Improvement Submission earlier this year.

A second achievement under this pillar involves commitment from Valley Fibre, a digital technology firm from Winkler, to bring the world’s fastest internet technology to your community. Cell towers are currently under construction in Dominion City and Emerson, with towers being phased-in over time throughout the eastern part of Emerson-Franklin. Valley Fibre provides a level of internet service many urban neighbourhoods in Manitoba have yet to reap, and positions Emerson-Franklin as a top competitor for attracting residents and businesses.

Objective 1: Increase connectivity and accessibility to the Provincial Highway Network.

Achievements

Outcome

Establish a working group to identify and lobby the Provincial Government for critical upgrades to existing roadways to maximize the efficient movement of goods.

Manitoba Infrastructure Road Improvement Submission

Determine through analysis a case for improvement using hard data as evidence.

Infrastructure Survey

Develop a lobbying package to effectively communicate challenges and solutions.

Manitoba Infrastructure Road Improvement Submission

Objective 2: Implement municipal-wide digital technology upgrade (cellular and roadband).

Achievements

Outcome

Determine effective means to deliver digital infrastructure to meet the needs of current and future municipal requirements.

Valley Fibre Engagement

Determine potential partnerships to most efficiently deliver services.

Communicate digital technology upgrade and associated benefits and costs.

Newsletter-Survey

Community Development

Over the last year, CDC activities around community development, placemaking and quality of life have focused on identifying local assets throughout each community in the municipality. We have gone back to residents on a number of occasions to see why they value or may not value these qualities and determine what we improvements can be made. As of June 2020, the asset inventory has been launched on the CDC website's data portal page. Here is where you will begin to find further information, visuals and in-depth analysis of our economic development activities.

You can explore these assets based on its tourism and placemaking potential using our Tourism Asset Web Application. Through this app you can begin to see the diversity of opportunities for attracting families and visitors in each community. The web application allows you to provide input on new or existing assets that may not have been accounted for previously and acts as an online engagement platform moving forward on other initiatives.



Achievements 2

Organized-land based activities, along with winter activities, are areas that could receive more investment, considering the availability of natural amenities in the municipality.

– Tourism & Placemaking Inventory Report (2019)

Objective 1: Identify community-based placemaking initiatives to draw visitors and residents into all communities.

Achievements	Outcome
Undertake an inventory exercise to better understand each community's assets and attributes.	Tourism & Placemaking Inventory Report

Objective 2: Capitalize on tourism opportunities associated with the border and spin off benefits throughout the municipality.

Achievements	Outcome
Determine potential tourism products throughout the municipality	Tourism & Placemaking Inventory Report

Moved from Pillar 1 Port Authority & Service Corridor

Next Steps



In-progress Actions **13**



Economic Development area along Highway 75

Port Authority & Service Corridor

Significant milestones have been hit to advance the Port Authority and Service Corridor objectives. Our next steps require second and third reading by Council on a development plan amendment, followed by a successful application to the National Trade Corridor Fund. Once these amendment and funding outcomes have been resolved, a secondary plan by-law will need to be initiated to guide design, servicing and implementation of the Port Authority Lands.

The CDC will continue to work alongside other levels of government, residents and regional stakeholders to coordinate a made-in-Emerson plan. Residents in the most recent newsletter-survey told us they support an integrative concept consisting of a fuelling station, restaurant and mix between local and larger retailers. The CDC act as lead champion for trade-related opportunities at the Port through meaningful conversations with residents and community groups moving forward.

Objective 1: Establish Port Authority and Service Corridor

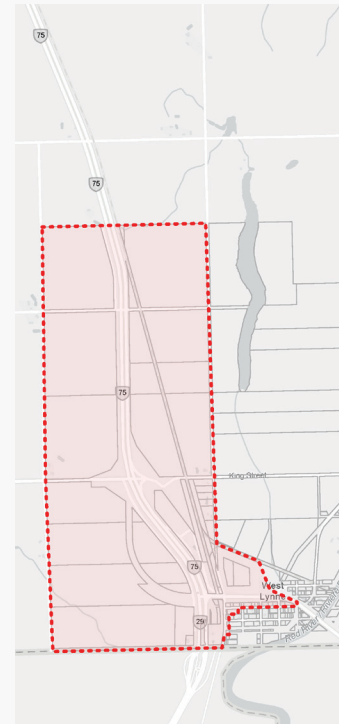
Action	Outcome
Champion any necessary amendments to the municipal official plan, zoning by-law and any associated regulation.	Development Plan Amendment By-law 2nd/3rd Reading Secondary Plan (2021)
Champion necessary studies and planning to establish foundational requirements to establish the Port and Service Corridor and to establish municipal wide and regional opportunities	National Trade Corridors Fund Submission
Determine sustainability benefits to the Port Authority and Service Corridor including reduction in GHG Emissions, social empowerment and innovation in water, wastewater and land drainage.	Lobbying Package

Objective 2: Identify, Communicate and Advocate Port Authority and Service Corridor benefits and opportunities.

Action	Outcome
Establish a working group with Roseau River Anishanaabe First Nation to identify potential alignments.	Formation of working group

Objective 3: Investigate Port Authority service corridor opportunities.

Action	Outcome
Undertake necessary land use and infrastructure planning, aligned to support industrial/commercial/retail and destination opportunities.	Development Plan Amendment By-law (2020) Second/Third Reading Secondary Plan (2021)
Lobby Provincial government to partner with the CDC to develop a north bound service/destination hub using Provincial crown lands and private lands in vicinity.	Lobbying Package
Determine servicing requirements to service the overall corridor (north and south lands).	Secondary Plan (2021)
Investigate green innovation in transportation and servicing and apply to the Port Authority and service corridor.	Lobbying Package
Apply for funding through various government programs.	National Trade Corridors Fund Submission



Economic Development Zone along Highway 75

Objective 4: Investigate feasibility of trade related businesses – local and regional spin off opportunities and constraints.

Action	Outcome
Undertake analysis of value added businesses that can be located throughout the municipality and region (i.e. international logistics and distribution services, temporary storage, freight forwarding, custom brokerages, integrated logistics and information systems).	Community Engagement Report

Objective 5: Prepare the community for the Port and Service Corridor (i.e. community based commercial/retail development, housing and community/regional amenities).

Action	Outcome
Review official plan population projections and associated housing and services demands in consideration of Port Authority and Service Corridor.	Housing Inventory (see page 13)
Establish new land use requirements for housing demand, community based commercial/retail demand.	Secondary Plan
Establish any potential impacts on community/regional public amenities.	Background Analysis



In-progress Actions

6



Senkiw Suspension Bridge

Infrastructure Improvements

Rail and water service are two hot topics from the 2019 strategic plan that have not necessarily been addressed as of yet. Next steps on these two objectives involve further discussion with regional players to determine collective service capacity, issues, and overall direction.

Alternatively, the CDC has entertained the idea of a regional Biomass energy grid throughout Emerson, Dominion City and the Port Authority Lands. Strategic Community Consulting has led a Green Energy Efficiency Study throughout the entire Municipality and specifically at the Port as a potential pilot project.

This municipal-wide biomass energy study outlines a number of next steps, which include heavy lobbying at the provincial-level, dependent on a successful grant application for capital financing. This Capital Project: Signature Initiative program offered through the Federation of Canadian Municipalities (FCM) will support transformative, best-in-class, innovative municipal infrastructure projects.

Objective 1: Increase connectivity and accessibility to the Provincial Highway Network

Action	Outcome
Establish a working group to identify and lobby the Provincial Government for critical upgrades to existing roadways to maximize the efficient movement of goods.	Regional Working Group
Develop a lobbying package to effectively communicate challenges and solutions.	Road Improvement Lobbying

Objective 2: Implement municipal-wide digital technology upgrade (cellular and broadband)

Action	Outcome
Determine effective means to deliver digital infrastructure to meet the needs of current and future municipal requirements.	Cell Tower Expansion
Determine potential partnerships to most efficiently deliver services.	Valley Fibre Engagement
Communicate digital technology upgrade and associated benefits and costs.	Capital Project: Signature Initiative Program

Objective 3: Upgrade and expand water delivery to align to economic development.

Action	Outcome
Undertake necessary planning work to align water services to areas for growth and expansion.	TBD
Investigate potential partnerships in service delivery.	Regional Working Group
Determine potential service sharing opportunity with Roseau River First Nation.	Regional Working Group

Objective 4: Investigate multi-modal business opportunities utilizing roads and rail.

Action	Outcome
Undertake analysis of potential economic development opportunities, land use and accessibility to roads and rail.	Capital Project: Signature Initiative Program Application
Ensure that rail forms an important consideration in economic development by better understanding how it can be utilized and who would benefit.	Capital Project: Signature Initiative Program Application
Engage the rail line as a stakeholder and potential supporter of overall economic development including the Port Authority and potential associated business.	Capital Project: Signature Initiative Program Application



Community Development

The CDC is excited to provide updates on a Tourism/Placemaking Workbook, a tool for communities to explore assets and generate Lighter, Quicker, Cheaper Strategies to celebrate Emerson-Franklin’s history and culture. Over time as residents and local groups help us generate placemaking ideas, projects can be turned around and implemented quickly. Our goal is to build upon the existing Tourism Asset Web App to include these community-led projects.



Community Event in Emerson

Ideas generated from this workbook will be used to clearly outline projects in the upcoming Tourism Action Plan—an important next step. This plan will be a dynamic document used to implement ideas driven from previous community engagements, surveys and conversations. The outcomes will be a celebration of diversity, history and culture—drawing tourists and people from within the Municipality and out. Gathering places in each community will be rich with grassroots placemaking ideas.

A second immediate next step is to determine overall housing needs and demand in the Municipality. A housing inventory study will help achieve a number of outstanding actions from the 2019 Strategic Plan, while informing any socio-economic analysis in the community profile. Nonetheless, several actions and next steps remain under this set of economic objectives.

Objective 1: Identify community-based placemaking initiatives to draw visitors and residents into all communities.

Action	Outcome
Develop a Community Placemaking Plan that would identify concepts and ideas, illustrate them and action them.	Placemaking Workbook

Moved from Pillar 1 Port Authority & Service Corridor

Objective 2: Capitalize on tourism opportunities associated with the border and spin off benefits throughout the municipality.

Action	Outcome
Develop a tourism action plan that aligns with the creation of the Port Authority and Service Corridor.	Tourism Action Plan
Advocate for hospitality and accommodations development in the service corridor.	Secondary Plan

Objective 2: Capitalize on tourism opportunities associated with the border and spin off benefits throughout the municipality.

Action	Outcome
Develop placemaking and interpretive signs/kiosks, information maps to celebrate the municipality's diversity, history and culture.	Placemaking Workbook
Seek support and engage expertise through tourism agencies and associations.	Tourism Action Plan

Objective 3: Determine overall housing needs for the municipality.

Action	Outcome
Determine need for new types of housing that may not be currently available such as senior's housing, side by sides and/or apartments.	Housing Inventory
Develop a project package for identified housing gaps and 'shop' to potential developers.	Housing Inventory
Determine available incentives and the role the CDC should play in their delivery.	Residential Development Incentive Package

Objective 4: Create opportunities to 'think and act like one municipality' as opposed to individual communities.

Action	Outcome
Develop community profile	Community Profile
Use outcomes from community consultation to identify projects that can advance 'municipal based thinking'.	Recommendations to Council

Moving Forward for 2020-2021

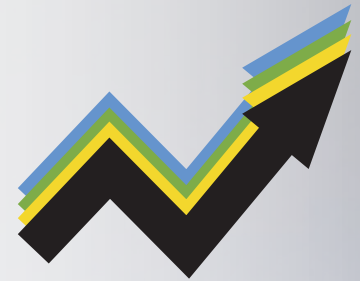
With your help the CDC has been able to achieve many objectives from the 2019 Strategic Plan, from coordinating highway improvements to lifting cutting-edge municipal initiatives off the ground. The vision of a Port Authority and Service Corridor is moving forward quickly. We are continuing to work with economic development specialists to secure funding support from the National Trade Corridors Fund.

Similarly, we are working alongside consultants to evaluate a funding opportunity through an innovative municipal-wide infrastructure grant. With major infrastructure upgrades coming throughout the municipality, along with an innovative pilot project potential at the Port, the opportunities in Emerson-Franklin are quickly evolving.

Success with these type of funding applications would create incredible spin-off benefits to the region, which is why collaboration and the formation of a working group is a top priority moving forward. Together with leadership from Roseau River First Nation, local businesses and neighbouring municipalities, we can advance the objectives set out in our Strategic Plan more efficiently and effectively.

The immediate focus for the CDC however remains on creating a community profile and Tourism Action Plan. Through these types of exercises and analysis, housing gaps, commercial opportunities and community placemaking projects may become more apparent, helping initiate larger discussions with the region. Together, our group is committed to building off momentum created over the last two years and carry that forward through 2020-2021.

Sign up for email updates on our website to stay in the loop with all of our exciting projects, initiatives and engagements.



Emerson-Franklin Community Development Corporation

Emerson-Franklin



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