



Canada's Centre for Global Trade  
WINNIPEG, MANITOBA



## Business Plan 2011-12



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# CentrePort Canada Today

## Open for Business

**CENTREPORT CANADA** is a 20,000-acre inland port located in Winnipeg, Manitoba, Canada – a region with a long, rich history as a successful transportation and logistics hub. CentrePort Canada Inc. officially opened its doors in November 2009 and is working to increase investment activity and fulfill its mandate under the *CentrePort Canada Act*. The Act was passed in the Manitoba Legislature in 2008, establishing the inland port's boundaries and creating a private-sector led corporation with the authority to develop, market and promote investment in the area.

Transportation and trade have always been vital to the economies of Manitoba and its capital city, Winnipeg. Manitoba has the highest share of GDP of all provinces related to transportation and warehousing – seven percent in 2008, according to the University of Manitoba's Transport Institute. In Winnipeg, it is estimated that 125,000 city jobs – or one in three – are generated by trade, according to the Mayor's Trade Council (MTC) Report (March 2008).

The most recent effort to leverage the advantages of the existing transportation industry was ignited by the release of the MTC report. The report recommended that an inland port be set up around Winnipeg's James Armstrong Richardson International Airport – in the heart of North America – in order to take full advantage of Winnipeg's strategic central location, its multi-modal transportation assets and easy access to well-established rail, road, air and sea connections to important national and international markets.

One of the key goals was to promote trade growth in Winnipeg and Manitoba, as well as throughout Western Canada and the entire country. It was a vision shared by many leaders in business, labour, the three levels of government (municipal, provincial and federal), industry experts and academics, as well as the broader community. The result was the formation of a unique, private-public sector partnership that designed the early framework for CentrePort Canada – and is still working together today to guide the corporation through its first stages of growth and development.

**CENTREPORT CANADA'S** collaborative beginnings are reflected in the composition of its Board of Directors. The 15-member board, appointed in December 2008, includes nominees from the Business Council of Manitoba, the Winnipeg and Manitoba Chambers of Commerce, Manitoba Trucking Association, Manitoba Federation of Labour, Winnipeg Airports Authority (WAA), the governments of Canada, Manitoba and Winnipeg, Rural Municipality of Rosser, Economic Development Winnipeg as well as four Directors at large.

The corporation realized a number of early achievements in 2008 and 2009 including a \$212.5-million commitment by the federal and provincial governments to build CentrePort Canada Way; and the designation of CentrePort Canada as the first Foreign Trade Zone (FTZ) in the country to offer business single-window access to FTZ benefits.

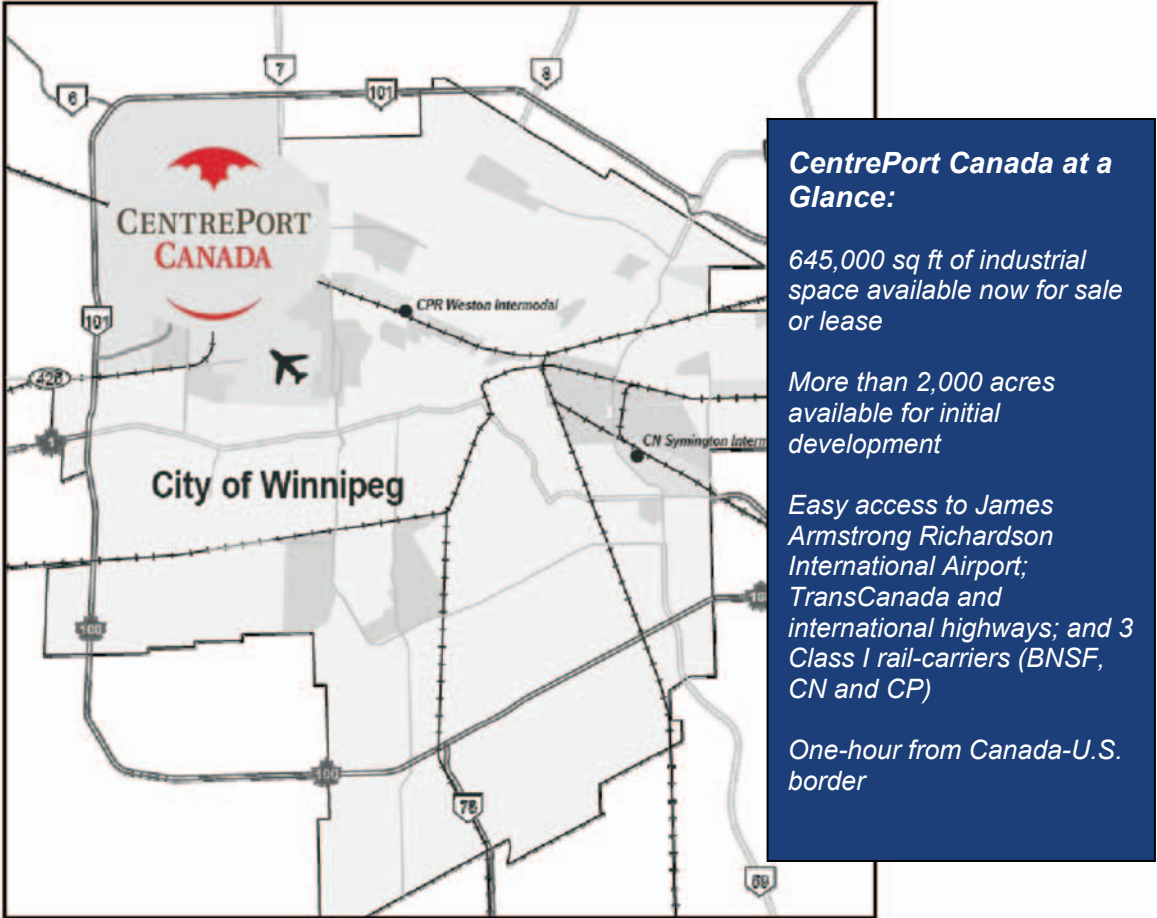
# CentrePort Canada

## The Strategic Advantages

**CENTREPORT CANADA** is built on a strong foundation of land, location, logistics, labour and linkages. The development of CentrePort Canada will help promote trade growth in Manitoba, Western Canada and for the country as a whole.

**LAND** – CentrePort Canada provides investors with significant greenfield development opportunities at very competitive prices. Winnipeg offers low business costs including some of the most affordable industrial land and space in Western Canada. It is expected that with water and wastewater servicing, development will occur in phases with the construction of the new divided expressway, CentrePort Canada Way, opening up lands for immediate and adjacent development.

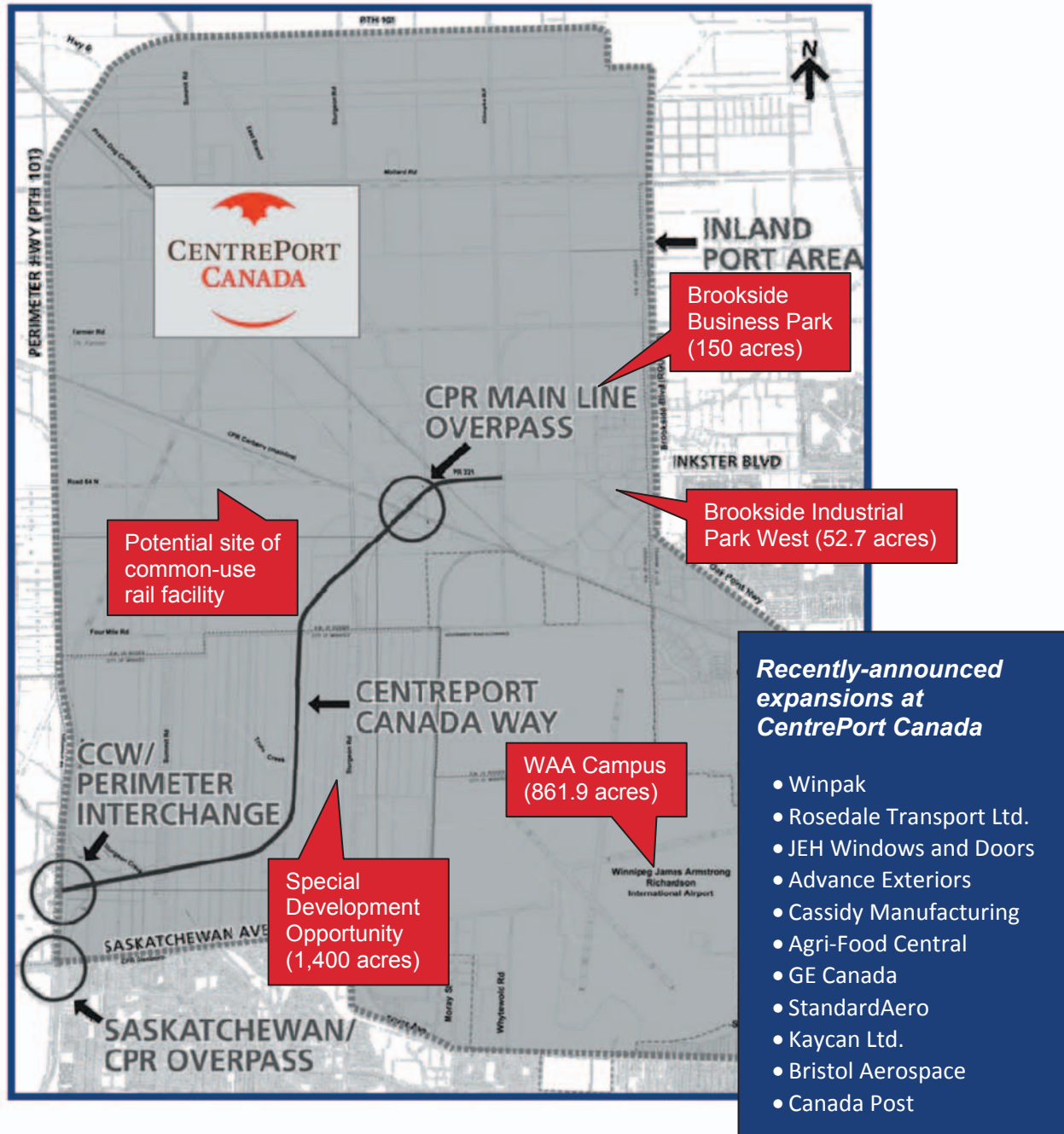
More than 130 businesses have been identified as operating at CentrePort Canada, many of them in the transportation, logistics, warehousing and manufacturing sectors. To complement these companies, the corporation is focused on attracting business in the following industries: manufacturing and assembly, distribution and warehousing, food processing and commodities, and transportation servicing.





## LAND (CONT'D)...

Development is underway at CentrePort Canada with new and expanded operations taking place at Brookside Business Park, Brookside Industrial Park West and the WAA Campus. These three areas are among the lands included in the proposed Phase 1, Stage 1 of water and wastewater servicing, along with property located just west of the airport and east of CentrePort Canada Way.



**LOCATION** – Situated in the centre of Canada and the heart of North America, CentrePort Canada is able to easily reach customers and suppliers in North America, Asia and Europe. CentrePort Canada is equidistant from Vancouver and Toronto, providing the inland port with easy access to major Canadian urban centres.

CentrePort is also at the intersection of key transportation and trade gateways including the Asia-Pacific Gateway, the Mid-Continent Trade and Transportation Corridor, the Arctic Gateway and the Atlantic Gateway. The Asia-Pacific Gateway is crucial in connecting global manufacturing hubs like China to eastern Canada and the U.S. Midwest, and the Mid-Continent Corridor provides important access to the U.S. Midwest and Mexico.





**LOGISTICS** – CentrePort Canada offers business direct access to Manitoba’s vast trucking industry, three class one railways and international air cargo operations. Manitoba is also home to Canada’s only deep sea Arctic port, which provides international markets in Russia, Europe and Asia with the closest sea connection to North America’s Midwest. One feature that distinguishes CentrePort Canada from other inland ports are the strong air cargo operations at James Armstrong Richardson International Airport and the quick and efficient air cargo connections to truck and rail transport.

<b>James Armstrong Richardson International Airport</b>	<ul style="list-style-type: none"> <li>- Cargo volume of 159,400 tonnes in 2009</li> <li>- 24-hour operations</li> <li>- Worldwide freight forwarding</li> <li>- 8 scheduled and 4 non-scheduled air cargo carriers</li> </ul>
<b>3 Class 1 Railways and short line railways</b>	<ul style="list-style-type: none"> <li>- Canadian National, Canadian Pacific, BNSF and Central Manitoba Railways</li> </ul>
<b>Intermodal facilities</b>	<ul style="list-style-type: none"> <li>- Canadian National and Canadian Pacific hold intermodal facilities in Winnipeg</li> </ul>
<b>International trucking</b>	<ul style="list-style-type: none"> <li>- Over 1,000 for hire trucking companies</li> <li>- 5 of the largest trucking companies in Canada are established in Winnipeg</li> </ul>
<b>Deep-sea Port of Churchill</b>	<ul style="list-style-type: none"> <li>- 4 loading berths</li> <li>- 82,000 sqf of indoor storage space plus ample outdoor storage space</li> </ul>
<b>Global freight forwarders</b>	<ul style="list-style-type: none"> <li>- 20 established freight forwarders with worldwide reach</li> </ul>

**LABOUR** – Manitoba has one of the most cost competitive, skilled, stable and productive labour forces in Canada and the Province is an attractive destination for new immigrants to Canada, adding diversity and new skills to the labour force.

**LINKAGES** – CentrePort Canada enjoys strong support from and a good working relationship with the three levels of government. Benefits of this relationship include investments in transportation infrastructure (\$212.5 million for CentrePort Canada Way), the designation of CentrePort Canada as a tax increment financing (TIF) area, work on a streamlined land development approvals process, and one-stop access to Foreign Trade Zone benefits.

**Foreign Trade Zone (FTZ)** – CentrePort Canada is the only inland port in Canada offering business single-window access to Foreign Trade Zone benefits. FTZ programs can be advantageous in helping companies manage imported inventories by offering cash-flow managed benefits. FTZ programs include:

- **Duty deferral** – duties are waived up front or rebated later.
- **Sales tax relief** – exemption from federal and provincial sales taxes.
- **Customs bonded warehouse** – sales tax and duty-free storage/distribution facilities.

# Milestones in 2010-11

- **CONSTRUCTION BEGAN** on CentrePort Canada Way, a four-lane divided expressway that will better connect businesses within the inland port to the Perimeter Highway and into national and international trade and transportation corridors.
- **INVESTOR INTEREST GREW** as nine lots sold totaling 23 acres and \$3 million in Brookside Business Park, as well as another two lots in Brookside Industrial Park West. CentrePort Canada is working with CB Richard Ellis, DTZ Barnicke, Cushman & Wakefield, and Colliers Pratt McGarry on marketing land and space that is now available within the footprint.
- **NEW BUSINESS UNVEILED** with the expansion and consolidation of Agri-Food Central's Canadian operations at the Bison Transport warehouse. CentrePort Canada initiated discussions that led to the move, which includes plans to increase trade in food products between Western Canada and Mexico.
- **MORE RECOGNITION** for CentrePort Canada as one of the top 100 infrastructure projects in North America at the 2<sup>nd</sup> Annual North American Strategic Infrastructure Leadership Forum. 2010 winners were chosen based on their potential to increase economic competitiveness.
- **ACTIVE PARTICIPATION** in several business and trade missions to key markets, including two China missions – one led by Stockwell Day, Treasury Board President and Minister responsible for the Asia-Pacific Gateway, and another by Manitoba Premier Greg Selinger.
- **COLLABORATION** with other inland ports such as the Chongqing-Lianglu Free Trade Zone area in China, which signed a cooperation agreement with CentrePort Canada that will focus on sharing market information, best practices and raising awareness in new markets.
- **"ONE-STOP SHOP"** for accessing Foreign Trade Zone benefits opened for business and began processing inquiries about FTZ programs such as duty deferrals, sales tax exemptions and customs bonded warehousing.

*"Locating at CentrePort Canada provides us with a great location and the best truck, rail and port selection in North America."*

- *David Nyznyk of Agri-Food Central*

# The Business Plan 2011-12

*Mission Statement: CentrePort Canada is a trade-related business, logistics and development facilitator, and an investment promotion and marketing agency.*

**CENTREPORT CANADA** began as a private-public sector partnership and continues as a private-sector led corporation that is committed to attracting investment and achieving the objectives set out in the *CentrePort Canada Act*: to facilitate long-term development and operation of the inland port; to facilitate and encourage investment in the land port; and to promote the inland port (Appendix A). These objectives are reflected in the corporation's overarching mission statement.

One of CentrePort Canada's distinguishing features is the access it offers to multi-modal transportation assets from one central geographical location. Winnipeg's James Armstrong Richardson International Airport is one of the country's top cargo airports; Manitoba has a significant fleet of international trucking firms; three class one railways have operations in the province (Canadian National, Canadian Pacific and BNSF); and Manitoba is home to Canada's only inland, deep-sea Arctic port at Churchill.

As outlined in its 2010-11 business plan, CentrePort Canada is developing its key building blocks for growth including increasing access to multi-modal transportation; working with land developers and owners; refining and promoting the business case required to attract tenants; and ensuring strong community relations and political support. Inland port development tends to be measured in decades and these building blocks are fundamental to the future development of CentrePort Canada.

**CENTREPORT CANADA** is working with all levels of government on strategic investments such as CentrePort Canada Way, a \$212.5-million divided expressway, funded by the federal and provincial governments, that is now under construction. Other important initiatives that are currently in development with government include:

- ✓ Completing the area's land-use plan.
- ✓ Implementing a phased-in provision of water and wastewater servicing.
- ✓ Establishing a rapid land-development approvals process.

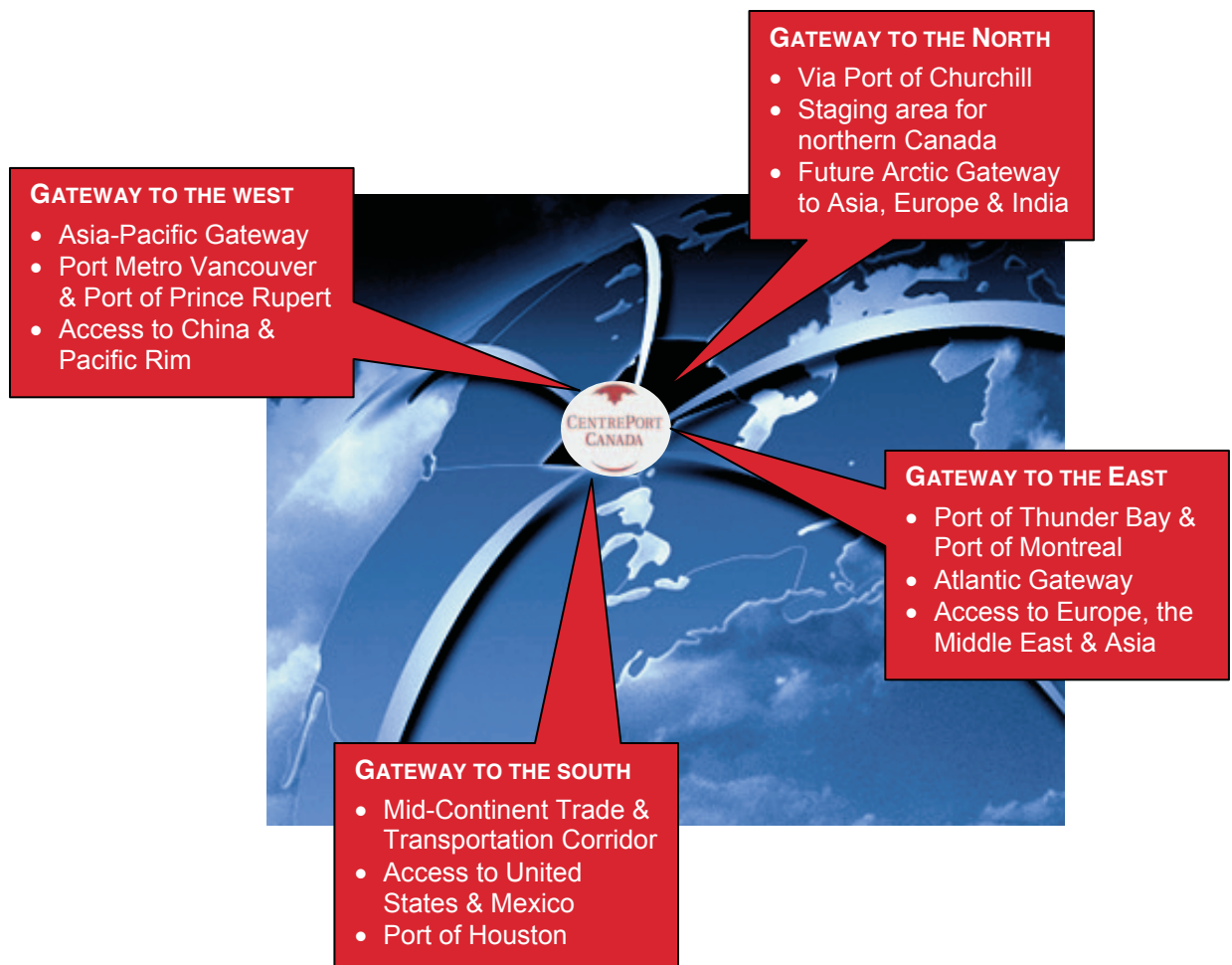
Further investments in infrastructure and system improvements help CentrePort Canada maintain and enhance its strategic advantage.

**CENTREPORT CANADA** is continuing to focus on attracting trade-oriented businesses in the areas of manufacturing and assembly, distribution and warehousing, food processing and agricultural commodities, and related service industries. This will include:

- Encouraging back-haul shipments to Asia and Mexico to take advantage of empty containers.
- Emphasizing opportunities relating to the import of manufacturing inputs for finishing, assembly and exporting.
- Focusing on the distribution of food and agricultural products.
- Acting as a staging area for distribution to the north and its growing economies.
- Developing specific business opportunities using foreign trade zone status and partnerships with the WAA, rail carriers, seaports and the trucking industry.

The 2011-12 business plan will chart CentrePort Canada's activities for the coming fiscal year and move the corporation towards achieving its five-year goals. The plan outlines a course of action, while also maintaining the flexibility to adapt to changing circumstances and to take advantage of new and emerging business opportunities.

## At the Hub of Key Gateways...



## CentrePort Canada: The Vision

*CentrePort Canada is recognized within North America and globally as an inland logistics hub offering businesses a competitive cost model for implementing global supply chain activities and an integrated, one-stop shop for investment decisions*

**KEY GOALS FOR THE NEXT FIVE YEARS (2011-2016)** – CentrePort Canada is striving to integrate leading-edge services in transportation, trade and logistics for the benefits of our tenants and the region. CentrePort Canada will have:

- Comprehensive business processes and marketing plans in place to attract investment by companies whose business activities are served by all modes of transportation including air cargo, trucking and rail assets;
- A minimum of 5 “anchor tenants” that have invested in CentrePort Canada lands or made commitments to invest, with 250 acres of total land development following servicing;
- Expanded access to multi-modal transportation available on the footprint, including rail activity, air cargo and trucking;
- Serviced and zoned land available within an industrial park adjacent to rail activity for development; as well as partnerships with private sector land-owners, developers and industrial brokers for investment in other areas of serviced lands within CentrePort;
- A strong presence and profile within key global trade, transportation and logistics communities, including recognition as a one-stop shop for business investment decisions;
- A plan, which sets out clear timelines, for the Corporation to be financially self-sustaining;
- Strategic relationships with key partners in logistics development including the Winnipeg Airports Authority, CN, CP and BNSF, trucking companies, and all levels of government;
- Partnerships with landowners, industrial real estate brokers, site selectors and related transportation industry players; agreements with key FTZs / inland ports / port authorities in Asia, Europe and North America for the purposes of facilitating business;
- Processes to support the ongoing engagement of stakeholders to add value to the business and strategic plans of CentrePort, to test assumptions, and to be “ambassadors” for the project;
- Relationships with post-secondary institutions for the purposes of ensuring there is an educated and skilled workforce to meet employment opportunities generated within CentrePort Canada as well as the incorporation and real-time testing of research undertaken by the Transport Institute;
- Unique soft infrastructure offerings that link the global supply chain to specific intermodal activities, including working with partners on measures to enhance the safe and secure flow of goods across borders; and
- Specific strategies for helping companies meet their business and environmental objectives by locating within CentrePort Canada.

# Strategic Priorities

2011-2012

**CENTREPORT CANADA'S** inaugural 2010-11 business plan focused on four key areas: business development; strategic partnerships; intergovernmental relations in support of inland port development; and marketing and communications, and set out strategic priorities in each area. All action items for 2010-11 are either complete or well underway, with timelines for completion. Internal processes have been well established to ensure the successful continuation of those initiatives that are now part of the corporation's ongoing daily operations. These include:

- ✓ Developing an investment attraction strategy for new tenants and identifying and building the business case for commercial activities at CentrePort Canada.
- ✓ Building the "one-stop shop" to give business single-window access to Foreign Trade Zone (FTZ) benefits.
- ✓ Working with land developers to attract new industrial development and create an inventory of available land and space.
- ✓ Establishing a process for building and maintaining customer and investor relations; building local stakeholder support; continuing strategic partnerships with business, industry, government and other key participants; and establishing national and international networks.
- ✓ Working with all levels of government on CentrePort Canada's land-use plan; promoting a phased-in approach to water and wastewater servicing and supporting the development of a municipal services agreement; and working to develop a streamlined zoning approvals process.
- ✓ Implementing a marketing and communications strategy that includes developing new marketing materials, engaging in cross promotions with strategic partners and improving the corporation's Web presence.
- ✓ Working with government and other partners on technology development in support of better supply chain integration and measures that improve the safe, secure and efficient movement of cargo across international borders.
- ✓ Meeting the legislative requirements set out in the *CentrePort Canada Act* including developing an annual business plan, budget and annual report, and reporting publicly on each.

**CENTREPORT CANADA** will continue its work on these and other key areas in 2011-12, as all are now an established part of the corporation's daily operations. In addition, CentrePort Canada will focus its efforts on three specific, strategic priorities: preparing CentrePort Canada lands for development, investment and revenue generation; increasing rail services at CentrePort Canada; and developing targeted marketing to potential new tenants.



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## Strategic Priority #1

### *Preparing CentrePort Canada lands for development, investment and revenue generation*

- ✓ Confirm funding for Phase 1, Stage 1 servicing.
- ✓ Complete land development and fast-tracked approval processes.
- ✓ Develop own-source revenue generation.

Increasing serviced land is critically important to the development of CentrePort Canada and will enable it to meet a number of its key goals for the next five years (2011-2016). CentrePort Canada will work with the Province of Manitoba and City of Winnipeg to confirm funding for Phase 1, Stage 1 of water and wastewater servicing on a timeline that would provide for additional serviced land in 2012. Once Phase 1, Stage 1 servicing is in place, future industrial developments will occur on serviced land.

A delay in servicing would be a serious impediment to CentrePort Canada's growth as investors require serviced land when making business location and expansion decisions. A delay in servicing would also result in lost and/ or deferred tax revenues as it is estimated that land development would occur at a rate of approximately 250 acres during the first five years following servicing, rising to 75 acres per year for the next five years. It is estimated that cumulative municipal and school tax revenues generated from land development over this 10-year period would total approximately \$15 million (based on rates for vacant serviced industrial land for the 2011 tax roll year).

Another important priority for 2011-12 will be completing outstanding land development issues. These include creating a fast-tracked approval process for development to continue to ensure that CentrePort Canada leads the way in measures designed to attract industrial development. A fast-tracked land-development approval process would give CentrePort Canada a competitive advantage in promoting early investment activity. To achieve this, the corporation will work with the governments of Manitoba, Winnipeg and Rosser to implement a special planning area for CentrePort Canada.

**CENTREPORT CANADA** will also work with government and other partners such as the WAA to finalize the land-use plan for the 20,000-acre footprint; create a master development plan addressing drainage in the area; and support the completion of a municipal services agreement between the City of Winnipeg and the RM of Rosser.

In 2010-11, CentrePort Canada compiled and considered options for establishing own-source revenue generation. Moving forward, CentrePort Canada will work with government partners to design own-source revenue options that will complement the creation and implementation of an expedited land development approval process.

## Strategic Priority #2

### ***Increasing rail services at CentrePort Canada***

- ✓ Support the construction of a common-use rail facility at CentrePort Canada.
- ✓ Confirm funding for the design of a common-use rail facility.
- ✓ Engage industry and stakeholders in support of a common-use rail facility.
- ✓ Expand commercial opportunities involving rail, cross-docking and other related services.

One of the significant advantages of CentrePort Canada is access to on-site, multi-modal transportation including air, truck and rail services. CentrePort Canada will continue to promote Manitoba's successful trucking and air cargo industries and look for ways to leverage them into new business opportunities.

Consistent with its five-year plan, CentrePort Canada will also continue working on projects that expand multi-modal transportation options for businesses located on the CentrePort footprint. To this end, increased rail services have been identified as a crucial component in creating a competitive, multi-modal environment at CentrePort Canada. One goal of a common-use rail facility would be to increase container traffic handled in Winnipeg. It is estimated approximately 54,000 containers are handled annually in Winnipeg, according to Transport Canada (2007).

CentrePort Canada will work with governments, rail companies and rail industry leaders, as well as other private sector partners on a comprehensive plan to support the construction of a common-use rail facility at CentrePort Canada. Elements of the plan include securing stakeholder support for the facility; developing business modeling and confirming funding for the design; and identifying business opportunities that would support the expansion of rail services.

## Strategic Priority #3

### ***With a firm servicing date in place, begin targeted marketing to potential new tenants***

- ✓ Work with partners to attract new tenants.
- ✓ Focus marketing materials towards generating new business activity.

Targeted marketing that is tailored to specific investors will be an important part of CentrePort Canada's activities in 2011-12 as it works toward meeting its complementary five-year goals of attracting five new major tenants and generating 250 acres of incremental land development following the servicing of CentrePort lands. This effort will involve continuing to build strong relations with customers, real-estate brokers and investors; ensuring local, stakeholder, strategic partner and nominating-agency support; and staying active in national and international networks.

Working closely with partners such as Yes! Winnipeg, Economic Development Winnipeg, Manitoba Trade and Investment, ANIM (Agence nationale et internationale du Manitoba), and Western Economic Diversification will allow CentrePort Canada to reach new markets and customers, and take a coordinated approach to investment attraction. This approach will include activities such as developing joint promotional materials and assembling pitch teams that include expertise from the broader community.

CentrePort Canada will also continue to promote its “one-stop shop” for FTZ benefits and work with others to ensure CentrePort’s competitive edge is maintained and enhanced. This includes advocating for technology developments and specific municipal, provincial and federal legislative, regulatory and policy changes that enhance competitiveness, address impediments to trade and ensure the efficient and secure movement of goods across international borders. CentrePort Canada and its federal and provincial government partners will undertake a study to determine the best approaches for enhancing the efficiency and security of cross-border trade.

As part of the 2011-12 business plan, the corporation will develop and implement a marketing and communications strategy that will focus on activities that highlight the business case for new investment. The updated marketing strategy will build on the 2010-11 marketing plan by focusing in on the production of materials such as pitch documents, promotional pieces and website updates that are targeted to specific investors and promote the availability of serviced land.

CentrePort Canada will continue to meet its legislative and accountability requirements and participate in public and media activities that will positively reinforce the business case for new investment and continue to demonstrate good will and generate momentum for the corporation.

## The Budget

	2010/11 <sup>^</sup>	2011/12
<b><u>Revenue</u></b>		
Economic Partnership Agreement Funding	1,026.4	967.4
Deferred Revenue	293.6	312.1
Total Revenue	1,320.0	1,279.5
<b><u>Salaries and Benefits</u></b>		
Total Salaries, Benefits, Director Fees	737.7	737.6
<b><u>Operating</u></b>		
Total Operating	270.2	338.0
<b><u>Rail Development Project</u></b>		
Total Rail Development Project	n/a	100.0
<b>Total Expenditures</b>	1,007.9	1,175.6
<b>Excess Expenditures over Revenue</b>	(312.1)	(103.9)

<sup>^</sup>Projected as of December 31, 2010

\* Based on March 31 year end

## Factors That Could Limit Potential

**CENTREPORT CANADA** is not immune to global economic forces and the potential for these forces to negatively impact the rate of development at Manitoba's inland port. North America, particularly the United States, Canada's largest trading partner, has not yet fully recovered from the worldwide economic recession of 2009. The recession diminished economic activity across the globe, with both the private and public sector having fewer resources available for new investment and expansion.

In 2010, governments at all levels returned to running budget deficits and these deficits are expected to continue into 2011 and beyond. There remains a risk that governments will attempt to manage economic pressures by reducing capital expenditures on projects that improve transportation gateways and corridors, increase access to key markets, and address local and regional infrastructure needs.

As previously noted, a delay in extending water and wastewater servicing to CentrePort Canada lands would be a serious impediment to expected development. Continued capital investment in CentrePort Canada as well as in surrounding trade corridors is required for the inland port to take further steps towards reaching its full potential.

The continuing trend towards protectionist policies, most notably in the United States, is a threat to all businesses that rely on cross-border trade. CentrePort Canada will strongly advocate for policies that promote trade growth and the ease of transportation across international borders.

## Conclusion: A World of Opportunity

**INLAND PORTS** have grown in prominence and relevancy as globalization increases and businesses continually search for new ways to enter new and existing markets. In 2010, Canada showed stronger economic growth than in 2009 as trade volumes rebounded. Despite a higher Canadian dollar, export growth is expected to accelerate in 2011 due to the economic recovery in the United States and the strength of emerging markets in Asia.

The United States still represents the largest market for Canadian exports. However, Canadian exports to China have more than doubled from 2000 to 2010, according to the Royal Bank of Canada, which also projects a nine per cent increase in Canadian exports in 2011. Consumer demand from China and other Asia-Pacific markets are fuelling significant growth in container throughputs at both Port Metro Vancouver and Port of Prince Rupert.

CentrePort Canada, which is located on the eastern end of the Asia-Pacific Gateway, remains in a prime position to promote its strategic location, efficient access to multi-modal transportation, abundance of affordable land and space, and overall low business costs including access to Foreign Trade Zone (FTZ) benefits. In addition to Asia-Pacific trade, CentrePort Canada's location in the heart of North America puts it at the hub of trade corridors heading in all directions – north to Canada's Arctic, Europe, Russia, Asia and India; south to the U.S., Mexico and Latin America; east to the U.S., Europe, Middle East and India; and west to Asia and the Pacific Rim.

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# Appendix I

## CentrePort Canada Act

*The legislative mandate of the corporation is as follows:*

- (a) to facilitate the long-term development and operation of the inland port as follows:*
  - (i) by participating in the transportation, infrastructure and land use planning process,*
  - (ii) by coordinating land development and business investment in the inland port area to maximize economic development in keeping with the transportation, infrastructure and land use plan,*
  - (iii) by participating — in cooperation with governments and private sector trade corridor organizations — in identifying and implementing security measures to maximize the safe flow of goods in the inland port and to and from gateways, trade corridors and borders,*
  - (iv) by promoting inland port policies and operations that are environmentally sustainable,*
  - (v) by consulting with community stakeholders and inland port users about development and investment in the inland port area;*
- (b) to facilitate and encourage investment in the inland port as follows:*
  - (i) by acting as the primary point of contact for potential investors in the inland port area, in order to expedite their investment decisions,*
  - (ii) by attracting new investment and economic development in the inland port area,*
  - (iii) by collaborating with governments in the design of investment incentives;*
- (c) to promote the inland port as follows:*
  - (i) by marketing the inland port domestically and internationally,*
  - (ii) by participating in organizations formed to develop or promote inland ports, transportation gateways and trade corridors with links to the inland port area.*

<b>CentrePort Canada Board of Directors &amp; Nominating Entities</b>		
<b><u>Name</u></b>	<b><u>Office Held</u></b>	<b><u>Nominating Organization</u></b>
Kerry Hawkins (Corporate Director)	Chair	Business Council of Manitoba
Don Streuber (President & CEO, Bison Transport)	Vice Chair	Manitoba Trucking Association
Arthur Mauro (Corporate Director; Chair Emeritus WAA)	Director	City of Winnipeg
Ryan Craig (Principal, Craig Government Solutions)	Director	Government of Canada
Eugene Kostyra (Corporate Director)	Director	Province of Manitoba
Tom Payne Jr. (President, Payne Transportation)	Director	Rural Municipality of Rosser
Chris Lorenc (President, Manitoba Heavy Construction Association)	Director	Winnipeg Chamber of Commerce
Gord Peters (President & CEO, Cando Contracting Ltd.)	Director	Manitoba Chambers of Commerce
Barry Rempel (President & CEO, Winnipeg Airports Authority)	Director	Winnipeg Airports Authority
Bob Silver (President & Partner, Western Glove Works)	Director	Economic Development Winnipeg
Robert Ziegler (President, UFCW Local 832)	Director	Manitoba Federation of Labour
Maureen Prendiville (President & CEO, Prendiville Industries)	Director	CentrePort Board of Directors
Joan Hardy (Assistant VP-Transportation, Richardson International)	Director	CentrePort Board of Directors
David Fung (Chairman & CEO, ACDEG Group)	Director	CentrePort Board of Directors
David Barnard (President & Vice-Chancellor, University of Manitoba)	Director	CentrePort Board of Directors











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