

*Municipality of*  
**Emerson-Franklin**



# **Municipal Strategic Plan 2022-2023**

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# 1.0 INTRODUCTION

## Purpose

In 2017, Council and Administration of Emerson-Franklin established its inaugural Municipal Strategic Plan. Since then, the Municipality has been able to mobilize as a collective community to initiate and confirm many actions. Municipal Strategic Plan Volume 2 (this Plan) builds on the initial success and implementation by highlighting ongoing initiatives, completed projects and new priorities for the Municipality since its first iteration in 2017.

## Strategic Planning Process

The Plan remains based on the needs, values and aspirations of the community and its strengths. It continues to balance desired action items against existing service delivery capacity of the Municipality. An updated action plan will outline and provide a precise direction for the next 5 years (identified as Priority Actions) which will assist Council and Administration to realize and carry-out the objectives of the Municipality.

The actions listed herein cannot be achieved alone. We must continue to work with our partners, hear from our resident groups, community representatives and local experts to achieve the objectives of this Plan. The Municipality is committed to ongoing engagement and input-gathering from the community to continuously update the progress and direction of the Plan.





## 2.0 VISION FOR THE MUNICIPALITY

In 2017, the Municipality confirmed the following vision:

*“Emerson-Franklin will grow and prosper through sustainable development, providing a diverse community rich in heritage, which is considered a safe place to live, work, & play.”*

In 2021, the Municipality updated this vision to reflect action and advancements made since 2017:

*“To capitalize on the unique Community Economic Development opportunities of the Emerson-Franklin area. Our overall vision is to strive 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”*

When we achieve this vision, the following measurable outcomes will be realized:

- Population increase above the provincial average,
- Expanded housing stock that offers greater opportunities for residents of all ages,
- New manufacturing and commercial/retail business that provide more local job opportunities,
- Well-maintained and attractive communities that celebrate history and natural features, and
- Updated infrastructure to support the growing municipality and that meets business needs.





## **Strengths, Weaknesses, Opportunities and Threats - 2022**

A SWOT analysis was completed with Council in November 2021 that informed the renewed Municipal Pillars and actions:

### **Strengths:**

- Location continues to be a major strength that should be capitalized on
- Mobilized community to effect change and embrace economic development
- Pride in communities and strength of residents
- Untapped nature based, outdoor amenities
- Modern, high speed digital technology
- Proximity to Winnipeg and other major southern communities
- Access onto HWY #75, being the Province's dedicated trade corridor
- Urban standard servicing and development

### **Opportunities:**

- Location on USA/Canadian border, adjacent to 5th busiest Inland Port of Entry in Canada
- Land development to tap into commercial and leisure north and south bound traffic on Highway 75
- Proximity to Winnipeg and other urban communities
- Offering of high quality of life that is appealing to many
- Work from home opportunities
- Interesting history and communities
- Outdoor activities and events

### **Weaknesses:**

- Higher than average number of aging adults and youth under the age of 14 which creates an age cohort gap between the ages of 20-49, which impacts volunteer and user base
- Limited funding sources available for municipalities which limits the ability to tap into government funding (competing with other municipalities)
- Lack of stable workforce
- Limited local health care and housing for seniors

### **Threats:**

- Climate change and flooding
- Ability to maintain workforce
- Government decisions that would not recognize border location opportunities
- Declining volunteer base

## 3.0 MUNICIPAL PILLARS

### *Inaugural 2017 Strategic Plan*

The Municipal Pillars (goals) that were established in the inaugural 2017 Strategic Plan are the foundation of the vision that was established through community engagement and input.

The Pillars set the direction for the Municipality, as a corporation, in terms of decision-making and operations over the tenure of the plan (i.e. the next 10 years). Specific actions within each Municipal Pillar will guide the Municipality in achieving its short- and long-term goals as outlined in detail under Section 4.0 Municipal Pillar Action Plan.

The following Municipal Pillars and actions items below are the previous strategic plan. Actions denoted with a check mark reflect a successful action that has been completed.

### *Economic Development*

#### **Actions**

- Set aside funds necessary to initiate an economic development program
- Recruit business owners to be a part of the development of this strategy
- Create a Community Development Corporation

#### **Status**



### *New Business Attraction*

#### **Actions**

- Create a plan to generate new business development in the Municipality
- Initiate plan to utilize the Port of Entry location advantage

#### **Status**



### *Road Improvement*

#### **Actions**

- Advocate to the Province to complete RTAC of PR 201

#### **Status**



### *Recreation & Community Amenities*

#### **Actions**

- Address community asset gaps including volunteers and maintenance
- Introduction of Valley Fiber to communities within the Municipality

#### **Status**

Ongoing

### *Development of the Change Area on PTH 75*

#### **Actions**

- Prepare a master plan/secondary plan for the PTH 75 north bound area with the expectation the surplus land from the design area turned over to the Municipality.

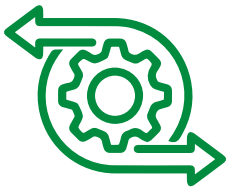
#### **Status**

Initiated



## Updated 2022 Municipal Pillars

The following four Municipal Pillars have been updated and confirmed through the Strategic Planning Workshop held in November 2021. It is based on Council and Staff priorities and top action items for the coming years and will serve as a guide in formal municipal decision-making processes for projects, initiatives, budget allocation and program implementation. It is intended to serve over the course of multiple Council terms.



### ***Municipal Pillar 1 - Municipal Resiliency***

**Strategic Objective:** Create an administrative setting that is fiscally responsible and progressive, dedicated to community development and support, and that is co-operative with other municipalities, authorities, governments and organizations.



### ***Municipal Pillar 2 - Diversified Growth & Economic Development***

**Strategic Objective:** Continue to build on the work that has been done within the Municipality, but also providing new opportunities to attract investment into Emerson-Franklin.



### ***Municipal Pillar 3 - Open for Business***

**Strategic Objective:** Create a climate that is open for development and competition, while supporting current local businesses.



### ***Municipal Pillar 4 - Build and Use Community to Full Potential***

**Strategic Objective:** Continue to uphold a high quality of life for residents of Emerson-Franklin and ensure the Municipality is welcoming and appealing to visitors, alike.

## 4.0 ACTION PLAN



### *Municipal Pillar 1 - Municipal Resiliency*

**Strategic Objective:** Provide support and resources for community services and facilities to enable them to be self-sustaining, fiscally viable and proactive in their service delivery in collaboration with other organizations, municipalities, authorities and governments.

#### **Priority Items:**

1. Create an inventory of opportunities and available grants and incentives with a method of sharing this information
2. Draft a community facilities plan including identification of potential innovative funding streams and models
  - a. Recruit qualified candidate to fill Recreation Facilitator Position to facilitate the delivery of public recreation services and facility support
3. Draft an organizational succession Plan including a retention strategy
4. Create a 10 year capital plan that is updated annually
5. Create/build a communication and marketing platform to inform community members of events, business opportunities, etc.

#### **Ongoing Action Items:**

1. Provide up to date information in the form of a bi-annual report to the communities that form the Municipality
2. Work together with other levels of government, neighbouring municipalities, First Nations and where possible, the United States of America on matters suited towards collaboration and partnerships





## ***Municipal Pillar 2 - Diversified Growth & Economic Development***

**Strategic Objective:** Continue to build on the work that has been done within the Municipality, but also providing new opportunities to attract investment into Emerson-Franklin.

### **Priority Items:**

1. Complete planning and initiate construction for Emerson Economic Development Zone – Northbound Development
2. Initiate planning for Emerson Economic Development Zone – Southbound
3. Continue to investigate and lobby for the creation of the Emerson Port Authority with all levels of government and stakeholders
4. Engage Valley Fiber to monitor progress along a three-year timeline and to continue to expand reliable wireless high-speed internet to all areas of Emerson-Franklin
5. Ensure PR 201 improvements are realized as committed to by the Province of Manitoba
6. Complete a Destination/Tourism Action Plan

### **Ongoing Action Items:**

1. Ensure that the Community Development Corporation provides updates to community and different levels of government on an annual basis
2. Continue to lobby all levels of government on the importance of Emerson-Franklin and the Port of Emerson Pembina



### ***Municipal Pillar 3 - Open for Business***

**Strategic Objective:** Create a climate that is open for development and competition, while supporting current local businesses.

**Priority Items:**

1. Complete the Invest In Emerson-Franklin Toolkit and online portal
2. Identify development areas and market to potential business, investors and developers
3. Offer an incentive package to interested investors, business and developers
4. Develop a municipal brand for business development to offer training and other business services

**Ongoing Action Items:**

1. Continue to support the businesses currently in Emerson-Franklin
2. Support the on going activities of the Emerson-Franklin Community Development Corporation



## ***Municipal Pillar 4 - Build and Use Community to Full Potential***

**Strategic Objective:** Continue to uphold a high quality of life for residents of Emerson-Franklin and ensure the Municipality is welcoming and appealing to visitors, alike.

### **Priority Items:**

1. Create a user-friendly online portal for booking facilities and collecting payment
2. Develop a placemaking and beautification strategy that builds on what Emerson-Franklin has to offer and promote the trail systems in the Municipality
3. Promote/expand the current housing inventory to encourage aging-in place and different family sizes and living styles

### **Ongoing Action Items:**

1. Engage Triple R to effectively tap into their supports and programs
2. Support events and services like community markets for local artisans and vendors and provide daycare support so people can go back to work
3. Ensure the community is informed of council decisions, elections, capital plan, among other facets through various mediums including web site, social media and mail outs



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