

EMERSON-FRANKLIN AND AREA

TOWARDS A SUSTAINABLE FUTURE

CONCEPT PAPER | ESTABLISHMENT OF EMERSON PORT AUTHORITY

APRIL 2019

Submitted by:

Emerson Franklin Community Economic Development Committee
Municipality of Emerson-Franklin



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The Emerson Pembina Port Authority Concept applies a similar Port Authority model as found with Airports and other Ports of Entry (ie. bridge and marine). The Port Authority would be an entity that, similar to Airports and other Ports, would create a new and sustainable source of capital for infrastructure improvements to efficiently move commercial goods into North Dakota – USA

Through a Port Improvement fee on commercial vehicles entering Canada, much needed and on-going resources will be secured to maximize trade opportunity at the Emerson-Pembina crossing (Canada’s most significant surface-based trade asset west of Windsor). The fee would be reciprocal to a fee currently in place and applied to all vehicles entering North Dakota – USA from the Pembina – Emerson border crossing.

The Port Improvement fee would also be an opportunity to:

- Dedicate capital to improving sustainability of the crossing (reducing traffic congestion);
- Creating local jobs and investment through commercial and industrial development of ancillary lands;
- Significantly reduce traffic congestions and delays that are currently impacting goods movement at the crossing; and
- Test a sustainable pilot model that is applicable to all of Canada’s major commercial land border Ports of Entry.

Through the leadership of the Municipality of Emerson-Franklin and following extensive consultation with industry stakeholders, local First Nations, American counterparts and adjacent municipalities, senior levels of government are currently being engaged to consider the creation of the Port Authority as a Pilot Concept.

Both Federal and Provincial governments are being asked to support the next steps in concept planning including:

- Participation on the Emerson-Pembina Port Authority Working Group to confirm government leadership (ie. Federal government is responsible for the creation of the Port)
- Provide direct and in-kind support to build on findings of Emerson-Pembina Economic Impact Analysis, completed in Spring 2019.
- Indicate willingness to advance Port concept in a timely manner.

INTRODUCTION

The Municipality of Emerson-Franklin is set to champion the creation of a critical economic development opportunity to secure a sustainable future for itself and its partners in the surrounding area. Now is the time for the Emerson-Franklin area to boldly advance the opportunity to develop the Emerson-Pembina Port of Entry Authority — a pilot concept for Western Canada’s largest land-based trade asset and one that will eventually be applicable to every one of Canada’s major land Ports of Entry (POE) shared with the US.

This concept paper identifies the current physical and structural issues at the port, and lays out the concept for a Port Authority and how it can be a major catalytic economic development initiative not only for local Authorities but for Manitoba and Canada as well.

The Emerson-Pembina Port Authority presents an opportunity to demonstrate not only a new structural and fiscal model but an environmental model as well. It is an opportunity to test new sustainability and innovative ideas on an existing Port of Entry.

The importance of the Emerson-Pembina Port cannot be underestimated, being Canada’s largest land-based Port of Entry in terms of trade values and the most significant surface based trade asset that we share with the US, west of Windsor, ON. But it is currently underutilized and there are deficiencies.

Under the current model, Canadian tax dollars exclusively fund the expansion and maintenance of land port infrastructure. This concept for the establishment of port authorities at land border crossings would place the responsibility for funding infrastructure expansion, amongst many other responsibilities, directly with the port authorities themselves, creating a new source of capital revenue for planned or future infrastructure expenditures. It will be designed from the onset to embrace and utilize sustainable practices to reduce currently increasing GHG emissions at the Port (as a result of increasing traffic congestion).

The Port Authority would be an entity that would address deficiencies at the crossing and improve efficiency in a fiscally sustainable manner through a port improvement fee levied on commercial vehicles entering Canada.

This fee would be reciprocating as a similar fee is already charged on all south bound commercial vehicles entering the USA through the Land Ports of Entry.

Potential Port Authority benefits include:

- Environmental sustainability through initiatives to reduce the emissions and fuel consumption of vehicles passing through the Port of Entry and surrounding areas.
- A significant reduction in traffic congestion and delays
- The creation of new jobs

- Ongoing development and implementation of critical infrastructure and technology upgrades
- The creation of a proper planning authority to foster and govern commercial and industrial development within the Authority boundaries (ie. Emerson Port and adjacent Hwy 75 corridor)
- Improvement to the port user experience
- Professional management and oversight of non CBSA (Canadian Border Services Agency) Activities
- Community initiatives and economic development for the Municipality of Emerson-Franklin including adjacent municipalities and Roseau River Anishinabe First Nation
- New commercial users and commuters that will increase the revenue and profitability of the Port and other related Manitoba Infrastructure trade hubs (such as CentrePort and South Perimeter)
- Demonstrate applicability to other Ports of Entry

The construction of the potential commercial and industrial facilities on the proposed Emerson-Pembina Port Authority lands will generate substantial economic benefits in terms of jobs, GDP, incomes and tax revenues for governments. In addition, it will bring a host of other benefits including: increased trade flows, a boost to retail spending in the area, and a reduction in fuel consumption and greenhouse gas emissions due to shorter wait times at the border.

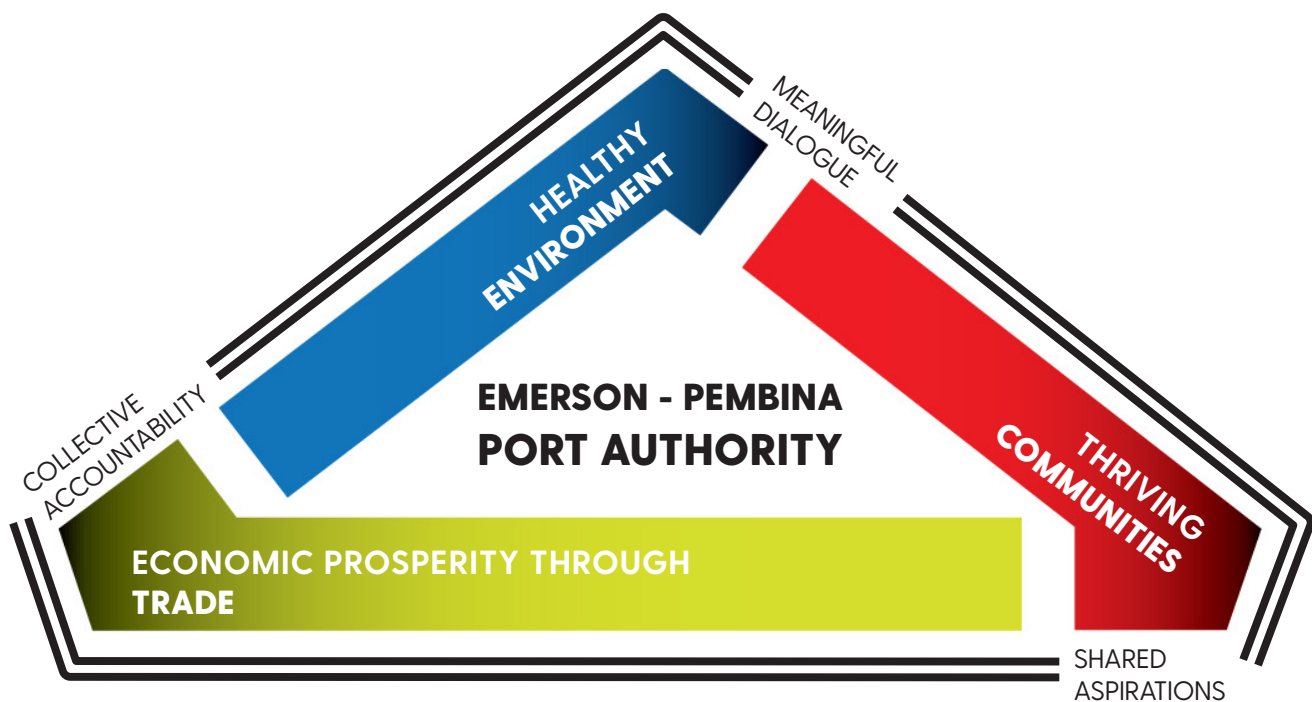
According to the recently commissioned report “Proposed Emerson Pembina Inland Port Authority: An Economic Analysis” completed by Altus Group Economic Consulting, the proposed construction and development activities related to the project will create the following benefits in terms of economic impacts upon full completion:

- About 2,849 person years of direct, indirect and induced employment
- About \$588 million in direct, indirect and induced economic activity
- About \$279 million in net contribution to GDP
- About \$176 million in personal income tied to the creation of direct, indirect and induced jobs
- Some \$106 million in operating business earnings
- Some \$77 million in tax revenues and other charges for various levels of government (ie. \$4 million in municipal revenue, \$31 million in provincial tax revenue and \$42 million in federal tax revenue)

INTRODUCTION

It is estimated that the annual economic benefits generated from the completed on-going operation of the commercial activities as well as the management of the property amounts to:

- \$434 million in economic activity
- Some \$231 million in total new contribution to GDP
- About 4,400 person years of employment
- Some \$117 million in labour income
- About \$90 million in business operating earnings
- About \$48 million in tax revenues generated across all levels of government (ie. \$2 million in municipal revenue; \$16 million in provincial tax revenue and \$30 million in federal tax revenue)



This is the Sustainable Port Development Model, adopted from the Vancouver Port Master Plan. The model fits the EFCEDC vision for this initiative, best describes the opportunity presented by the Port Authority, and has proven success as preceded by the Port of Vancouver.

The Municipality of Emerson-Franklin proposes a Working Group be established immediately to work towards the creation of a Port Authority to represent local interests (municipalities and possibly First Nation), government interests, industries and businesses that are critical to successful Port Authority development and implementation.

The Municipality is prepared to support the early stages of planning and formation of the Authority by:

- Acting as project champion and Chair of the Working Group
- Initiating and managing stakeholder engagement and discussions
- Initiating a Secondary Plan for potential lands within the Port to align economic development opportunities to land use, infrastructure and transportation systems.

Many discussions with both Provincial and Federal Governments have taken place to introduce the concept and move the idea forward. We have received positive feedback from these early discussions. Both Federal and Provincial Governments will have a jurisdictional role in the creation of an Authority. Canadian Port Authorities are federally incorporated, autonomous, non-share corporations that operate at arm's length from the Federal Government, who is the sole shareholder. While this is the case, the Authority is anticipated to include lands and infrastructure (HWY 75) in its catchment, and on this basis, the Province is a critical stakeholder in the concept.

We are seeking preliminary resource support and want to work with senior Government to advance these important opportunities.



THE EMERSON-PEMBINA PORT OF ENTRY

VALUE TO OUR ECONOMY

West of Windsor, Emerson-Pembina is the largest land-based port of entry in terms of trade values and the most significant surface-based trade asset that we share with the US.

The port processes more cargo and international travellers annually than Winnipeg and Grand Forks Airports combined. More than 1,000 commercial trucks are processed through the port every day.

\$20 billion dollars worth of cargo and more than 2 million international travellers pass through this port annually.

The Emerson crossing has recently undergone a multi million-dollar US expansion to improve the US conditions for export into Canada and expedite the flow of money from Canada to the US. This has been happening, in our backyard, for the last couple of years while significant declines in productivity, profitability, traveller and cargo interest are being counted on the Canadian side.



Mid Continent Trade and Transportation Corridor

STRATEGIC ADVANTAGE

Emerson-Pembina is the major Canada/US POE on the Mid Continent Trade and Transportation Corridor and the only “stop and report” point between Laredo, Texas and Winnipeg. The Mid Continent Corridor is a NASCO designated SuperCorridor connecting our region to a consumer marketplace of over 110 million people.

HOLISTIC CONTEXT

Despite its impressive position and strategic advantage, the POE is not without its shortcomings. A lack of interagency coordination and planning, as well as poor land use decisions over the past 3 decades, have beset the Port with severe operational deficiencies. Major commercial vehicle traffic congestion (and occasionally passenger vehicles), resulting from ill-conceived infrastructure and traffic management plans – and implementation – causes vehicle backups several kilometres north of the Port on a routine basis.

The insufficient planning, and resulting traffic congestion, at the Port contributes to several impacts, including:

- Public safety, driver confusion and irritation
- Increased processing times
- Significantly higher GHG emissions
- The inability for customs agencies to wholly fulfill their mandates (CBSA outbound inspections, CBP managing traffic instead of criminal activity, etc)
- The exiting of the business environment at the Port

A lack of awareness and recognition by the agencies responsible for design and management compounds these problems.

A recent traffic operational and safety report studied traffic conditions and vehicle movements on the southbound highway infrastructure that lead to the Port. The report identified a number of major issues in the existing design and traffic management plan, and included a list of short-term countermeasures. The report also confirmed the effectiveness period of the existing traffic plan and infrastructure. The plan and infrastructure were intended to provide a short-term solution to long-standing problems until a comprehensive development is created. Regrettably, Manitoba has never actioned any of the countermeasures.

The events of September 11, 2001 in the United States resulted in the subsequent introduction of new POE technologies and inspection protocols. This exacerbated the existing functional and operational issues at the Emerson-Pembina Port. Further, the economic development goals and trade posture for both Canada and the United States are at risk when POEs are incapable of managing anticipated facility demands in a safe, secure, efficient and reliable manner to promote broad trade and economic development goals.

THE EMERSON-PEMBINA PORT OF ENTRY

HOLISTIC CONTEXT

Global technological advancements in commercial shipping and processing are developing and coming online throughout the transportation logistics system and will serve to complement international efforts between the CBSA and the CBP to allow for FAST (Free and Secure Trade) and NEXUS qualified carriers. If we are not early adopters, Emerson-Pembina will miss critical opportunities to position and market the strategic advantage of the POE as an integral component of transportation logistics. There is no ITS technological implementation or designated FAST lanes on the southbound side of the Port, and there will not be without action. What this means is that pre-cleared shipments, FAST and NEXUS qualified carriers, and organizations that implement the latest ITS technologies will continue to queue in the same kilometres long lineups that impact every other driver at the Port.

Studies commissioned or prepared by government stakeholders project commercial and passenger traffic at the Port to double over the next 20 years. This is also the most credible timeframe provided by Manitoba Infrastructure for the development project on the southbound side. There are critical ramifications carried by this timeline. On top of the already projected traffic increases, smaller POEs in the region have recently seen a reduction in their operating hours, with one expected outcome being a further increase to the traffic at major ports such as Emerson-Pembina. This phenomenon was not a consideration in the 20-year projections.

Without addressing the aforementioned deficiencies, the Port will be fraught with increased traffic congestion, emissions, costs, and closures. Commercial processing fees have been in place on US inbound since the Reagan administration of 1986. Canada has no such fee inventory in place. The US has collected billions of dollars in inbound fees over that timeframe and, as a result, have been able to fund significant infrastructure upgrades.



Emerson - Pembina Port of Entry

CURRENT MISSED OPPORTUNITY

While a major contributor to the Manitoba economy and, although subject to extensive redevelopment, the Port is not performing to its full potential with little to no spinoff benefits to local businesses and communities.

The Emerson-Pembina POE Transportation study recommended the southbound lanes and related infrastructure were to be the first priority in the port redevelopment project, and were to be completed in 2018. This missed opportunity is costing our economy an estimated \$80,000 a day.

In 2017, Ports of Entry at Gretna, Northgate, North Portal and Coutts had significant increases of trade and travel values. Some in the hundreds of millions to billions of dollars in value, while Emerson-Pembina experienced declines.

Since 2012, bi-directional port vehicle movements have declined by a factor of 17.5%. In 2012, major infrastructure implementation resulted in substantive changes to traffic flow, essentially creating major congestion for vehicle and truck traffic at the Port.

Over that same period, travel dependent businesses in operation at the Port have seen revenues decline by a factor of 21% and productivity declines in excess of 33%.

Commercial vehicles at the Port currently experience lineups several hours long and with increased scrutiny by US CBP, the wait times will only get worse.



Vehicles and Trucks backed up kilometres away from the Port, waiting to pass and be processed.

Beyond the Port itself, the area is suffering without proper digital infrastructure. An incredible contrast has emerged from the situation on the ground - with recent upgrades to northbound infrastructure (US), the east side of the port is the most technologically advanced Land Port of Entry in North America. This impressive achievement, however, is coupled with outdated digital infrastructure immediately upon entry into Manitoba. The Port must have access to the most advanced digital infrastructure to enhance the efficiency of operations, public safety and border security, and drive much needed community economic development in the region. Without addressing this issue, our area will simply be left behind. When businesses cannot connect, they cannot compete. They cannot grow, limiting job creation and investments.

ESTABLISHING A PORT AUTHORITY

WHAT IS A PORT AUTHORITY?

A Port Authority is a federally incorporated, autonomous body that is governed by a board of directors. It can:

- Manage the day to day port operations, financials, leasing and development activity in a business like model
- Act as a landlord to lease out lands, manage assets, operate according to business principles, determine strategic direction, and apply for government funding programs related to infrastructure, environment and security

An established Port Authority would lead the commercial development on designated lands in the immediate area.

In addition to driving and streamlining port development and growth activities, an Authority would have the potential for financial self-sufficiency. The Port concept relies on ‘user pay, user say’ principles within the port system and the proposed Authority will be motivated to devise efficient, effective approaches that do not rely on tax dollars.

By using new money to fund and drive expansion at the Port of Entry, Manitoba will be able to add millions of dollars back to deficit elimination efforts.

Not only do all other port operations in Canada collect a commercial fee for port use, so too does the US at all land ports. Canadian Ports of Entry are the only port entities that do not charge a usage or improvement fee. At Emerson-Pembina Port of Entry, \$13.20 USD (\$17.50 CAD) is the fee for use of the US Port Facility and these fees have been in place since 1986.



We are all working to grow economic development opportunities here in Manitoba.

“This concept is a win, win, win. It uses found money from outside our borders to drive expansion within them.”

- David Carlson,
Reeve of Emerson-Franklin

MUNICIPALITY OF EMERSON-FRANKLIN AND AREA

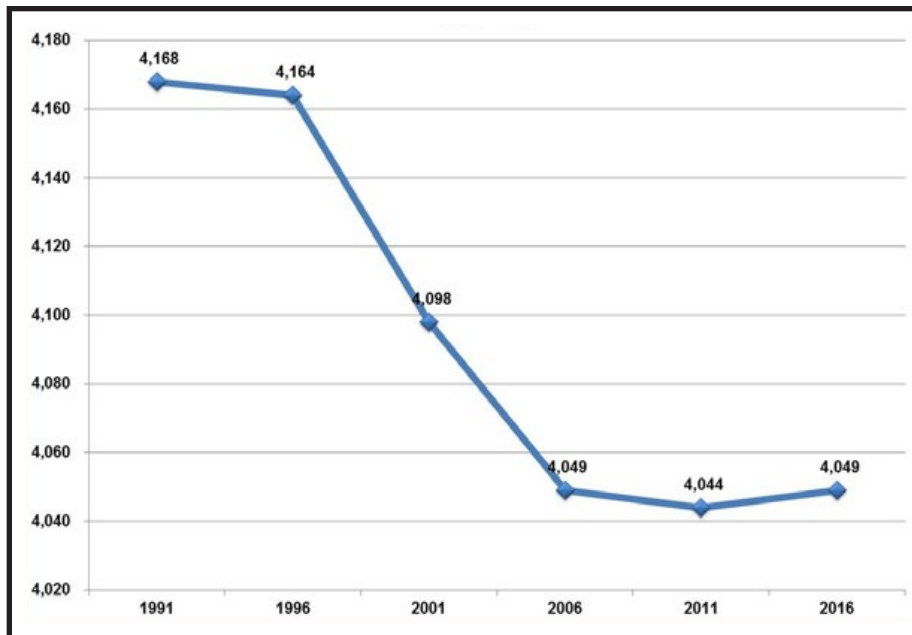
REALIZING IMMEDIATE OPPORTUNITIES

In November 2018, the Municipality hosted three engagement events that identified stimulating economic growth and employment as core priorities. It also identified that the way to achieve these priorities is through coordinated efforts and the formation of a Community Economic Development Corporation to advance key economic development pillars.

The most critical action is to capitalize on the unique and catalytic opportunities associated with the Emerson-Pembina Port of Entry. Through this catalytic opportunity there will be significant and associated opportunities for the entire area, including improvements to community and digital infrastructure.

Community input stating that economic growth and employment are critical for the area has been further substantiated through population and demographic information.

Growth and development is clearly necessary for the area if it is to be sustainable. See Appendix A for full community profile details.



Population Change in Emerson-Franklin 1991 - 2016 (Government of Manitoba)

EXAMPLE OF IMMEDIATE OPPORTUNITY

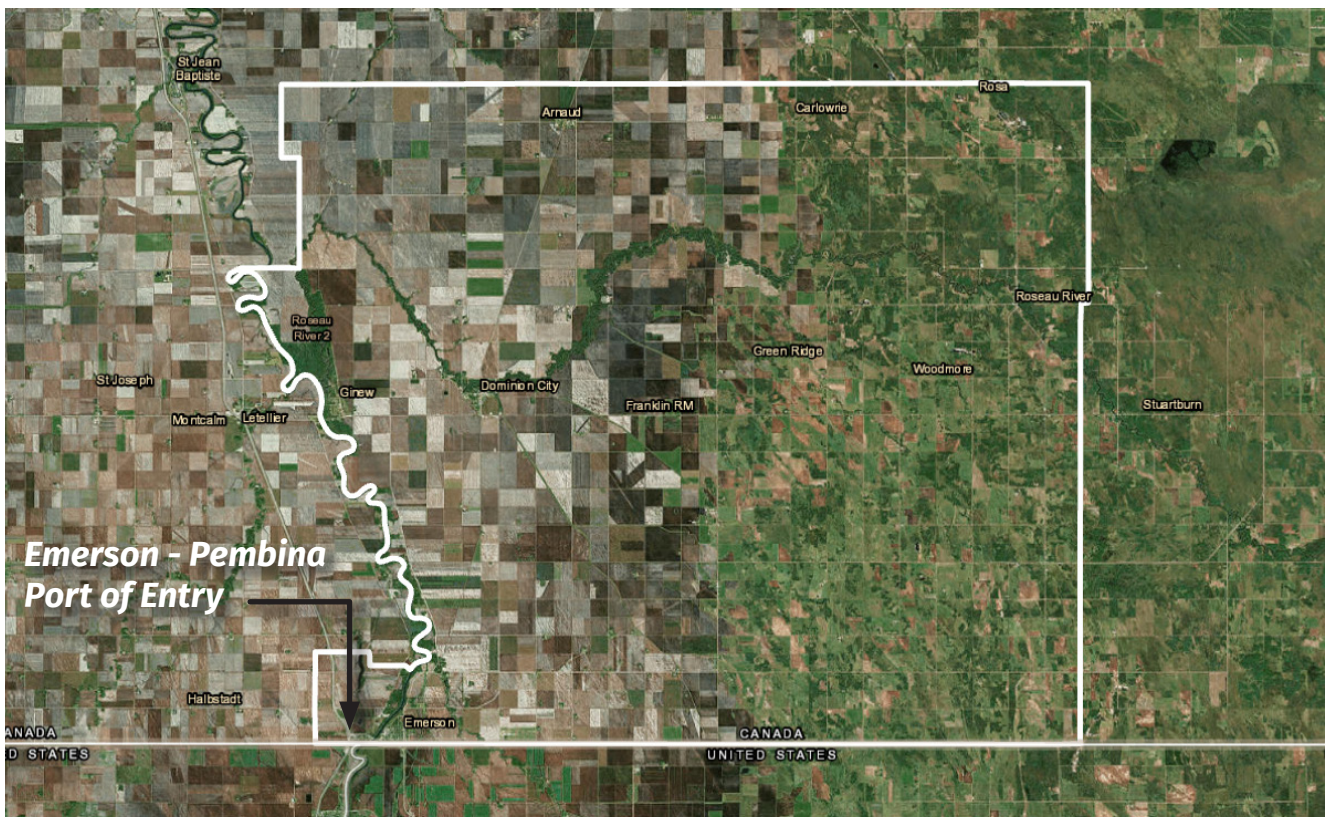
SUPPORT OF LOCAL AND REGIONAL ECONOMIC DEVELOPMENT

While the concept of a Port Authority clearly benefits a much broader population than the Municipality of Emerson-Franklin, we see the establishment of the Authority as a viable opportunity to address major declines in population.

The following proposed development is an important opportunity presented by the Port to create jobs and investment in the region: The Port Destination Hub.

Similar ports support industries such as commercial transport, retail, hospitality and cross border tourism services, manufacturing and processing, etc. Few, if any of these industries and services can be found at Emerson-Pembina.

These lands would be developed through multiple phases in an orderly, coordinated and complementary manner. It is proposed that the subject lands will be developed through a model that creates an environment that is conducive to increasing the Port's capacity and the operational efficiencies of businesses located at the Port and businesses that utilize the services of the Port.



Map of the Municipality of Emerson-Franklin



Economic Development Opportunity Area

POTENTIAL LAND USES

The vacant lands to the west of the southbound lanes are envisioned to accommodate the growth and needs of the commercial trucking industry, and related export oriented industries. Some of the industrial development opportunities on the west parcel might include warehousing and cross-docking facilities, an agricultural processing plant, a truck and trailer maintenance repair yard, container storage and drayage uses, a grain blending and milling facility and logistics centre.

Proposed uses of the east parcel include hospitality and food services, small scale retail shops, a hotel, and potential fuelling station.

The proposed secondary plan for the area will consider the orderly development of these lands and associated services. It will also be an opportunity to employ sustainable land development practices including innovation in servicing and transportation planning.



APPENDIX A

EMERSON-FRANKLIN: ECONOMIC DEVELOPMENT CONSULTATION REPORT

Emerson Franklin Municipality

Prepared by: Richard & Wintrup | November/2018



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OVERVIEW

This report summarizes recent activities on the part of the Emerson-Franklin Municipality to move forward with community economic development.

Emerson-Franklin sits at a literal cross-road. It is home to one of the largest land border crossings between Canada and the United States at the Pembina-Emerson Port of Entry and has an opportunity to take advantage of its unique location. The land-base and historical context of Emerson-Franklin also provide important assets to take advantage of to grow the local economy. With a recently approved development plan, and recent provincial infrastructure upgrades to Highway 75, now presents a prime opportunity to position Emerson-Franklin (and subsequently, the Province of Manitoba) for economic growth.

West of Windsor, Emerson-Pembina is the largest land-based port of entry in terms of trade values and the most significant surface-based trade asset that Canada shares with the US. The port processes more cargo and international travelers annually than the Winnipeg and Grand Forks Airports combined. More than \$20 billion per year in goods and services exchanged are at the Port, and more than 1,000 commercial trucks are processed through the port every day. How can Emerson embrace its unique position of advantage?



This reports summarizes recent activity and community feedback from residents of the Emerson-Franklin municipality that explore these questions, as well as general conversations on how to build its economy and future population.



EMERSON FRANKLIN COMMUNITY PROFILE

The age, education, and labour force participation of the current population is relevant to consider future economic growth potential.

Population

The Emerson self-contained labour area (SLA) is home to approximately 4,049 people.¹ Since 1991, the population has been decreasing, and has been stagnant over the last decade, as shown in Figure 1. In contrast, Manitoba as a whole grew by 10.7% between 1991 and 2016. There is a need to attract and retain the population into the future.

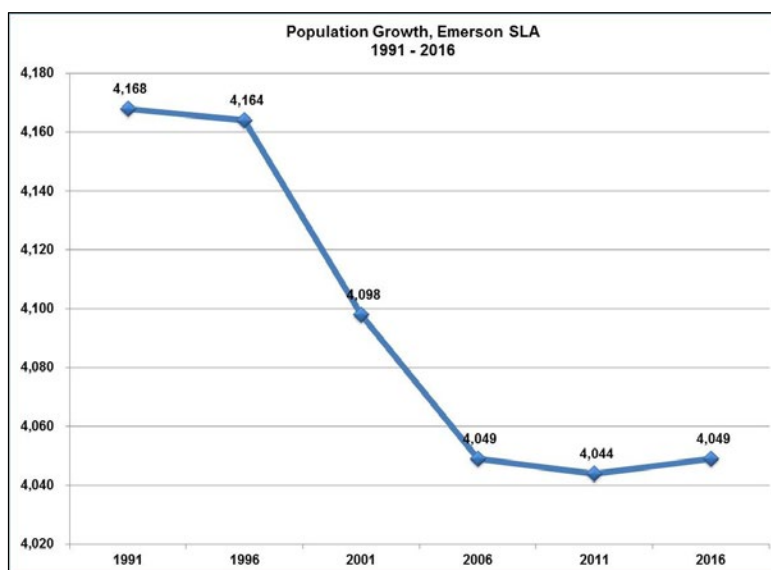


Figure 1: Population in Emerson SLA (Government of Manitoba, 2018, p.3)

The Emerson SLA is seeing an increase in population in those aged 55 to 74 and 5 to 9 years old. There is a higher percentage of people in both these age categories than Manitoba as a whole. This indicates an aging population that is retiring, or will be shortly. New housing options for older residents may be needed in the future. A growing population of young children will also require recreational opportunities and entry-level jobs for teenagers and young adults in the near future.

1 - This information is for the municipalities of Emerson-Franklin and Montcalm. It is defined as the Emerson Self-Contained Labour Area (SLA). Data is collected from 2017 Statistics Canada Census, 2011 National Household Survey, and Manitoba Health's Annual Reports. All figures are taken directly from the summary report: Government of Manitoba (2018), *Emerson and Region: Economic Profile*, http://cms.emersonfranklin.com/_docs/EmersonSLAReport2018_54948308e4.pdf

Education

In terms of education, Figure 2 shows that Emerson SLA has a higher percentage of the population who has completed High School (32.9% for Emerson SLA and 25.6% for Manitoba) and a relatively similar number of people with an apprenticeship or trade certificate (11.9% versus 10.6%). It has a higher percentage of people with no certificate diploma, or degree (22.4% compared to 17.2%) and a lower percentage of people with University or College degrees or diplomas.

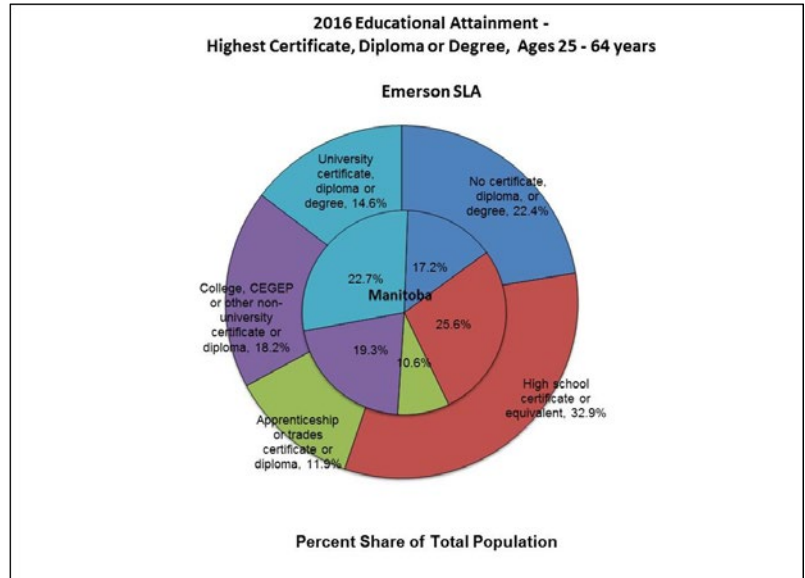


Figure 2: Education in Emerson SLA (Government of Manitoba, 2018, p.5)

Jobs

In the current labour force:

- 72% of the jobs are in the service sector.
- 15% of the jobs are in Agriculture, forestry, fishing and hunting.
- 13% of the jobs are in Construction and manufacturing.

Figure 3 below shows the total percentage of jobs in the SLA by industry.

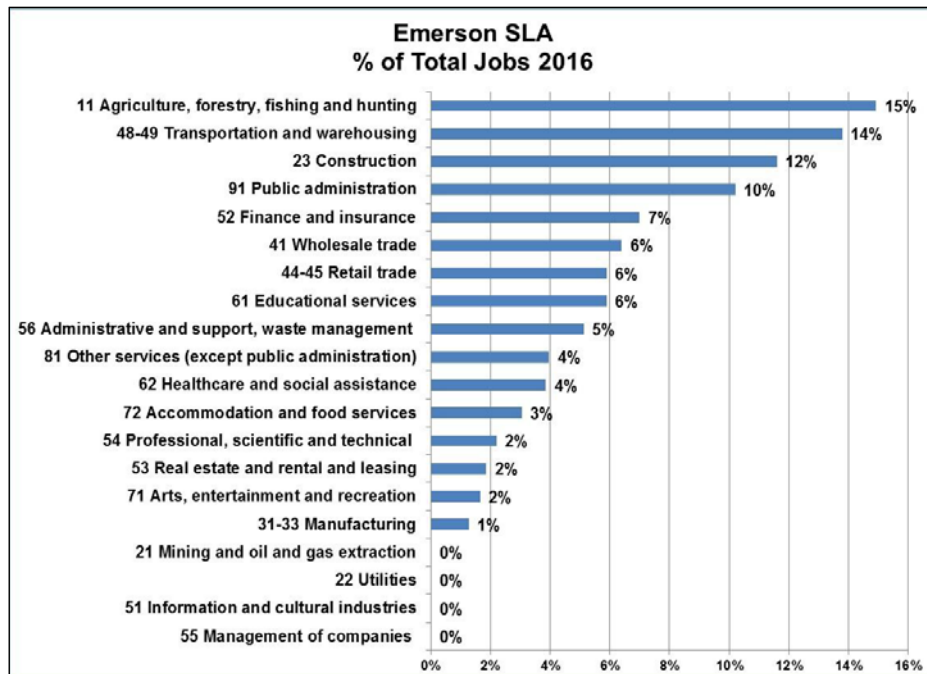


Figure 3: Total Jobs in Emerson SLA (Government of Manitoba, 2018, p.7)

In 2016, there were 1,923 jobs in the Emerson SLA. This was an increase of 2.3% between 2011 and 2016, while Manitoba as a whole saw an increase of 4%. Locally, there was a decrease in Agricultural jobs (-17.2%) and an increase in Construction jobs (+129.9%). The job changes by industry are shown below in Figure 4.

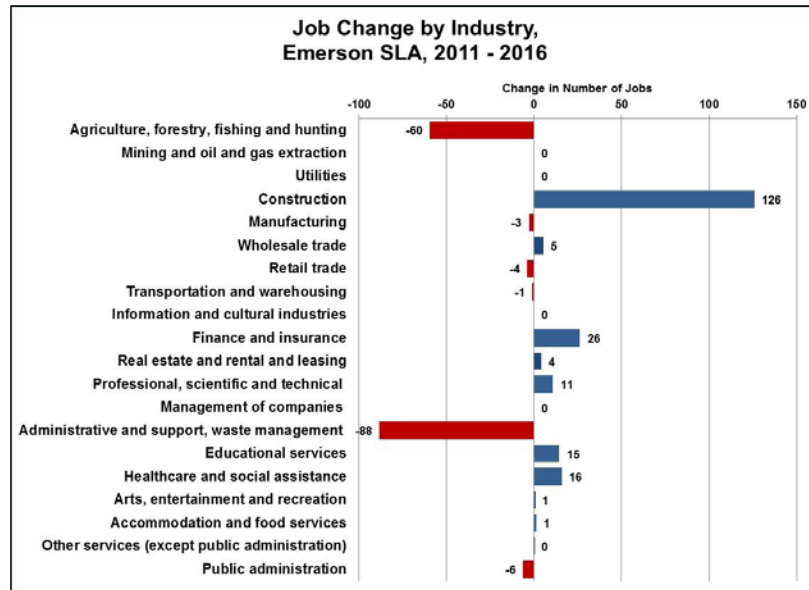


Figure 4: Job Change in Emerson SLA (Government of Manitoba, 2018, p.8)

The current context of demographics, education and labour force changes can help the municipality plan for future economic opportunities.

PROGRESS TO-DATE

- **2017** Development Plan for the Municipality of Emerson-Franklin approved. New improvements to Highway 75 occurring also affect development in the municipality.
- **OCT 2018** Initial meeting to discuss economic development held. 30 people in attendance and interested in developing a Community Economic Development Corporation.
- **NOV 2018** Two open houses held in Rosa and Emerson. 30 people attended and provided input on the direction for the municipality (see results in the following section).

OPEN HOUSE: RESIDENT FEEDBACK

Two Open House events were held in the municipality on November 14th (Rosa) and November 15th (Emerson). A total of 30 people attended both events (15 at each).

Attendees were asked to engage in five key questions around economic development. Each question was on a poster board and residents were asked to contribute comments by writing their thoughts on sticky notes (see figures below). The final question around priorities was voted upon. Each attendee was given four stickers to mark their top priorities.

Attendees were also asked to complete a survey of demographic questions to see who was represented. 16 surveys were completed. A survey is also currently available on the municipality's website and will be analyzed separately.

EMERSON-FRANKLIN INTO THE FUTURE
Economic Development Input Session
 PLEASE JOIN US TO SHARE YOUR IDEAS
 ON HOW WE CAN GROW EMERSON FRANKLIN!

Share your ideas in a fun workshop with our facilitators!
 Rosa: **November 14th**
Shevchenko Ukrainian Centre
 (19 Church Road)

Emerson: **November 15th**
Emerson Community Complex
 (101 Church Street)

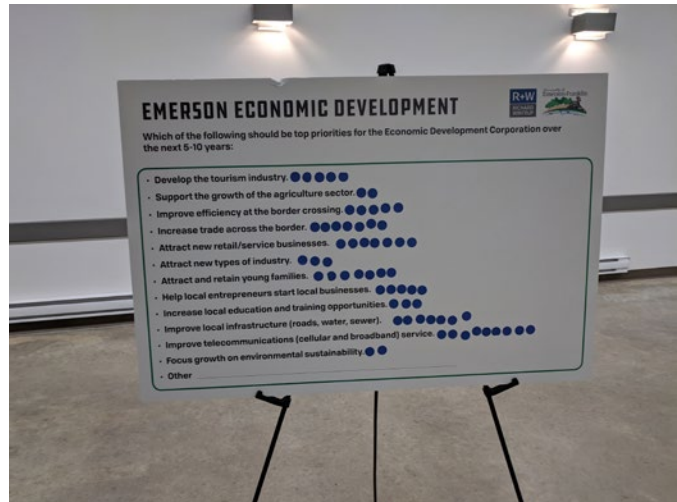
Both events Come 'N Go
6pm - 8pm

The newly formed Emerson-Franklin Economic Development Committee (of Council) needs your input to be successful!
 Its first objective is to create a Community Economic Development Corporation. This input session will help identify ideas and actions to direct the Corporation and move the community forward.

If you can't join us, we still want to hear from you! A survey will be launched on the Emerson-Franklin website and social media.

R+W RICHARD WINTRUP
 Municipality of Emerson-Franklin

Figure 5: Open House Advertisement



Figures 6-9: Open House Events

All open house attendees lived within the municipality, with majority living in the LUD of Emerson. The majority (44%) were over 65 years old, and unemployed or retired (60%) versus 40% employed. Figures 10 and 11 show total residence locations and ages for attendees who completed a survey.

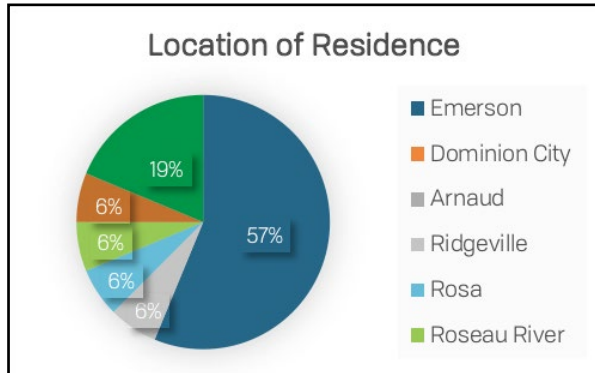


Figure 10: Open house attendees' residences.

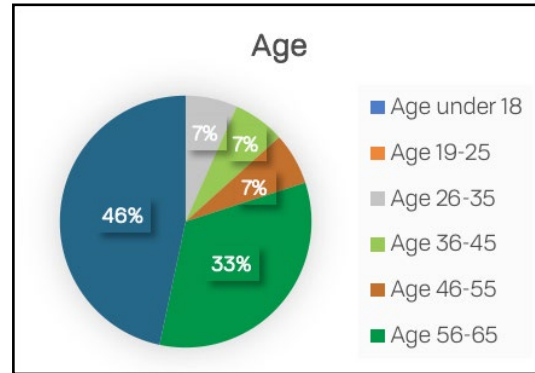


Figure 11: Open house attendees' ages.

Responses to all five questions are summarized below, with a 'word cloud' displaying the full range of responses from residents. A word cloud shows the words that are spoken most often, largest, while the smaller words are spoken less often. A full list of responses from the open house is included in the appendix.

1. VISION: What does Emerson-Franklin look like in twenty years? What's the same? What's different? What makes your children and grandchildren stay here?

The top responses were specifically around the need for **more jobs and economic opportunities (12)**. This was followed closely by the desire for improved aspects of **quality of life and social connections (10)**. This included amenities that would attract people to the area, such as recreation and tourism, as well as connections across cultural barriers, including with First Nations people. Comments regarding the need for **population growth and younger families (9)** was the third highest response in terms of vision. Finally, a few people made specific mention of **sustainable development (2)** and the **Port of Entry/Highway 75 development (3)**.



Figure 12: Vision Word Cloud

5. PORT OF ENTRY: West of Windsor, Emerson-Pembina is the largest land-based port of entry in terms of trade values. More than \$20 billion per year in goods and services are exchanged at the Port, and over 1,000 commercial trucks move through it every day. Despite redevelopment, the Port is not performing to its full potential and there have been little spin off benefits to our community and businesses. What would you like to see for our community as the Port is further developed? How can we take advantage of our position and showcase Emerson-Franklin?

The top comments from the open houses were around the need to develop a commercial/service centre around **Highway 75 (11)**. Suggestions included a gas station and convenience store, rest stop, motel, and businesses that support trucking and trade. This was followed by the related point on the need to develop Emerson as a **destination** and build on **tourism (10)** with a focus on heritage and nature. These suggestions were followed by the need to **upgrade infrastructure (5)** – roads, digital, and signage for Emerson and **other business opportunities (3)** such as distribution warehouses and the need for local jobs. Finally, suggestions to develop a specific **Port Authority (3)** was discussed, as well as support to **grow agricultural businesses (2)** and the need for **local leadership support (1)**.



Figure 13: Port Word Cloud

4. PRIORITIES: Which of the following should be top priorities for the Economic Development Corporation over the next 5-10 years?

The priorities are listed below in order of importance, according to the two open house events:

Priority	Total Votes
Improve telecommunications (cellular and broadband) service.	21
Attract and retain young families.	16
Develop the tourism industry.	15
Improve local infrastructure (roads, water, sewer).	14
Attract new retail/service businesses.	13
Increase trade at across the border.	12
Help local entrepreneurs start local businesses.	11
Support the growth of the agriculture sector.	9
Improve efficiency at the border crossing.	9
Attract new types of industry.	6
Focus growth on environmental sustainability.	6
Increase local education and training opportunities.	4

Table 1: Top priorities for the economic development.

NEXT STEPS

The results of the open house show the need to take advantage of the Port of Entry and build an economic development strategy from this strength. This can include service/commercial development near the border crossing, as well as tourism related to heritage and natural elements. The need for leadership to take an active role to move towards economic development, create jobs, and in turn, attract more young families to the area.

The open house events reveal an interest from residents to move forward with an economic development strategy. This process can be supported by the development of a Community Economic Development Corporation (CEDC). Such a group can take initiative to develop a vision and economic development priorities for the municipality, using the results of this consultation as a starting point. A formalized corporation, such as a CEDC helps hold the vision for an area and implement a plan for development. It can promote opportunities and provide supports to current and potential residents, business assistance to local entrepreneurs or develop a plan to attract new businesses. Finally, an incorporated corporation can better access grants and financial supports, as well as administer them.

Some key steps moving forward will involve:

- Development of CEDC for the municipality.
- Securing an improvement of digital infrastructure.
- Coordinating for a plan for the highway commercial development and upgrading infrastructure. This will involve liaising with provincial and federal governments.
- Develop a tourism plan and target investments to showcase natural and historical assets.

As economic growth is tied to population growth, a CEDC leading an economic development strategy can help attract new young families – a key vision for the future of the area.

APPENDIX: FULL OPEN HOUSE RESULTS

1. Vision: What does Emerson-Franklin look like in twenty years? What's the same? What's different? What makes your children and grandchildren stay here?

Employment / economic opportunities (12)

- Tax cuts for development
- Different kinds of jobs
- A prosperous community
- Need employment in broad spectrum of types – home-based, small shops, commercial
- There will be jobs
- Job diversification
- Better paying jobs
- Good quality, high paying jobs.
- More businesses, more people, more families
- Opportunity – jobs, recreation, relationships
- Equal opportunities as larger towns
- Same chances/opportunities as larger towns/cities

Quality of life (10)

- More recreational facilities
- Attractive lifestyle for everyone
- First Nations people have taken their place as full E-F community members
- Eliminating cultural barriers which discourage community involvement
- Preserved historical sites and buildings
- Tourism: river, trails, bridges
- Recreation
- Arts
- Prosperous farms
- Without community engagement it's a ghost town

Population retention/growth (9)

- Family roots
- New families staying or moving in
- Population will be younger
- Lots of young people
- Lots of young families
- Younger people
- 15,000 people
- Hope it can retain its population. There has not been a new house built in town in 5 years. One was moved in. People who work here would live here.
- New families

Port-related (3)

- A proper border community
- Develop West of HWY 75. Take advantage of the biggest opportunity this town has ever had
- Strong port supported, industrial expansion with houses and population to match

Environmental (2)

- Sensible, sustainable development of “wild areas – pristine lots of wildlife
- Environmental related sustainable small industry encouraged and incentivized

2. Strengths: What are the greatest strengths of Emerson-Franklin that we want to grow in economic development?

Port/ transportation (14)

- Port of entry
- Emerson is the 5th busiest customs port of entry and only one in Canada that has NO commercial drive by mart at the border – commercial plaza!
- Border with USA
- RTAC Highways
- CP/CN Railways
- Border towns
- 2 border crossings
- 2 major highways (59 and 75)
- Proximity to border
- Close to US border
- Our border crossings! Tolstoi and Emerson
- Located on mid-continent corridor. Commercial development needs to focus on opportunities.
- Trade infrastructure
- The border is still a spin off area of employment and potential growth area

Quality of life/Social (11)

- Reasonable property taxes
- Small business
- People
- Affordable
- Untapped potential of Roseau River FN
- Population retention
- Gathering places
- People
- A passion for the municipality
- Affordable housing
- Tight-knit community

Agriculture/land base (10)

- Agriculture without the would be nothing
- Available land for business
- Land base
- Land base- opportunities for young farmers
- Strong agriculture
- Mid-continent
- Diverse agriculture
- 2 big rivers: Red/Roseau
- Farm lands
- Diversity – agriculture, small villlages, nature (rivers)

Heritage/Tourism (7)

- Tourism
- Rich in history, just needs to be developed beyond being mentioned in a book
- History
- We need to showcase historic sites/buildings/graves to be attractions not just pics in a book.
- Historic buildings
- History
- History

Leadership (3)

- Good leadership
- Leaders with vision
- Entrepreneurial spirit

3. Challenges: What are the greatest challenges to economic development in Emerson-Franklin?

Population loss (17)

- Young families
- Not a lot to attract young people
- Growth – population decreasing
- Decreasing population base
- Aging population
- Labour force
- Population density
- Lack of housing development
- Population
- Low population
- People who work in town but don't live here
- Few amenities (social, sports)
- No hospital, doctor retention, recruitment
- Encourage CISSA? and teachers to live in area
- Limited expansion south
- Retention - business people
- Attractive future

Leadership/Strategy/ Direction (13)

- Little government support for new development whether industry, business, or tourism related
- Need to set economic development going
- Getting everyone on board to believe – RM Council and even local residents who seem to condemn everything
- Management of revenue we get as a municipality
- Failure to work with neighbouring municipalities
- Bureaucracy at municipal level
- Need to streamline government to allow economic development
- Work on community engagement same 5% sit on boards/committees, most residents do not even attend functions.

- A single strategy for economic development (all over the place)
- Not recognizing our strengths or assets
- Need an economic development officer
- Vision determination drive/ joining together and try to build a dynamic force
- A lack of vision – promotion and incentives to attract young farmers and entrepreneurs
- Donald Trump – border with USA

Digital Infrastructure (10)

- Need reliable high-speed internet
- Better communication with technology
- Lack of internet /cell service
- Reliable internet and cell phone service
- Internet service
- Access to cyber space
- Poor cell phone reception
- Internet
- Cell phone
- Communication – proper high-speed cell service

Road infrastructure (8)

- Not enough RTAC highways
- Need roads upgraded
- Highways – better – two-lane
- Substandard infrastructure
- Lack of sufficient infrastructure
- Highway 75 changes:
- Highway going around Emerson doesn't attract people to businesses in Emerson
- Highway moved and took commerce away

Business development (7)

- Finding businesses to set up
- Support for new rural entrepreneurs
- Lack of support for people starting small businesses
- Employment
- Need economic development, family-friendly development
- Zoning challenges to starting businesses
- Need more activity from people in municipality for tourism

4. Port of Entry: West of Windsor, Emerson-Pembina is the largest land-based port of entry in terms of trade values. More than \$20 billion per year in goods and services are exchanged at the Port, and over 1,000 commercial trucks move through it every day. Despite redevelopment, the Port is not performing to its full potential and there have been little spin off benefits to our community and businesses. What would you like to see for our community as the Port is further developed? How can we take advantage of our position and showcase Emerson-Franklin?

Service Centre/ Hwy 75 commercial development (11)

- It seems that many people don't know there is a town hidden behind the trees when they cross the border. Would it make more sense to develop property/set up businesses along the highway?
- Border/Emerson has to be a Provincial Vision not just ours. First Stop inward, last stop outward.
- Businesses along HWY75 as trucks travel through the port (ie. tow trucks breaking down)
- Hwy 75 is a corridor with semis traveling 24/7 and no place of business to call for help. Building on HWY 75 to create employment plus peace of mind would be a win/win.
- Commercial development at port and addition to Travel Manitoba
- Need businesses to help development at border
- Gas station/convenience store
- Restaurant – trucker style
- Grow the area around the Port as a service hub (gas, restaurant, hotel, services)
- Emerson needs a Travel Plaza at the border: new businesses
- Food/service/rest stop/motel

Tourism (Heritage/Nature) & Destination (10)

- Capitalize on Fort Dufferin and Trans Canada Trail and the old cemetery
- Tourism – our natural beauty ie. Trans Canada Trail, cycling routes, our historical buildings.
- Need a unique coffee shop/ice cream shop to attract people.
- Canoe derby attracts lots of people. Tourism could be huge; July 1st
- Conceive of some one of a kind event held yearly like St. Jeans quad derby (?), Altona's cyclocross race, etc. Morris has the curling – like a scavenger hunt, amazing hunt.
- Travel plaza – creates new jobs; jobs bring in workers to buy homes or rent; more kids in school; more people living in area, using our recreational facilities.
- We have to raise Emerson's Border "destination opportunity." Government is impeding development.
- Cannabis industry/tourism
- Hotel/inn for tourists/conferences/emergencies
- Grow the hospitality industry – attract young Americans to a bar/hotel

Upgrade Infrastructure (5)

- Need high speed internet and cell service for business development
- Better highways, better roads
- Taking access road out on Hwy 75 to Emerson will kill us. Government must accommodate better alternative and give and development to compensate
- Signage (to Emerson?)
- High speed internet is a "must have." We will be left behind.

Other general business development (5)

- Commercial transport
- Distribution warehouses
- New jobs for people in RM to see work
- Local businesses – keep the money in Emerson
- We need jobs for our children

Port Authority (3)

- We should create a sort of management group and prove to governments that we can do it better.
- Port Authority
- A port authority is an awesome (?) idea

Grow agricultural businesses (2)

- Agricultural processing
- Agricultural and other businesses

Local leadership (1)

- Government must realize taxes, money spent in Emerson are not just going into North Dakota

5. Priorities for Economic Development:

Improve telecommunications (cellular and broadband) service. - 21

Attract and retain young families. - 16

Develop the tourism industry. - 15

Improve local infrastructure (roads, water, sewer).- 14

Attract new retail/service businesses. - 13

Increase trade at across the border. - 12

Help local entrepreneurs start local businesses. - 11

Support the growth of the agriculture sector. - 9

Improve efficiency at the border crossing. - 9

Attract new types of industry. - 6

Focus growth on environmental sustainability. - 6

Increase local education and training opportunities. - 4



Municipality of
Emerson-Franklin

