File No. CI17-01-05956

THE QUEEN'S BENCH
WINNIPEG CENTRE

BETWEEN:

LADCO COMPANY LIMITED,

applicant,

- and -

THE CITY OF WINNIPEG

respondent.

AFFIDAVIT OF ALAN A. BORGER
SWORN February 27, 2018

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I, Alan A. Borger, of the City of Winnipeg, in the Province of Manitoba, Businessman,

MAKE OATH AND SAY THAT:

Background

1. I am the President of Ladco Company Limited ("Ladco"). Ladco is a privately-owned company that was founded in 1919. I oversee the operations of Ladco which include land and property development, property management, hospitality, heavy construction and building products. Ladco has approximately 600 employees including its Land Division which is very familiar with all aspects of land development including land assembly and the planning and development of master-planned communities.

2. Since the 1950's Ladco has been a pioneer in the land development business having developed a number of subdivisions including Birchwood Heights, Windsor Park, Southdale (the first in Winnipeg to feature man-made retention ponds or "lakes"), Fort Richmond, the St. Charles Golf Course lands, DeVos Road, St. Michael Road, Garden Grove, Richmond West, Richmond North, Royalwood

(the first in Winnipeg to feature naturalized retention ponds or "wetlands"), and South Pointe and Prairie Pointe in Waverley West. Ladco has also developed a number of commercial and residential properties.

3. I have a Bachelor of Commerce from Queen's University (1983), a Bachelor of Laws from the University of Manitoba (1986) and a Masters of Business Administration from the University of Virginia (1992). I practiced law at Thompson, Dorfman, Sweatman from 1986 to 1990 and I have been a member of the Law Society (Manitoba) since 1987. I have extensive experience in land and property development and urban affairs through my work with Ladco and my involvement over the past 25 years with a number of committees and boards including the Residential Tenancies Advisory Committee, the Forks North Portage Partnership, the New Home Warranty Program (Manitoba), the Fair Tax Committee, the Multi-Family Assessment Advisory Committee and the Canadian Regional Committee of the International Association of Holiday Inns. I also serve on the Board of Directors of the Bank of Canada.

4. I have personal knowledge and experience working within the "Regulatory Scheme" as that term is defined in paragraph 7 of this Affidavit governing and relating to the subdivision and rezoning of land and the planning and approval of real estate development in the City of Winnipeg. This includes personal knowledge of Ladco's developments in South Pointe and Prairie Pointe as well as the matters and issues discussed in the "Hemson Reports" as that term is defined in paragraph 54 of this Affidavit. As will be noted throughout my Affidavit I have referenced certain legislative provisions that form part of the Regulatory Scheme which are intended simply for ease of reference. In this regard I am advised by our legal counsel that these legislative provisions will be more fully included in a Book of Authorities that will be filed in support of Ladco's Application.

By-Law and Resolution

5. I am swearing this Affidavit in support of Ladco's Application to quash By-Law No. 127/2016 (the "By-law") and the related Resolution (the "Resolution") passed by Winnipeg's (the "City's") City Council ("Council") on October 26, 2016. The Preamble to the By-law claims that new developments have only partially paid for growth and that the costs of accommodating growth should be more fully paid by those who benefit. Ladco's concerns relate to the jurisdiction of Council:

a) to enact the By-law and pass the Resolution; and

b) to charge an impact fee, but only against certain types of development in certain areas of Winnipeg.

The By-law including Schedule A (the area maps) is attached as Exhibit "A" to this Affidavit. The Resolution is attached as Exhibit "B" to this Affidavit. Exhibit "B" includes the Resolution (at pages 1-3), Council's Motion (at pages 4-7), Executive Policy Committee's ("EPC's") Recommendation (at pages 7-11) and the City's Administrative Report (at pages 12-28).

6. The By-law and the Resolution impose an impact fee on persons applying for a building or development permit. Under the By-law, Council will determine impact fees for various categories of development including residential, office, commercial and retail, public and institutional and industrial. Certain exceptions may apply-for example, affordable housing may be exempt. The Resolution provides that effective May 1, 2017, an impact fee of $54.73 per square meter of new floor area will be charged, but only in respect of residential development in certain areas which are identified by the City as "New Communities" and as "Emerging Communities" as shown on the maps attached to the By-law. The Resolution also creates an Impact Fee Reserve Fund (the "Reserve Fund") to fund capital projects recommended by the City's Chief Financial Officer (the "CFO") and approved by Council.

Regulatory Scheme

7. As I understand it:

a) the City of Winnipeg Charter, S.M. 2002, c.39 (the "Charter");

b) OurWinnipeg By-law (No. 67/2010) ("OurWinnipeg") which is the City's "development plan" (OurWinnipeg was prepared by the City, approved by the Province and adopted by the City in accordance with section 224 of the Charter. It replaced the City's former development plan which was known as Plan Winnipeg 2020 ("Plan Winnipeg"));

c) the Complete Communities Direction Strategy By-law (No. 68/2010) ("Complete Communities") which is a secondary plan by-law passed pursuant to section 234(1) of the Charter that builds on OurWinnipeg;

d) the Downtown Winnipeg Zoning By-law (No. 100/2004) and the City of Winnipeg Zoning By-law (No. 200/2006);

e) the Subdivision Standards By-law (No.7500/99);

f) the Development Agreement Parameters which were adopted by City Council on July 17, 2002 (the "Parameters");

g) other secondary plan by-laws enacted and adopted by the City to regulate development within certain areas pursuant to section 234(1) of the Charter; and

h) the Development Procedures By-law (No. 160/2011);

constitute a regulatory scheme (collectively the "Regulatory Scheme") comprising legislation, by-laws, and policy whereby:

i) developers can propose and work with the City's Administration to plan developments;

j) the City can evaluate, plan, consider and approve developments; and

k) the City ensures the provision and funding of infrastructure and services on a fair and equitable basis.

8. In my experience, the Regulatory Scheme constitutes a well thought out, logical system that dovetails with the Charter and Winnipeg's development plan (currently OurWinnipeg and previously Plan Winnipeg) in that:

a) the Charter specifies what the City can and must do (for example, the Charter provides that Council must adopt a "development plan" and may adopt secondary plans pursuant to sections 224 and 234, respectively), and provides a framework for determining who pays for what on any application for a rezoning or subdivision (for example the Charter includes a mechanism in section 259(1)(f) whereby the City may-as a condition of its approval-require that a land owner must enter into a development agreement with the City to share the cost of infrastructure that benefits both the City at large and a proposed development);

b) OurWinnipeg and secondary plans (in particular Complete Communities) specify where various types of development can occur, and also what criteria and rules apply (and in particular they specify that developments should not be approved unless they are economically sustainable);

c) the Subdivision Standards By-law specifies rules and the Parameters provide guidelines for determining who pays for what infrastructure and services (and, in particular, with respect to infrastructure that benefits both the City and a specific development, how the costs will be shared between the City and the developer); and

d) the Development Procedures By-law outlines the procedures that must be followed in order to gain approval by the City for each type of development.

The Regulatory Scheme is probably best understood when it is applied to a particular development such as Waverley West as described in paragraphs 26 to 35 of this Affidavit.

9. Part 6 of the Charter deals with Planning and Development and provides the legislative framework for the Regulatory Scheme:

a) section 224 provides that:

"Council must, by by-law, adopt a development plan, in this Part referred to as "Plan Winnipeg", which must set out

(a) the city's long-term plans and policies respecting

i) its purposes,

ii) its physical, social, environmental and economic objectives, and

iii) sustainable land uses and development; and

(b) measures for implementing the plan..."

b) section 234(1) provides that:

"Council may by by-law adopt a secondary plan to provide such objectives and actions as council considers necessary or advisable to address, in a neighbourhood, district or area of the city, any matter within a sphere of authority of the city, including, without limitation, any matter

(a) dealt with in Plan Winnipeg; or..."

c) section 240(1) provides that:

"Where an application is made under subsection 275(1) (initiation of development proposals) for adoption of, or amendment to, a zoning by-law, the city may, as a condition of adopting the proposed zoning by-law, require the owner of real property affected by the application to enter into a development agreement with the city respecting the development and any adjacent real property owned or leased by the owner, and such agreements may provide for any of the following:...

(f) any condition described in subsection 259(1)."

d) section 255(1) provides that:

"Council must pass by-laws establishing standards, criteria or requirements respecting the subdivision of land in the city."

e) section 255(2) provides that:

"A by-law passed under subsection (1) must conform with Plan Winnipeg, secondary plans and zoning by-laws, and may establish standards, criteria or requirements respecting...

(b) the construction of streets;...

(f) transportation systems, including their operation in a manner that is efficient and convenient for citizens;

(g) the determination of whether land is suitable for subdivision;

(h) the provision of works, services and utilities;

(i) sites for schools, parks and recreation areas;...

(l) the conveyance or dedication of land for purposes of the city other than streets; and

(m) such other matters as council may consider advisable."

f) section 259(1) provides that:

"Council may, by by-law, provide that approval of proposed plans of subdivision be made subject to one or more of the following conditions:

(a) that at least 10% of the land be conveyed to the city for the purposes of the city other than streets, without consideration or for nominal consideration;

(b) that instead of setting the condition under clause (a), money be paid to the city for the purchase of land for purposes of the city other than streets;...

(d) that streets within the proposed subdivision be dedicated as council considers necessary;...

(f) that the owner of land within a proposed subdivision enter into one or more agreements with the city respecting such matters as council considers advisable or necessary, which agreements may include, without limiting the generality of the foregoing, requirements that

i) the owner pay to the city some or all of the cost of existing or future public works, including the cost of any related environmental, engineering or other studies or reports, which benefit or will benefit the proposed subdivision;
ii) the owner construct or pay for all or part of the capacity of the public works in excess of the capacity required for the proposed subdivision; and
iii) the city reimburse the owner for the cost, including interest at such rate as is agreed on, of the excess capacity referred to in sub-clause (ii) when money is recovered by the city from owners of other lands benefited by the excess capacity or at some earlier time."

10. Section 210(1) in Part 5 (Powers of the City) Division 5 (Corporate Powers – Public Services and Facilities) which is referred to in the Preamble to the By-law provides that:

"The city may, if authorized by council, establish

(a) the method of calculating the prices, rates, fees, deposits or other charges, which may vary according to the type of use or consumption, the quantity used or consumed, or the type of property in which use or consumption takes place, and
(b) fees, and the method of calculating and the terms of payment of fees, for
    i) applications,
    ii) filing appeals under this Act or a by-law,
    iii) permits, licenses, consents and approvals,
    iv) inspections,
    v) copies of by-laws and other city records including records of hearings, and
    vi) other matters in respect of the administration of this Act or the

administration of the affairs of the city."

11. In my experience with numerous subdivisions, as I understand it, the City has relied upon section 210(1)(b) to charge administration fees (currently $2,138 per gross acre) to recover its cost of preparing and administering development agreements between the City and developers, and to recover professional fees associated with land development. However, this section was never cited or used by the City as an authority to recover infrastructure costs which are recovered pursuant to section 259(1)(f) in Part 6 of the Charter (which provides that the City may, as a condition of any subdivision approval, require that a land owner must enter into a development agreement with respect to specific infrastructure that will benefit both the City at large and a proposed subdivision).

12. In addition to the City's authority to charge fees under Part 5 of the Charter, and in addition to the City's authority to require that a developer must enter into a development agreement to share the cost of specific infrastructure that benefits a subdivision and the City at large under section 259(1) in Part 6 of the Charter, the City can also raise revenue pursuant to the following legislative provisions:

a) Part 8 of the Charter which allows the City to:
   i) charge business and property taxes;
   ii) finance local and district improvements; and
   iii) charge frontage levies and fees for utilities

   as set out in sections 334, 412, 432 and 442, respectively; and

b) The Municipal Taxation and Funding Act (C.C.S.M. c.M265) which provides:
   i) in section 3, that "council of a municipality or in the case of a local government district, the resident administrator thereof, may pass by-laws imposing such forms of taxes as it deems advisable within the municipality and without restricting the generality of the foregoing, it may impose a tax on persons in the municipality who purchase or consume motel and hotel accommodation, or meals at a restaurant or dining room, or liquor, or on the transfer of land."; and
   ii) in section 4(2), that any by-law imposing a tax under section 3 has no force until it is approved by the Lieutenant Governor in Council.

However, the By-law was not approved by the Lieutenant Governor in Council.

13. Pursuant to section 224 of the Charter, Plan Winnipeg was prepared by the City, approved by the Province and adopted by the City on December 10, 2001 as Winnipeg's "development plan". Plan Winnipeg was ultimately replaced by OurWinnipeg on July 20, 2011. It is important to make reference to both "development plans" in this Affidavit because Plan Winnipeg was in force and applied when Ladco was planning and when the City was considering and ultimately approving Ladco's South Pointe subdivision in Waverley West, but OurWinnipeg was in force and applied when Ladco was planning and when the City was considering and ultimately approving Ladco's Prairie Pointe subdivision in Waverley West (as described in paragraphs 26 to 35 of this Affidavit). In this regard, Section 3A-02 of Plan Winnipeg provided that:

> "The City shall promote compact urban form in support of sustainability by:
>
> i) approving new residential, commercial, and industrial subdivisions only where there is a reasonable relationship between the supply of land and the projected demand and when a full range of municipal infrastructure can be provided in an environmentally-sound, economical, and timely manner;
>
> ii) evaluating residential, commercial, and industrial development proposals using benefit-cost analysis to measure long-term revenues, expenditures, and impacts on existing developments within a life-cycle costing framework;
>
> iii) meeting transportation demand in ways which reduce reliance on the automobile, improve integration of transportation modes, and improve the effectiveness of the existing transportation system;
>
> iv) encouraging infilling of vacant lands and revitalization of existing neighbourhoods to maximize the use of existing infrastructure; and
>
> v) supporting new development which is adjacent to, and compatible with, existing development and which is designed to minimize the spatial use of land."

14. Pursuant to section 224 of the Charter, OurWinnipeg was prepared by the City, approved by the Province and adopted by the City on July 20, 2011 as Winnipeg's "development plan" to guide and accommodate growth. OurWinnipeg (attached as Exhibit "X" to this Affidavit). OurWinnipeg creates various categories of development based upon the age of the community, location and land use of the

area including Downtown, New Communities, Mature Communities, Recent Communities, Major Redevelopment Sites and Rural and Agricultural. A key objective of OurWinnipeg is to create and maintain a sufficient supply of developable land to ensure a competitive market.

15. OurWinnipeg at Section 01-1a "OurWinnipeg's Approach to City Building" provides:

"Direction 1: Develop and Apply Direction Strategies.

Enabling Strategies:

– Adopt Complete Communities as the City's land use and development guide" (page 27)...

"Direction 3: Promote Compact Urban Form and Manage the Extension of Municipal Services for New Growth.

Enabling Strategies:

– Define 'full range of municipal services' as piped water, piped wastewater, piped land drainage, and an urban standard roadway.
– Enable intensification of land-uses through the development application process only when a full range of municipal services is provided.
– Promote the extension of municipal services such as piped water, piped waste water, piped drainage and urban standard roadway, only in an environmentally-sound, economically and timely manner...
– Support the preparation of detailed planning studies for New Communities through the local area planning process, where warranted, to ensure the coordination of municipal infrastructure with proposed land-uses; and the future development of adjacent lands with a full range of municipal services...
– Support new developments that are contiguous with existing developments to minimize the spatial use of land and the extension of services." (page 30).

16. OurWinnipeg at Section 04-2 "Responsibility for Implementation" provides:

"City Council is responsible for approving OurWinnipeg, for any subsidiary plans, policies, programs and actions to implement the plan, and for any possible future amendments to the plan. City Council has the authority to approve activities that will implement OurWinnipeg and to approve associated budgets..."

Section 235 of the City of Winnipeg Charter provides that the passing of a development plan by-law "does not require council, any person, or any department or agency of the government, to undertake a proposal contained in the by-law, but public works, undertakings and development in the city must be consistent with... the development plan". (page 91)

The Province of Manitoba must approve OurWinnipeg before it can be adopted by Council.

17. Pursuant to section 234 of the Charter, the City enacted Complete Communities (attached as Exhibit "Y" to this Affidavit) as a secondary plan. Complete Communities is one of the four Direction Strategies supporting OurWinnipeg (the other three are "A Sustainable Winnipeg", "Sustainable Water & Waste" and "Sustainable Transportation"). Complete Communities provides that:

a) "Growth is to be focused on areas that will respond best to city building objectives-including social, economic and environmental sustainability. A criteria-based approach, which may include a variety of tools, will be utilized." (page 3);

b) "New Communities will continue to play an important role in accommodating the city's projected population growth. These New Communities will be planned as complete from the outset and will continue to achieve a high standard of sustainability in planning, design, construction and management." (page 70);

c) "Direction 1 – New Communities will be developed in a sustainable manner.

New Communities should contribute to the City's balance of residential, commercial, industrial, natural and recreational land uses to ensure economic, social and environmental sustainability.

- Only approve new development when a full range of municipal services, as defined in OurWinnipeg, can be provided in an environmentally-sound, economical and timely manner.
- Only approve new development when there is a reasonable relationship between the supply of land and the projected demand.
- Support new development that is adjacent to, and compatible with, existing development and which is designed to minimize the spatial use of land.

Direction 2 – New Communities will be established through a planning process.

The development of New Communities will be supported by a planning process and organized within planning precinct... However, the final scope of planning will be determined on a case by case basis, generally including at the minimum: ...

- Assessment of infrastructure conditions and capacities...
- Development phasing, staging and public investment...
- Cost/benefit analysis" (page 74); and

d) "Capital Budget/Infrastructure Alignment.

When anticipated growth is likely, capital forecasts can be aligned to, better budgeting for growth-related infrastructure requirements. These timely investments that are consistent with specific plan objectives can act as an incentive for private investors; establishing these priority areas for growth sends positive signals and greater certainty about the value of investment decisions over the long-term"(page 138).

18. Pursuant to section 255 (1) of the Charter, Council enacted the Subdivision Standards By-law, a copy of which is attached as Exhibit "C" to this Affidavit. The Subdivision Standards By-law provides as follows:

a) section 2(a) – the developer constructs or installs all infrastructure required by the Parameters;

b) section 3 – the developer may be required to oversize services for other land or developments with reimbursement as contemplated by section 5;

c) section 4 – the developer pays for pre-existing infrastructure at the City's then current, approved rates;

d) section 6 – the developer pays an area charge for any infrastructure required by more than one development;

e) section 8(a)(i) – the developer provides the land required for street rights-of-way for the proposed subdivision (pursuant to this section the developer dedicates without compensation all of the roads within the subdivision);

f) section 8(a)(iii) – the developer provides the land required for contiguous regional streets (pursuant to this section the developer dedicates without compensation the land required for arterial streets and expressways);

g) section 11 – the developer provides easements for utilities;

h) section 12 – the developer maintains and provides the City with a warranty with respect to the subdivision infrastructure;

i) section 14 – the developer provides the City with security;

j) section 15 – the developer pays for all of the City's professional costs (pursuant to this section the developer pays all of the City's legal and engineering costs);

k) section 16 – the developer pays an administrative fee to defray the City's costs of preparing and administering the development agreement between the City and the developer with respect to the subdivision (based on this section developers currently pay $2,138 per gross acre);

l) section 18 – the developer either dedicates land or pays cash in lieu for the development of parks (practically speaking the City often "trades" 2% of the 10% land dedication for cash or services for park development);

m) section 19 – the developer provides the school division with an option to purchase land (pursuant to this section, the developer makes available school sites on a subsidized basis); and

n) section 21 – the City establishes guidelines (i.e. the "Parameters") for the City's Administration, developers and Council. The section provides that the guidelines will be reviewed by the City Administration in consultation with the development industry from time to time (the last revisions were approved by Council in 2002).

19. Pursuant to section 21 of the Subdivision Standards By-law, the City's Administration consults with the development industry and Council approves the Parameters. The current version of the Parameters was approved by Council on July 17, 2002 and a copy is attached as Exhibit "D" to this Affidavit. The Parameters express the general policy of the City. They are guidelines that assist the City's Administration to formulate and settle the conditions that will be imposed on a developer with respect to a proposed subdivision (in its simplest form, the Parameters prescribe what must be done, and who pays for what). Ultimately the various conditions are considered by Council and-if accepted and approved-incorporated into a development agreement between the City and the developer. The Parameters state that "Each development is governed by its respective Development Agreement, not by these guidelines although experience indicates that the Parameters will be followed with few exceptions" (page 4).

20. The purpose of the Parameters is "...to ensure that all parties pay their equitable share of

the costs of development, that development agreement obligations are consistent for all developments and that development occurs in accordance with current City of Winnipeg construction specifications" (page 4). The basic principles underlying the Parameters are that:

a) the developer is responsible for the onsite infrastructure; and

b) the developer and the City share the cost of the offsite and regional infrastructure that serves the development and the City at large.

21. The Parameters state that the developer will construct, pay for or provide all of the onsite infrastructure including:

a) land dedication without compensation for parks, streets and land drainage;

b) all transportation infrastructure including all streets, intersections, street lighting, signage, signals, lanes, paths and sidewalks;

c) all sewer and water services including all wastewater sewers, storm sewers, stormwater retention ponds, watermains and lot service connections;

d) all shallow utilities including hydro, natural gas, telephone and cable services;

e) all landscaping including boulevard sodding and planting (i.e. trees) and park development;

f) maintenance and warranties for the infrastructure;

g) the City's professional fees including legal and engineering fees; and

h) administration fees which are currently $2,138 per gross acre to cover the City's cost of negotiating and administering development agreements.

22. The Parameters also state that the developer will construct, pay for or provide the following offsite or regional infrastructure including:

a) land required for street rights-of-way necessary to serve the development (i.e. including expressways and arterial streets);

b) intersections including turning lanes, traffic signals and signage for any arterial street and expressway necessary to serve the development;

c) 50% of the cost of any arterial streets (the developer pays for this infrastructure whether it already exists or must be constructed);

d) wastewater sewers serving the development including services in adjacent lands for the conveyance from the development to the existing wastewater collection system;

e) wastewater sewers constructed or to be constructed by the City or others on lands outside the developer's development if the waste water sewers directly benefit the developer's development;

f) regional land drainage either by installing the regional land drainage trunk facilities onsite or in adjacent lands or by paying "Trunk Sewer Rates" for existing services;

g) water services constructed or to be constructed by the City or others on lands outside the developer's development which water services directly benefit the developer's development; and

h) water services that will serve the development including services in adjacent lands that will be connected to the existing water distribution system.

23. Accordingly, pursuant to the Charter, the Subdivision Standards By-law and the Parameters, the City and the developer share responsibility for regional and offsite infrastructure which benefits the City at large. In this regard the City is responsible for:

a) 100% of the cost of constructing any expressways such as Kenaston Boulevard (which was extended through Waverley West), Chief Peguis Trail and certain parts of Bishop Grandin Boulevard;

b) 50% of the cost of constructing any arterial streets such as Bison Drive and Waverley Street;

c) regional sewer and water including regional land drainage, waste-water interceptor sewers and domestic water feedermains; and

d) the infrastructure required for regional safety and recreation services including any recreation centers, libraries and police, fire and paramedic stations.

24. The City's obligations as described in paragraph 23 of this Affidavit for regional and offsite infrastructure are off-set and mitigated by the following:

a) the senior levels of government often contribute towards the construction of any expressways. For example the Federal Government contributed $18.2 million and the Province contributed $15 million for the construction of the Kenaston Boulevard expressway through the area commonly known as Waverley West;

b) the developer dedicates all of the land without compensation for any expressways and any arterial streets;

c) the developer constructs and pays (100%) for the intersections including turning lanes, traffic signals and signage for any expressways;

d) the developer is responsible for 50% of the cost of any arterial streets such as Bison Drive and Waverley Street in Waverley West (the developer pays for this infrastructure whether it already exists or must be constructed);

e) the developer often "front ends" the City's 50% share of paving any arterial streets and pays for/provides 100% of the related intersections;

f) the developer contributes to regional land drainage by either oversizing the "local" infrastructure or paying "Trunk Sewer Rates";

g) the regional wastewater sewer and domestic water infrastructure and services are operated and funded as part of two self-funded City utilities (in other words, the infrastructure is paid by the residents and businesses when they pay their sewer and water bills); and

h) prior to the City's approval of large scale development, all of the City's costs and revenues are estimated, tabulated and incorporated into cost benefit studies to assess and confirm economic sustainability as required and contemplated by Plan Winnipeg, OurWinnipeg, and Complete Communities as described above in paragraphs 13 to 17 of this Affidavit.

25. With respect to its South Pointe and Prairie Pointe developments in Waverley West, Ladco has made significant contributions for offsite and regional infrastructure. While these contributions are dealt with in more detail in paragraph 34 of this Affidavit, it is worth noting that pursuant to the Regulatory Scheme and in accordance with the development agreements for South Pointe and Prairie Pointe in Waverley West, Ladco dedicated and transferred approximately 88 acres of land to the City for the construction of regional roads. Specifically, as described in paragraphs 18(f), 22(a) and 24(b) above, Ladco dedicated 48 acres for the extension of Kenaston Boulevard (which was designated as an

"expressway" and which is considered "strategic" municipal infrastructure) and 40 acres to reconfigure and extend Waverley Street (which is classified as an "arterial" roadway) through the subdivision. This dedication was made without compensation and in addition to the statutory 10% (which is often used for parks) and the other land taken for local and collector streets and for land drainage. On the same basis, the Manitoba Housing and Renewal Corporation (the "MHRC") also dedicated and transferred 108 acres to the City for Kenaston Boulevard and for Bison Drive (also an "arterial" roadway), over and above the 10% statutory dedication and the land taken for local and collector streets and for land drainage. In this regard, it is worth noting that with respect to provincial infrastructure-such as the inter-change at Kenaston Boulevard and the Perimeter Highway-the Province must either expropriate or purchase the land it requires. In other words, the Province can not simply take these lands without compensation (and with respect to the land for the inter-change, Ladco and the Province ultimately reached an agreement and the Province paid $100,000 per acre for the land).

Waverley West

26. Ladco's planning of its developments in the area commonly known as Waverley West began under Plan Winnipeg. Waverley West is comprised of approximately 3,100 acres in south-west Winnipeg bounded by Bishop Grandin (to the north), the Perimeter Highway (to the south), Waverley Street (to the east) and Brady Road (to the west) as shown on the map attached as Exhibit "E" to this Affidavit (Waverley West is outlined in green, Ladco's South Pointe is outlined in blue and Ladco's Prairie Pointe is outlined in red). Prior to development, the two largest landowners in Waverley West were the MHRC (approximately 1,600 acres) and Ladco (approximately 1,200 acres). In addition there were a number of smaller landowners concentrated in the area immediately north of South Pointe that was subsequently designated as the "Special Planning Area" in the "Waverley West Area Structure Plan" which is described in paragraph 28 of this Affidavit.

27. The first step in the planning and approval process was for the MHRC and Ladco to request an amendment to Plan Winnipeg changing the designation for Waverley West from an "Agricultural" to a "Neighbourhood" Policy Area. To summarize, the planning and approval process included the following:

a) the MHRC and Ladco requested an amendment to Plan Winnipeg;

b) the City applied for the proposed amendment to Plan Winnipeg (the "proposed amendment");

c) a number of studies were commissioned and paid for by the MHRC and Ladco and completed with input from the City including the following:

i) Housing and Population Report (ND LEA, September 2003, updated January 2004);

ii) Demographic and Housing Market Analysis-Supplemental Report (ND LEA, January 2004);

iii) Financial Cost-Benefit Analysis (ND LEA, December 2004) which is described in paragraphs 37 to 44 of this Affidavit;

iv) Capital Region Residential Lot Potential and Existing Lot Supply (ND LEA, September 2004);

v) Transportation Review (ND LEA, December 2003) which is described in paragraph 36 of this Affidavit;

vi) Technical Transportation Report (ND LEA, October 2005);

vii) Kenaston Boulevard Alignment Options Study (Stantec, February 2004); and

viii) Alternative Wastewater Servicing Study (Wardrop, 2005).

Most of these reports were ultimately posted on the City's website in connection with the planning and approval of Waverley West.

d) a second cost benefit report entitled "City of Winnipeg Financial Impact Analysis" (City of Winnipeg, December 2004) was prepared by the City and is described in paragraphs 45 to 47 of this Affidavit;

e) the MHRC and Ladco conducted extensive consultations with the City and other stakeholders;

f) the City Administration prepared a report dated December 7, 2004 recommending the proposed amendment;

g) after a two-day public hearing held on January 4 and January 5, 2005, EPC recommended the proposed amendment;

h) the Minister of Intergovernmental Affairs approved the proposed amendment; and

i) Council approved the proposed amendment which designated Waverley West as a "Neighbourhood" Policy Area under Plan Winnipeg on April 27, 2005.

28. Extensive planning, engineering and community-wide consultations continued over the next year and led to the adoption of a regional secondary plan entitled the "Waverley West Area Structure Plan" which was approved by Council as By-law No. 10/2006 on July 26, 2006, a copy which is attached as Exhibit "F" to this Affidavit. This document guides the development of all of Waverley

West and divides the area into seven distinct Neighbourhoods or planning areas, including two that would ultimately become Ladco's communities which are now known as South Pointe and Prairie Pointe, four Neighbourhoods that would be developed by the MHRC as "Bridgwater", and the "Special Planning Area" where the ownership was fragmented and it was anticipated that development would be delayed. As described in Exhibit "F" to this Affidavit, the general intent of the Waverley West Area Structure Plan was to ensure proper coordination of local and regional services and provision of a full range of municipal infrastructure (page 4). As described in more detail below, the Waverley West Area Structure Plan also contemplates and provides for the schools, recreation facilities, emergency services, regional roads, transit and other infrastructure relating to domestic water, wastewater and land drainage that will be required and that will provide services to Waverley West. The Area Structure Plan contains a "Financial Cost Share Model-Framework" (page 42) which is attached as Exhibit "G" to this Affidavit and which summarizes the financing of all infrastructure and services, in accordance with the Regulatory Scheme, with the cost to be shared between the developers, ratepayers and the City.

29. In accordance with the Waverley West Area Structure Plan, the planning and approval process for Waverley West also included more detailed Neighbourhood Area Structure Plans which would be settled for each of the seven Neighbourhoods after another layer of additional planning, engineering and consultation. The Southeast Neighbourhood Area Structure Plan (for South Pointe) was adopted by Council as By-law No. 140/2007 on November 21, 2007 under Plan Winnipeg. This approval was then followed by the subdivision and rezoning of South Pointe, which was approved as By-law No. 82/2008 on April 23, 2008. Servicing of the first stage of South Pointe started in 2008. The final stage of South Pointe was serviced in 2013 and land sales and home building continues today.

30. The Southwest Neighbourhood Area Structure Plan (for Prairie Pointe) was adopted by Council as By-law No. 4/2013 on June 26, 2013 under OurWinnipeg. The subdivision and rezoning by-law was also approved on June 26, 2013 as By-law No.68/2013. Attached as Exhibit "H" to this Affidavit is a copy of the Council Minutes of May 29, 2013 (the "Minutes"), which show that Council considered various reports and the recommendations of the City's Administration including the proposed conditions for development which were captured in the subsequent development and zoning

agreements with Ladco. Servicing of the first stage of Prairie Pointe started in 2015 and land sales and home construction will continue for approximately 15 years.

31. The development area for Prairie Pointe is shown on page 24 of the Minutes. Prairie Pointe is described on page 26 and classified on page 27 as an "Area of Stability-Recent Communities" policy area as described in Complete Communities. On page 34, the Urban Planning Division recommended approval and indicated that the development is consistent with Complete Communities, the Waverley West Area Structure Plan and the Southwest Neighbourhood Area Structure Plan. On page 36 of the Minutes, the Administrative Coordinating Group Report (the "ACG Report") which:

a) describes the conditions for the approval which are to be incorporated into the development agreement for Prairie Pointe; and

b) identifies the onsite and offsite development obligations which were incorporated into the development agreement between the City and Ladco for Prairie Pointe.

Although it was planned, considered and approved under Plan Winnipeg (i.e. the development plan that preceded OurWinnipeg) the previous South Pointe development followed the same process described above for Prairie Pointe which also culminated in a development agreement for the South Pointe neighbourhood.

32. Pursuant to the Charter, Plan Winnipeg (with respect to South Pointe), OurWinnipeg and Complete Communities (with respect to Prairie Pointe), the Subdivision Standards By-Law and the Parameters, Ladco entered into two development agreements with the City (for South Pointe on November 21, 2007, and for Prairie Pointe on June 26, 2013). The two development agreements are very similar and by way of example a copy of the development agreement for Prairie Pointe is attached as Exhibit "I" to this Affidavit. The two development agreements specify what Ladco must provide or pay for and, in this regard, are completely consistent with paragraphs 18 to 24 of this Affidavit where I summarize the City's and a developer's obligations for onsite and offsite infrastructure.

33. In terms of the onsite infrastructure, the development agreements for South Pointe and Prairie Pointe specify that Ladco will:

a) dedicate the land for public reserves (8% of the development area), the street right-of-ways and stormwater retention ponds;

b) provide all streets including collector and residential streets including all pavements, intersections, street lights, sidewalks, signage and boulevards;

c) provide all sewer and water infrastructure including all watermains and wastewater sewers;

d) provide for land drainage including transmission and storage (often including stormwater retention ponds or "lakes");

e) provide for shallow utilities including hydro, gas, telephone and cable;

f) develop the public reserves or parks;

g) pay for all of the City's costs including professional fees (mostly engineering, but also legal services) and Administration Fees; and

h) provide warranties and post security (letters of credit) for the infrastructure.

34. In terms of the offsite and regional infrastructure, the development agreements also require that Ladco will:

a) dedicate without compensation approximately 88 acres of land for the road right-of-ways for Kenaston Boulevard (enough land for this 6 lane expressway) and for Waverley Street (enough land for this 4 lane arterial roadway) through South Pointe and Prairie Pointe;

b) pay (100%) for the intersection of Kenaston Boulevard and Waverley Street complete with all turning lanes, traffic signals and signs;

c) pay 50% of the cost of constructing Waverley Street (an "arterial" roadway) through South Pointe and Prairie Pointe;

d) pay (100%) for the intersections along Waverley Street including the turning lanes, traffic signals and signage;

e) pay (100%) for the street lights, signage and landscaping for Waverley Street through South Pointe and Prairie Pointe;

f) pay for one lane of Brady Road and pay (100%) for the future intersection with Waverley Street; and

g) provide for (100%) of the cost of regional land drainage for South Pointe and Prairie Pointe.

35. As a result of the planning and approval process:

a) South Pointe is an approximately 480 acre mixed use master planned community which was originally classified as a "Neighbourhood Policy Area" under Plan Winnipeg, but is now designated as a "Recent Community" under OurWinnipeg. Once completed, South Pointe will consist of approximately 1,400 single-family homes, 28 acres of multi-family housing, 47 acres of commercial development (some of this land might ultimately be rezoned for multi-family or seniors' oriented housing) and 35 acres of parks. South Pointe is nearing construction build out. As at May 1, 2017, Ladco had a remaining inventory of approximately 60 single-family lots and 47 acres of commercial land; and

b) Prairie Pointe is in the early stages of development and is an approximately 636 acre mixed use master planned community which is designated as a "Recent Community" under OurWinnipeg. Once completed, Prairie Pointe will consist of approximately 2,200 single-family homes, 74 acres of multi-family housing, 50 acres of commercial development (again some of this land might ultimately be rezoned for multi-family or seniors' oriented housing) and 56 acres of parks. As at May 1, 2017, approximately 200 single-family lots had been sold to a number of home builders, but the bulk of the land is yet to be developed and is still owned by Ladco.

South Pointe and Prairie Pointe were originally planned for build out over a 25 year time frame.

Cost Benefit Studies

36. In 2003, as part of the planning and approval process, Ladco and the MHRC retained ND Lea, an independent consulting firm, to prepare a transportation review for the City for the proposed re-designation of the land under Plan Winnipeg and ultimately for the subdivision, rezoning and development of Waverley West. Attached as Exhibit "J" to this Affidavit is ND Lea's report submitted in December of 2003 including the cover page, table of contents and the summary of findings which appear at pages 41-45. The report identifies the infrastructure required for the regional street network including, for example, lane additions for Kenaston Boulevard, Waverley Street and Bishop Grandin Boulevard. The report considers the role of public transit and how other infrastructure and other areas may be affected by the development of Waverley West. Estimates were prepared for future traffic volumes and related costs both for the infrastructure and for transit.

37. In accordance with the Regulatory Scheme and as part of the planning and approval process, in 2004 Ladco and the MHRC also retained ND Lea to prepare the "Waverley West Plan Winnipeg

Amendment City of Winnipeg Financial Cost-Benefit Analysis" (the "Cost Benefit Report") a copy of which is attached as Exhibit "K" to this Affidavit. The Cost Benefit Report was prepared pursuant to section 3A-02 of Plan Winnipeg which provides that:

"The City shall promote compact urban form in support of sustainability by:....:

ii. evaluating residential, commercial, and industrial development proposals using benefit-cost analysis to measure long-term revenues, expenditures, and impacts on existing developments with a life-cycle costing framework...".

At the time the selection of the consultant was important to all of the stakeholders including the City and the Province (Waverley West attracted a great deal of attention because of the size of the proposed development and because the MHRC, and hence the Province, would be one of the developers). ND Lea was selected because Ladco and the MHRC were able to secure the services of Mr. Paul McNeil, a senior planning consultant known for his experience, expertise and integrity.

38. The Cost Benefit Report is a detailed analysis and projection of the City's revenues and its costs (in other words, a projection of the City's "cashflow") from Waverley West over an 80 year horizon including a detailed analysis of:

a) the revenues that the City would receive as a result of the development of Waverley West including property and business taxes; and

b) the capital and operating costs that the City would incur as a result of the development of Waverley West including the City's share of the regional and offsite infrastructure (net of developers contributions), the costs to repair and replace onsite and offsite infrastructure, and the City's ongoing costs for fire, police and community services, administration, transportation (including transit) and repairs and maintenance (in other words, a comprehensive projection of what the City would ultimately spend in respect of Waverley West over the long term).

39. For greater certainty the Cost Benefit Report included a thorough consideration of the City's offsite costs for regional and arterial streets, regional water and wastewater, and community and emergency services (page 12) including a detailed analysis of the costs the City would incur for offsite transportation, for fire, police and community services, and to repair and replace the onsite and offsite infrastructure.

40. The Cost Benefit Report did not include the costs associated with:

a) the initial onsite infrastructure including local streets, sewer and water, land drainage, utilities and parks because this infrastructure is provided and paid for by the developer in accordance with the Regulatory Scheme;

b) the developer's share of regional offsite infrastructure because the developer covers these costs in accordance with the Regulatory Scheme and the various development agreements;

c) the regional sewer and water system which was treated as being cost neutral because the City operates the two self-funded City-owned utilities that collect fees based on consumption which are used to cover the utilities' operating and capital costs (and to provide the City with an annual "dividend");

d) the regional land drainage system because-in the case of Waverley West-it is self-contained and provided and paid for by the developers;

e) half (50%) of the cost of constructing the extension of Kenaston Boulevard from Bishop Grandin to the Perimeter Highway (but excluding the intersections which the developers paid for) which was a "conservative" assumption in light of the significance of this infrastructure and the fact that under the Parameters the City is responsible for 100% of this infrastructure (excluding any intersections which the developers pay for);

f) schools because they are not within the City's jurisdiction. In other words, the Province and the Pembina Trails School Division are responsible for the local schools and have their own revenues and their own capital and operating costs; and

g) frontage fees or levies which were previously used to subsidize the sewer and water system, but which now provide the City with an additional source of revenue as discussed below in paragraph 50 of this Affidavit.

41. With respect to the assumption that half (50%) of the cost of extending Kenaston Boulevard from Bishop Grandin to the Perimeter Highway should be attributed to the development of Waverley West for the purposes of the Cost Benefit Report, it should be noted that:

a) the City designated Kenaston Boulevard as an "expressway" and as a result:

- access is highly restricted, and
- the City took enough land for 6 lanes (Kenaston Boulevard currently includes 4 lanes, but will ultimately comprise 6 lanes through Waverley West [the Cost Benefit Report assumes

the 5^{th} and 6^{th} lanes will be added in 2036]);

b) this stretch of Kenaston Boulevard was identified in the Transportation Master Plan 2011 as a part of the City's Strategic Road Network and the Strategic Goods Movement Network and will ultimately connect with Highway 75 via the St. Norbert By-Pass. In short, this infrastructure is strategically important and benefits the City and Province at large;

c) the Provincial and Federal Governments ultimately contributed $15 million and $18.2 million, respectively, for the extension of this infrastructure;

d) the MHRC and Ladco dedicated 124 acres without compensation for the Kenaston Boulevard right-of-way which will eventually comprise 6 lanes) and were also responsible for the intersections and other improvements as described in paragraphs 18(f), 22(a), 22(b), 24(b), 24(c), 34(a) and 34(b) of this Affidavit; and

e) as I describe below in paragraphs 51 and 52 of this Affidavit, even if all of the City's costs associated with the extension of Kenaston Boulevard from Bishop Grandin to the Perimeter Highway (including the overpass at Bishop Grandin) were included, Waverley West is still economically "sustainable" and in fact the result is still very positive for the City.

42. The Cost Benefit Report indicates that by full build out in 23 years, Waverley West will have contributed net revenue to the City of $195 million or will produce a net present value ("NPV") of $108 million in 2003 dollars. In this regard:

a) "net revenue" means the sum of the City's revenues minus the capital and operating costs-all in 2003 dollars; and

b) the NPV calculation brings all of the City's revenues and its costs over the relevant period (here 23 years) "back to the present" (i.e. back to 2003 in uninflated 2003 dollars) using a real discount rate equal to the City's long term borrowing rate less expected inflation.

43. Over the longer term, taking an 80 year perspective, which allows for "life cycle" costing (i.e. the renewal of the municipal infrastructure which was consistent with Section 3A-02 of Plan Winnipeg as described in paragraph 13(ii) of this Affidavit), the Cost Benefit Report concludes that Waverley West will contribute $799 million of net revenue which equates to an NPV of $213 million in 2003 dollars which constitutes a significant net civic benefit.

44. The Cost Benefit Report confirmed that Waverley West (including Ladco's South Pointe and

Prairie Pointe) would be economically sustainable, that the proposed development met the tests set out in Plan Winnipeg, and that-far from being a "drain" on City finances-the proposed development will provide a substantial net civic benefit that subsidizes the City at large. The Cost Benefit Report identifies two explanations for this result:

a) the average new home in Waverley West would contribute substantially more to civic coffers than the average home in Winnipeg ($2,400 v. $1,200 per single-family home in Winnipeg back in 2003); and

b) it costs the City substantially less to provide services to new developments than to older neighbourhoods.

I would add a third important factor: the economic sustainability and strong cashflows and large, positive NPV's are the inevitable result of the application of the Regulatory Scheme to suburban development in Winnipeg.

45. After ND Lea issued its Cost Benefit Report, the City Administration prepared its own cost benefit analysis entitled the "Waverley West Proposed Plan Winnipeg Amendment City of Winnipeg Financial Impact Analysis" dated December 10, 2004, a copy of which is attached as Exhibit "L" to this Affidavit (the "City's Cost Benefit Report"). This report:

a) basically followed the methodology settled by the City and ND Lea for the Cost Benefit Report;

b) included the cost of extending or developing offsite infrastructure related to Waverley West in accordance with the Regulatory Scheme (including, inter alia, the extension of Kenaston Boulevard, Waverley Street and Bison Drive and the construction of community facilities and services);

c) confirmed that all onsite infrastructure costs and services are the responsibility of the developer; and

d) concluded that the development of Waverley West would deliver net revenue to the City of $117 million or a NPV of $71 million over the 80 year horizon.

While the City's Cost Benefit Report suggests far less net revenue and a smaller NPV than ND Lea's Cost Benefit Report, at the time the Director of the City's Property Planning and Development Department told me that "it doesn't matter how much net revenue the study shows or how large the NPV is-as long as the NPV is positive, the development is sustainable and the City should proceed".

46. It is worth noting that the City's Cost Benefit Report contains two questionable assumptions that dramatically reduce the net civic benefit (both in terms of the amount of net revenue in cumulative 2003 dollars and on a NPV basis). First, the City's study assumes that property taxes would not keep pace with inflation. Put differently, the City assumed that the new homes and other real estate would increase in value, but would not increase as fast as inflation and, as a result, the economic significance of the property and business taxes would fall over time.

47. Second, the City's Cost Benefit Report also assumes that 100% of the cost of extending Kenaston Boulevard from Bishop Grandin Boulevard to the Perimeter should be attributed to Waverley West which is a very "conservative" or "pessimistic" assumption given the overall importance of this infrastructure to both the City at large and Province as described in paragraph 41 of this Affidavit and in light of the Parameters which provide that the City is responsible for 100% of this infrastructure. In short, Kenaston Boulevard is considered part of the City's Strategic Road Network and the Strategic Goods Movement Network-it was not built simply to facilitate the development of Waverley West.

48. In 2013, Ladco retained the MMM Group Limited (successor to ND Lea) to update the Cost Benefit Report based on the progress made to date and the actual costs incurred during the initial stages of development (the first nine years). The report entitled the "2013 Waverley West Cost Benefit Analysis Update" dated December 2013 (the "Cost Benefit Update") a copy of which is attached as Exhibit "M" to this Affidavit concluded that Waverley West would produce:

a) cumulative (net) revenue for the City of $10.6 million by the end of 2013 which would grow to $248.2 million by full build out in 25 years in 2007 dollars; and

b) cumulative (net) revenue of $892 million (up from $799 million in the Cost Benefit Report) or a NPV of $250.4 million (up from $213 million in the Cost Benefit Report) by the 80th year in 2007 dollars.

49. The projected results in the Cost Benefit Update are more favorable than in the original Cost Benefit Report because:

a) Waverley West experienced a faster rate of absorption (i.e. faster lot sales and housing starts) than initially projected;

b) Waverley West achieved greater density (approximately 5.5 housing units per acre) than originally forecast;

c) the actual property assessments and property taxes were higher than projected (in other words, on average the actual property taxes were higher than ND Lea originally assumed); and

d) the Federal and Provincial Governments ultimately contributed $18.2 million and $15 million, respectively, to the extension of Kenaston Boulevard (these contributions were not built into the original models).

50. The Cost Benefit Update also calculated the value of the City's "frontage fees" or levies which were not included in the original Cost Benefit Report or the City's Cost Benefit Report because back in 2003 frontage fees went to support the City's two sewer and water utilities. That is no longer the case such that the value of these levies should now be added to the cumulative (net) revenues or the NPV that the City can expect. The Cost Benefit Update estimated that these infrastructure levies or frontage fees would produce an additional $101 million for the City which equates to an NPV of $23.9 million in 2007 dollars (i.e. in addition to the cumulative (net) revenue and NPV described in paragraph 48(b) of this Affidavit).

51. In 2016, Ladco asked Deloitte LLP ("Deloitte") to review MMM's Cost Benefit Update and recalculate the NPV's based on two different scenarios:

a) in Scenario "A" Deloitte incorporated certain cost overruns associated with the extension of Kenaston Boulevard, but maintained ND Lea's and MMM's original assumption that 50% of the cost of paving the extension of Kenaston Boulevard should be attributed to Waverley West; and

b) in Scenario "B" Deloitte incorporated the cost overruns, but also assumed that 100% of the cost of paving the extension of Kenaston Boulevard should be attributed to Waverley West (in other words, in Scenario "B" Deloitte included the very "conservative" or "pessimistic" assumption carried by the City in the City's Cost Benefit Report).

52. In a letter report dated February 5, 2016 (the "Deloitte Update"), which is attached as Exhibit "N" to this Affidavit, Deloitte confirmed that:

a) if the cost overruns were incorporated into the MMM's model as described in Scenario "A" in paragraph 51(a) of this Affidavit, the NPV would fall from $247.3 million to $242.7 million in 2007 dollars (Deloitte discovered a "cell error" in the Cost Benefit Update and noted that MMM's $250.4 million should have been $247.3 million); and

b) if the cost overruns were incorporated into MMM's model, and if 100% of the cost of extending Kenaston Boulevard was attributed to Waverley West as described in Scenario "B" in paragraph 51(b) of this Affidavit, the NPV would fall from $242.7 million to $231.1 million in 2007 dollars.

53. Based upon the reports described above including:

a) the Cost Benefit Report;

b) the City's Cost Benefit Report;

c) the Cost Benefit Update; and

d) the Deloitte Update;

Waverley West and Ladco's two subdivisions in Waverley West (South Pointe and Prairie Pointe) are economically "sustainable", met the economic tests for development set out in Plan Winnipeg and OurWinnipeg (including Complete Communities), and will deliver a large net civic benefit to the City even after taking into account all of the offsite and regional infrastructure and any cost overruns associated with the extension of Kenaston Boulevard.

Hemson Reports

54. On May 27, 2016, the City retained Hemson Consulting Limited ("Hemson") to study mechanisms for financing so-called growth related infrastructure. After two presentations to industry and other stakeholders, on August 31, 2016 Hemson submitted two reports (the "Hemson Reports") to the City:

a) "Review of Municipal Financing Mechanism Report" (the "Growth Report") which is attached as Exhibit "O" to this Affidavit; and

b) "Determination of Regulatory Fees to Finance Growth Technical Report" (the "Technical Report") which is attached as Exhibit "P" to this Affidavit.

55. The Growth Report and the Technical Report were commissioned and completed

within a very short period of time. On March 15, 2016, EPC held a public hearing and recommended that Council approve a budget allocation of $250,000 for a report on municipal financing. On March 22, 2016, Council approved the 2016 budget including the $250,000 allocation. The City released a Request for Proposals on May 11, 2016 and retained Hemson on May 27, 2016. After that, Hemson met with the development industry on July 19, 2016 and then again on August 18, 2016, and provided its final reports (the Growth Report and the Technical Report) to Council on August 31, 2016.

56. The Growth Report provides general information regarding the means by which municipalities can finance infrastructure. Hemson states that Winnipeg predominantly uses property taxes and utility rates to finance growth then makes three "arguments" to show that growth does not pay for growth in Winnipeg.

57. First, on page 8 of the Growth Report, Hemson makes the following argument:

> "The term "growth pays for growth" has a number of possible meanings in the context of municipal finance. At its broadest it means that over time as a community develops it is able to provide municipal services on a sustainable basis without the need to increase rates and taxes because of growth. In this context, growth can be considered as adding to the financial demands on the City in three ways:
>
> – costs of first round capital infrastructure
> – annual operating costs
> – costs of periodic replacement
>
> In Winnipeg property taxes and utility rates largely fund all three elements. In practice given the City's constrained revenues, especially from property taxes, "first round" infrastructure has not been added at the level required to maintain service levels given the amount of growth that has occurred. Nor has it kept pace with the replacement needs of the existing infrastructure. For this reason, irrespective of the revenue contribution made by growth, the "growth pays for growth" test is not being met since the required amount of new infrastructure is not being provided."

Later, at page 22, Hemson concludes by saying:

> "Currently it is self-evident that growth does not pay for growth since significant amounts of required infrastructure are not being built."

58. In essence, Hemson seems to be saying that "growth does not pay for growth" and new communities are "not paying their fair share" and it is "self-evident" because there is an "infrastructure deficit". However, this is not a fair statement-most, if not all, of the major cities in Canada have an infrastructure deficit including cities that are charging what Hemson describes as "legislative charges" in respect of new development (in other words, fees that are specifically authorized by provincial legislation in other provinces). In addition, there are other possible explanations that might explain why Winnipeg has an infrastructure deficit. In this regard, Hemson invites the reader to take a great deal "on faith" and has not provided footnotes or endnotes that reference relevant studies or empirical work. For example, I take issue with the statement that "first level" infrastructure has not been added at a sufficient rate to maintain service levels. What "first level" infrastructure does Hemson mean? What service levels were set and what levels were achieved? In the case of Waverley West, it does not appear that Hemson's comments with respect to "first round" infrastructure are correct. For example, in Waverley West the expressway (Kenaston Boulevard) was extended and the arterial roadways (Waverley Street and Bison Drive) were constructed as they were required and as contemplated by the Waverley West Area Structure Plan. Plans are underway for a recreation centre and library, and–while they are provincial responsibility-one school has been built, one school is being planned and two more schools are under consideration. Furthermore, all of the City's costs (including the cost for first round infrastructure, annual operating costs and costs of periodic replacement) were identified and evaluated in the various cost benefit studies (which Hemson apparently did not review or consider, but which demonstrate overwhelmingly that the City's investments in infrastructure and services in Waverley West are highly profitable and subsidize the City at large). Hemson did not provide any data or examples and, rather seems to jump to the conclusion that the so-called "first round" infrastructure has not been provided such that "growth does not pay for growth".

59. I also do not believe that it is fair for Hemson to state that "irrespective of the revenue contribution made by growth, the growth pays for growth test is not being met" (page 8) when Hemson did not properly consider or take into account the many cost benefit studies which are an important part of the Regulatory Scheme. These reports are contemplated by the Charter, Plan Winnipeg, OurWinnipeg and Complete Communities and were prepared for the City so that it could consider, evaluate and approve proposed subdivisions. Hemson cannot fairly

dismiss the "revenue contribution made by growth" when the various cost benefit studies (which were prepared as required by the Regulatory Scheme and that were relied upon by Council to approve proposed subdivisions) all confirm substantial "net civic benefits" as described above in paragraphs 37 to 53 of this Affidavit. When approving Ladco's South Pointe and Prairie Pointe developments in Waverley West, the Administration confirmed and Council accepted that the developments were economically sustainable.

60. Second, on page 8, Hemson argues that:

> "Since neither property taxes nor utility rates are determined according to the costs of providing services to individual properties, the costs of growth-related infrastructure is not paid by growth. Instead it is shared across the city with both new and existing properties contributing according to the funding structure".

In this regard Hemson appears to be saying that:

- since property taxes are calculated on an ad valorem basis;
- since utility charges are based on specific rates that are applied to consumption; and
- since they are not based on the cost of providing services to a specific area;

therefore growth does not pay for growth.

61. Again, I have several comments:

a) it does not necessarily follow that new developments are not sustainable because property taxes and utility rates are not calculated based on the cost of providing services. The cost benefit studies show that the developments are economically sustainable even though the mill rates and utility rates are set and applied City-wide and are not based on the cost of providing services to a specific development;

b) in addition, Hemson concludes that sustainability cannot exist because of the use of ad valorem property taxes and consumption fees which are both applied on a fixed dollar per unit basis (i.e. a mill rate is applied to a portioned assessment to determine property taxes, and a fixed rate is applied to water consumption to determine the charges for sewer and water). However, Hemson then goes on to recommend a slate of impact fees on a dollar per square meter basis for various categories of development that would be applied City-wide regardless of the cost of providing service to an individual subdivision or development. In other words, it is difficult to see how Hemson's solution constitutes an improvement since neither the existing system of property taxes and utility rates nor Hemson's proposal for a system of impact fees based on the size of different types of development (which would be imposed on top of the existing Regulatory Scheme governing development and the existing system for property and business taxes and utility charges) are based upon the actual or estimated cost of providing services to a specific development. Rather, the "backbone" of Hemson's recommendation for a system of impact fees rests solely upon a whole range of infrastructure projects, some related to development and some with no reasonable connection or nexus to development as discussed below in paragraphs 65 to 79 of this Affidavit; and

c) finally, I cannot understand how Hemson can-in good faith-conclude that "growth does not pay for growth" because the property taxes and utility rates are not calculated based upon the cost of providing services to specific developments when Hemson did not properly consider or take into account the cost benefit studies prepared in support of development. These studies:

   i) show overwhelmingly and clearly that the new developments are economically sustainable and are in fact "subsidizing" the City at large; and

   ii) specifically identify, quantify and evaluate the City's revenues and costs associated with a specific development. Indeed this is one of the great advantages of the cost benefit studies-they specifically deal with the projected revenues and costs for each specific development (even taking into account the proposed types of development and the expected property and business taxes) and the City's operating and capital costs (including the cost of building regional roads and repairing and replacing the infrastructure using life cycle costing).

62. Third, Hemson also argues that since Winnipeg doesn't charge what it calls legislative charges, growth does not pay for growth-at least not as much as it would in other cities where the legislatures have specifically authorized impact fees. Hemson says:

"The other narrower meaning of the term "growth pays for growth" commonly refers to the concept that a new development pays directly for "first-round" infrastructure through fees or charges. This is the approach used widely across Canada, but only to very limited extent in Winnipeg... Therefore, while growth contributes to the cost of first-round infrastructure it does not pay for it entirely or the same level as in most other cities." (page 8)

However, it is clear that Hemson did not undertake a legitimate "apples to apples" comparison with other jurisdictions. While Hemson did list some of the things that developers must do and the different types of infrastructure that developers help fund in other cities, Hemson did not:

a) conduct a thorough examination of the Regulatory Scheme governing development in Winnipeg (which should have included a review of some of the development agreements and the cost benefit studies), and then compare what developers pay for and provide in Winnipeg to what developers pay for and provide in other cities; or

b) explain in sufficient detail the differences between the Regulatory Scheme governing development in Winnipeg and the different systems regulating development in other parts of Canada; or

c) explain exactly what is required to justify and impose what Hemson calls "legislative charges" in other jurisdictions (in other words, what planning work and studies are required, how the charges are developed, and how they are applied to different areas and different types of development in other cities).

Without these types of comparisons, it is not fair or accurate to focus on the presence or absence of a single aspect or component of different systems that regulate development in Canada. Developers in Winnipeg face different rules and shoulder different obligations than developers elsewhere.

63. The Technical Report contains a list of infrastructure projects and purports to derive a slate of impact fees to recover costs that are supposedly development or growth related. In this regard, I note as follows:

a) the Technical Report projects municipal infrastructure costs over the next 10, 15 and 25 years based upon development forecasts created by "...City staff in collaboration with the consultants..." (page 13);

b) based upon Hemson's assumptions relating to development, population growth, employment growth, the cost of maintaining existing infrastructure, the cost of new infrastructure and other factors, the Technical Report estimates that the net municipal infrastructure costs over the next 10 years will be in the range of $213.70 million with $45.71 million attributed to new developments (pages 13, 17 and 18), over the next 15 years will be in the range of $1.76 billion dollars with $647.78 million attributable to new developments (pages 19 and 21), and over the next 25 years will be in the range of $2.58 billion dollars with $738.50 million attributable to new developments (page 23). Hemson attributes $1.4 billion of the $8 billion of development related projects to new development and then argues that these development related costs are eligible for recovery through regulatory fees;

c) the Technical Report starts with dollar estimates for what it describes as development or growth related infrastructure projects, makes certain adjustments (for example, it adjusts for expected or aspirational contributions by senior levels of government), deducts any part of the projects that Hemson and/or the City attribute to existing development (Hemson's so-called "benefits to existing" or "BTE" portion) or that relate to "Prior Growth" or that have a "Post-Period Benefit", and then allocates the net amount to various categories of new development on a dollars per square meter basis; and

d) Hemson proposes a per square meter charge which would be applied to various categories of new development ostensibly to recover the cost of development and growth related infrastructure as follows: $109.45 for residential, $226.51 for office, $94.08 for institutional, $152.91 for retail and $61.16 for industrial (page 24).

64. I have a number of questions and concerns about the list of supposedly growth or development related infrastructure projects assembled by the City's Administration, the methods used by Hemson to adjust and then allocate project costs, and the conclusions that Hemson presents in the Technical Report. At a high level and for illustration purposes, I have identified a number of the so-called growth or development related infrastructure projects that Hemson includes in the Technical Report and have broken my concerns down into various "computational" and "conceptual" issues. Many of the issues that I identify would remain even if the Regulatory Scheme provided the City with the requisite authority

to calculate and charge what Hemson describes as "legislative fees" on new development.

65. Exhibit "Q" to this Affidavit contains a chart that summarizes some of my concerns with the data chosen (in other words, the infrastructure projects selected and the cost estimates carried) and the approach used (in other words, the growth projections and "benefits to existing" allocations made) by Hemson in the Technical Report to derive and recommend a slate of impact fees. Exhibit "Q" is broken down by the type of issue or problem as follows:

a) COMPUTATIONAL CONCERNS

i. Category A – Use of Inflated Estimates

ii. Category B – Use of An Aggressive Growth Forecast

iii. Category C – Inadequate or No Attribution to Existing Development or the City at Large

b) CONCEPTUAL CONCERNS

iv. Category D – Projects Unrelated to Growth

v. Category E – Projects That Benefit Other Subdivisions (not Waverley West)

vi. Category F – Projects That Benefit Waverley West (Costs Already Shared)

vii. Category G – Sewer and Water Projects Unrelated to Growth

viii. Category H – Sewer and Water Projects That Benefit Other Subdivisions (not Waverley West)

66. In Exhibit "Q" I have identified a number of computational concerns with the Technical Report. Category A identifies projects where the dollar amounts for the supposedly development or growth related projects are higher than the numbers suggested in previous City estimates or reports (the numbers in the Technical Report are presented and used without any analysis or commentary explaining or reconciling the discrepancies). If these numbers are too high, then the impact fees that Hemson has derived and recommended are overstated and builders would end up paying more than their fair share of the costs associated with new development or growth.

67. Category B deals with the growth projections used in the Technical Report to allocate the cost of development or growth related infrastructure projects to future development. It

appears that these projections are overly "aggressive" or "optimistic" for all types of development. If these forecasts are too aggressive, then the impact fees that Hemson has derived and recommended would recover the cost of infrastructure projects before they are required, constructed and paid for. In that case the builders would end up paying more than their fair share of the costs associated with new development or growth.

68. Category C identifies projects where Hemson has made "benefits to existing" (BTE) allocations that are too low (again without any commentary or analysis). If the BTE allocations are too low (in many cases the BTE allocations are set at "zero" for projects that would certainly seem to have a strong City-wide benefit), then the impact fees that Hemson has derived and recommended would ultimately recover costs from builders that should have been allocated to and absorbed by existing development and the City at large.

69. The computational problems described in paragraphs 66 to 68 to this Affidavit systematically inflate Hemson's estimate of the costs associated with development. If this is the case then, by implication, the computational problems would systematically inflate the impact fees that Hemson has derived and recommended in the Technical Report. To the extent that Council relied upon the Technical Report (including systematically inflated costs and allocations), and to the extent that certain builders and their customers (including Ladco's builders in Waverley West) are required to pay impact fees designed to recover such systematically inflated costs and allocations, then-separate and apart from any issue about whether the City has the authority to charge impact fee costs-Ladco's builders will end up "subsidizing" the City at large rather than paying their fair share of the costs associated with development or growth. I cannot find any provision in the Regulatory Scheme that contemplates or authorized this effect or this result.

70. Exhibit "Q" also contains a number of supposedly development or growth related infrastructure projects that are identified in the Technical Report that should not have been included-at a conceptual level-in a list used to derive and recommend a slate of impact fees. I have examined the effect of including these projects and the costs from the perspective of new development generally and, as well, from Ladco's perspective (and/or from the perspective of Ladco's builders and their customers in South Pointe and Prairie Pointe).

71. Category D includes infrastructure projects with no reasonable or logical relationship or connection to new development or growth. Some of these projects have only a highly tenuous or strained relationship to new development or growth. It can not be fairly said that these projects are driven by growth, and in any event, the resulting benefits will be shared by all of the residents and businesses in Winnipeg. However, under the Technical Report only new development would be asked to make any contribution towards these costs-no existing residents or business will be asked to pay their fair share. Accordingly, Hemson is essentially suggesting that certain builders and their customers should be "singled out" to contribute to these projects.

72. Category E includes infrastructure projects that do have some connection to future development or growth in the City, but which have no connection to Ladco's South Pointe or Prairie Pointe subdivisions in Waverley West. By including these infrastructure projects (or parts of such projects) in a list that was used to derive and recommend a slate of impact fees, Hemson is effectively suggesting that the City can and apparently should charge builders for projects unrelated to their own development. This creates at least two conceptual problems:

a) first, there is no provision in the Regulatory Scheme that allows the City to require a builder (or anyone else for that matter) to contribute to unrelated infrastructure projects; and

b) second, conceptually the City may end up recovering the same cost "two" or even "three" times-once when the land owner or developer contributes to the cost of the infrastructure (in accordance with the a development agreement entered into under the existing Regulatory Scheme as described in paragraphs 32 to 34 of this Affidavit with respect to Waverley West), then again when a builder in the relevant subdivision takes down a building permit and pays an impact fee, and then again when one of Ladco's builders (or a builder in another unrelated subdivision) takes down a building permit and pays an impact fee.

73. Category F includes infrastructure projects that do have some relationship to Ladco's South Pointe and Prairie Pointe subdivisions in Waverley West. While these projects (or

parts of such projects) do have some relationship to Ladco's developments in Waverley West, still they should not be included in a list of projects that is used to derive and recommend a slate of impact fees because:

a) first, I am not aware of any provision in the Regulatory Scheme that would authorize the City to charge a builder an impact fee when the builder takes down a building permit; and

b) second, all of the relevant onsite and regional offsite costs were (previously) identified in the transportation review (described in paragraph 36 of this Affidavit) and in the cost benefit studies (described in paragraphs 37 to 47 of this Affidavit), considered by the City's Administration and Council when they were recommending and approving the various secondary plans and subdivision applications, and shared by the City and Ladco (as set out in the two development agreements described in paragraphs 32 to 34 of this Affidavit). In this regard, I am not aware of any costs that were not considered or included. By including these projects in a list used to derive and recommend a slate of impact fees, Hemson is effectively suggesting that the City can and apparently should ask Ladco's builders and their customers in South Pointe and Prairie Pointe to pay "twice" for their share of these projects-once when they purchase a serviced parcel or building lot (because Ladco has already paid its share and passes the cost on to the builder), and then again when the builder takes down a building permit.

74. With respect to my criticism that by including the projects in Category F, our builders would end up paying twice for infrastructure that will benefit Waverley West, in fairness Hemson did recognize that this particular conceptual problem would exist, and did recommend in the Technical Report that the City should review the relevant development agreements and provide credits to developers as discussed in paragraphs 80 and 81 of this Affidavit. However, neither the Administration (in the Administration's Report described in paragraphs 82 to 85 of this Affidavit) nor Council dealt with this issue and, as a result, the By-law and Resolution do not provide for any credits to developers that have already entered into development agreements in good faith and that have already provided monetary and non-monetary (i.e. land) contributions towards such infrastructure.

75. The sewer and water projects listed in Categories G and H represent "special categories" that warrant special attention because the projects are typically funded by the City's two self-funded utilities-one for domestic water and one for the City's wastewater system.

76. Category G includes sewer and water projects that are unrelated to growth and that will benefit the City at large. For example, a number of the sewer and water projects are upgrades to the existing systems-in some cases that are designed to comply with provincial legislation, regulations or licensing issues or requirements. The projects in Category G suffer from the same conceptual problems as the projects dealt with under Category D (and discussed in paragraph 71 of this Affidavit) in that any connection with or relationship to future development is both tenuous and strained and the vast majority of the benefits will accrue to the City at large. By including these infrastructure projects (or parts of such projects) in a list used to derive and recommend a slate of impact fees, Hemson is again effectively suggesting that the City can and apparently should "single out" builders in new developments and their existing customers who end up subsidizing the City at large. No existing resident or business would be called upon to pay a special levy or fee for their fair share of these infrastructure projects.

77. Any "singling out" of certain builders and their customers to pay for sewer and water projects that benefit the City at large should be carefully considered because:

a) the City's two self-funded utilities charge water "rates" that are supposed to cover all of the operating and capital costs (in fact the utilities are quite profitable and transfer a substantial "dividend" to the City each year);

b) the new subdivisions in Winnipeg are already subsidizing the older parts of Winnipeg because the City at large is paying to correct the problems with the "local" infrastructure in the older developments in Winnipeg. Specifically the City at large (taxpayers and ratepayers) is paying to "separate" the "combined" wastewater and land drainage sewer systems in the older parts of Winnipeg. In this regard:

    i. pursuant to the existing Subdivision Standards By-law and the Parameters, the developer installs a full set of modern municipal services including a "separated" land drainage and wastewater sewer system (this has been the case for virtually all of the subdivisions developed since approximately the late 1950's);

ii. the older parts of Winnipeg were developed with "combined" wastewater and land drainage sewer systems (for clarity, the "combined" systems comprise part of the "local" infrastructure that services these developments);

iii. the wastewater and land drainage sewer systems in the older parts of Winnipeg are slowly being "separated" at a tremendous cost to the City (the most recent estimates for dealing with this problem range from $1.2 to $4.1 billion); and

iv. the cost of separating the wastewater and land drainage sewer systems in the older parts of Winnipeg can be fairly characterized as a "subsidy" from the "new" areas to the "older" parts of Winnipeg since the City at large is dealing with a problem that only exists with respect to the "local" infrastructure in these "older" areas;

c) any allocation of these types of costs would ultimately be notional, highly subjective and complicated by a number of factors including, inter alia, the following:

i. the fact that since the 1990's water consumption has fallen dramatically (by approximately 31%);

ii. the fact that the vast majority of the new infrastructure costs relate to changes that would be required with or without new development or growth (accordingly, it is not fair to say they are driven by growth and any allocation is notional);

iii. the fact that, as things sit, the sewer and water utilities are already quite profitable and have been transferring a substantial dividend to the City (an allocation of $35.6 million was included in the 2017 Budget; and

iv. the City has placed long-term debt to support these types of projects in part in order to achieve "inter-generational equity"-in other words to ensure that current ratepayers are not saddled with all of the costs associated with these upgrades that constitute a very long-term benefit and that should be borne-in part-by future ratepayers.

78. Finally, Category H includes a number of sewer and water projects that are extensions designed to pick up certain lands and service future development. The projects in Category H suffer from the same conceptual problems as the projects dealt with under Category E (and discussed in paragraph 72 of this Affidavit) in that they will provide some benefit to other lands or other developments, but will not provide any benefit to Ladco's developments in Waverley West. In this regard, they should not be included in a list of projects used to derive and recommend a slate of impact fees because:

a) there is nothing in the Regulatory Scheme that contemplates or authorizes the City to charge Ladco's builders or their customers in Waverley West impact fees designed to recover these costs (i.e. of sewer and water extension projects that will benefit some other subdivision);

b) while there may be certain costs associated with the extension of the regional wastewater and domestic water systems (i.e. the extension of the "interceptor sewers" and "watermains", respectively), it must be remembered that:

    i. the costs, if any, depend on the specific subdivision or development;

    ii. the "pipes" are extended and the costs are incurred so that the utilities can pick up additional customers;

    iii. the costs of extending the services are supposed to be funded by the utilities and recovered from the ratepayers (not collected by the City from builders as impact fees);

    iv. as things sit the two utilities are already profitable enough to transfer tens of millions of dollars to the City as an annual "dividend";

c) the costs to extend services are not the same City-wide and can vary quite dramatically from development to development-especially when viewed on a dollars per acre or dollars per housing unit basis. In this regard, the projects listed in Category H are very expensive because they will be incurred to service relatively small parcels of land or future developments and, as such, they are not "representative" and should not be included in a list used to derive what are presumably supposed to be City-wide costs; and

d) the costs of these projects will be recovered "twice"-once when the builder takes down a building permit and pays the impact fee, and then again when future ratepayers pay their water bills.

By including these types of projects (or parts of such projects) in the list of projects used to derive and recommend a slate of impact fees, the builders end up subsidizing the City at large rather than paying their fair share.

79. By including the projects (or parts of such projects) identified in Categories D (projects that benefit the City at large), E (projects that benefit other subdivisions-but not Ladco's developments in Waverley West), F (projects that benefit Waverley West-but where Ladco has already covered its share of such costs), G (sewer and water projects that benefit the City at large), and H (sewer and water projects that benefit other subdivisions-but not Ladco's subdivisions in Waverley West) in a list of projects used to derive and recommend a slate of impact fees, Hemson is essentially recommending that the City can and apparently should require builders to subsidize the City at large. In these cases the builders and their customers will end up:

a) being "singled out" to contribute to City-wide costs (for the projects in Categories D and G);

b) paying "twice" for certain infrastructure-once when a builder purchases a serviced lot (because the developer has already shared the cost with the City and passes the cost on when the builder purchases a serviced parcel or building lot), and then again when the builder takes down a building permit and pays an impact fee (for the projects in Category F);

c) contributing to infrastructure that benefits someone else-i.e. other subdivisions (for the projects in Categories E and H); and/or

d) contributing to infrastructure where the City can and probably will recover the cost from someone else (resulting in a "double" or even "triple" recovery for the projects in Categories E, G and H).

To the extent that Council relied on the Technical Report, and to the extent that Ladco's builders and their customers in Waverley West are required to pay impact fees designed to recover the cost of projects (or parts of such projects) that are unrelated to growth (Categories A and G), the cost of projects (or parts of such projects) that benefit other subdivisions (Categories E and H), or the cost of projects (or parts of such projects) that have already been shared and recovered (Category F), then-separate and apart from any issue about whether the City has the authority to charge impact fees-the builders will be subsidizing the City at large. I am not aware of any provision in the Regulatory Scheme that contemplates or authorizes this result or this effect.

80. As I read the Technical Report, Hemson knew and acknowledged that the unfairness described in paragraphs 72 and 73 of this Affidavit would arise. At page 29 of the Technical Report, under the heading "Administration of Regulatory Fees – Service Responsibility", Hemson recommended that in implementing any regulatory fee the City should:

a) "review its development agreement parameters to ensure that any capital projects recovered through a regulatory fee are also not required to be emplaced and funded by developers as condition of planning approval"; and

b) "enter into credit agreements with developers so that a developer receives a credit from a regulatory fee for regulatory fee infrastructure constructed on the municipality's behalf".

81. Although not saying so directly, it appears from the above that Hemson was concerned about the injustice for developers who have in good faith entered into development agreements that required the developers to provide or pay for certain regional and offsite infrastructure that would effectively be pick up "twice" when the builder takes down a building permit and is obliged to pay an impact fee that would – at least in part – be designed to recover costs the developer has already covered. However, the City did not take this issue into account – the City knows exactly what Ladco and other develpers have paid for or provided pursuant to the various development agreements, but ultimately no credits were ever included or provided for in the By-law or Resolution.

Administration Report

82. Before the By-law went to Council, the City's Administration (Tyler Markowsky) prepared a Report (the "Admin Report") dated September 1, 2016 which is attached to this Affidavit as part of Exhibit "B" (pages 12-28) and which was submitted to EPC on September 21, 2016 and to Council on October 26, 2016. The Admin Report proposed that a draft by-law be enacted based on the Hemson Reports (the draft by-law was attached as Exhibit "C" to the Admin Report). The proposed by-law would create a system of impact fees payable when a builder or developer takes down a building permit based on certain categories of development: Residential Uses-$109.45, Office-$226.51, Commercial & Retail-$152.91, Public & Institutional-$94.08 and Industrial-$61.16/square meter. The draft by-law contained certain exceptions (mostly for government developments) and several qualifications (dealing with renovations, expansions and replacements). However, the Admin Report proposed three important modifications:

a) that Council establish an impact fee reserve fund that would be comprised of all of the impact fees collected from all of the different parts of Winnipeg and from all of the different types of development and that would be used to fund capital projects (in the Technical Report Hemson recommended that dedicated reserves should be created for different types of capital projects);

b) that the CFO would manage the reserve fund and would determine which projects are growth related and which projects would be paid for out of the reserve fund; and

c) that the purpose of the fund could be changed by a two thirds vote of Council.

83. The Admin Report acknowledges on page 14 of Exhibit "B" to this Affidavit that there is no authority or jurisdiction in Part 6 of the Charter (which deals with planning and development) for the City to charge impact fees. The Admin Report also states on page 20 that Council had asked the Province to change the legislation to permit the City to charge so-called Development Cost Charges, but "the Province advised the City that it (already) had sufficient authority to recover the costs of growth". However, the Admin Report claims on pages 14 and 20 that the City has the authority to pass the by-law and charge impact fees:

a) first, the Admin Report claims the authority exists in Part 5 and specifically sections 209 and 210 which permit the City to charge fees for services and facilities (page 20);

b) second, the Admin Report states that "the powers of the City are stated in general terms to give broad authority to Council to govern the City in whatever way Council considers appropriate within the jurisdiction given to it under the Charter or other legislation and to enhance the ability of Council to respond to present and future issues in the City" (page 14); and

c) third, the Admin Report states that "More recent judicial interpretation of the powers of governments to impose fees has demonstrated a greater willingness to recognize the legitimacy of fees to defray the costs of comprehensive regulatory systems, broadly defined" (page 20).

The Admin Report also claims on page 27 of Exhibit "B" to this Affidavit that "The impact fee program is rooted in the City's existing policy framework, advancing policy directives in OurWinnipeg (By-law 67/2010) and its four direction strategies (Complete Communities [By-law 68/2010], A Sustainable Winnipeg, Sustainable Water and Waste, and Sustainable Transportation) along with the Transportation Master Plan".

84. The Admin Report also states, on page 14 of Exhibit "B" to this Affidavit that "Some key findings from the Hemson Reports include: In Winnipeg "Growth does not pay for growth";..."

85. I have many concerns with the Admin Report including the following:

a) the Admin Report states that one of the key findings of the Hemson Report is that "Growth does not pay for growth" (page 14 of Exhibit "B" of this Affidavit), but does not contain any analysis regarding the evidence presented by Hemson or the reasoning adopted by Hemson in coming to this conclusion. As indicated in paragraphs 54 to 79 of this Affidavit, I am very concerned that Hemson has not taken proper account of the Regulatory Scheme, did not review the cost benefit studies that are contemplated and required by the Regulatory Scheme to support subdivision and development proposals, did not support its conclusion with relevant studies or empirical work, and did not review executory development agreements to assess pre-existing agreements and developer contributions to existing subdivision developments;

b) the Admin Report does not deal with the many cost benefit studies:

i. which were prepared in accordance with the Regulatory Scheme including the Charter, Plan Winnipeg, OurWinnipeg and Complete Communities;

ii. which show that subdivision developments are not only sustainable, but deliver a large net civic benefit or subsidy to the City at large (this is contrary to one of Hemson's "key findings" that "In Winnipeg Growth does not pay for growth");

iii. which were used by the City's Administration to conclude that subdivision developments are sustainable and then to recommend subdivision developments such as South Pointe and Prairie Pointe to Council; and

iv. which were used by Council to conclude that subdivisions such as South Pointe and Prairie Pointe are sustainable and then to approve the subdivision proposals on the basis that they are sustainable as required by the Regulatory Scheme including the Charter, Plan Winnipeg, OurWinnipeg and Complete Communities;

c) the Admin Report does not contain an analysis or any commentary regarding the list of capital and other projects contained in, or the methodology adopted in Hemson's Technical Report to derive, justify and recommend a system of impact fees (the Administration simply accepted Hemson's recommendation with respect to the categories or types of development that would be charged and the dollar amounts per square meter);

d) the Admin Report does not contain any recommendations with respect to any of the existing or executory development agreements for active subdivisions which reflect agreements that were entered into by the City and developers in good faith in accordance with the Regulatory Scheme (in these agreements the City and developer have shared the cost of offsite and regional infrastructure projects);

e) the Admin Report does not recommend any credits for developers (such as the MHRC and Ladco) who have already contributed to regional and offsite infrastructure projects pursuant to pre-existing development agreements. This is a serious oversight because:

i. pursuant to the Regulatory Scheme, a number of developers have already made significant contributions to offsite and regional infrastructure. For example, as noted in paragraphs 25 and 34 of this Affidavit, Ladco contributed 88 acres of land for the construction of Kenaston Boulevard and Waverley Street, paid for 50% of the cost of building Waverley Street through South Pointe and Prairie Pointe (2 of the 4 lanes), will be obliged to pay for one lane of Brady Road, and has paid or will have to pay for intersections at Kenaston Boulevard & Waverley Street and all other intersections with Waverley Street; and

ii. Hemson specifically recommended "that the City review its development agreement parameters to ensure that any capital projects recovered through a regulatory fee are also not required to be emplaced and funded by developers as a condition of planning approval." (page 29, Technical Report). In other words, Hemson acknowledges that there will be cases where a developer has already paid for or provided certain infrastructure or other consideration and that it would be inequitable to charge an impact fee that purports to recover costs from the builder that the land developer has already covered. In these circumstances Hemson suggested that the City complete a review and provide credits to the developer, but the Admin Report does not deal with the issue, does not recommend any credits, and did not "flag" the issue for EPC or Council;

f) there is nothing in the Charter that permits the City to:

i. charge an impact fee;

ii. set up a reserve fund and mingle impact fees collected from different developments in a single City-wide reserve fund;

iii. authorize the CFO to manage the reserve fund and to select projects that are "growth related" out of the reserve fund; or

iv. create a reserve fund comprised of impact fees that is to be used for growth related projects which may instead be used for any other purpose with a two thirds vote on the floor of Council.

g) while the Admin Report says that the proposed impact fee program is "rooted" in

OurWinnipeg, there are no specific sections that contemplate such a scheme. Indeed some of Ladco's employees participated in the process that led to the adoption of OurWinnipeg, but none of our people remember any draft provisions or discussions about charging impact fees;

h) there is nothing in the Admin Report that recommends or suggests that as an alternative or as a "test case" that EPC and then Council could or should simply start charging impact fees at a reduced rate (about half of what Hemson recommended in the Technical Report) and only in respect of residential development in certain areas (the Resolution passed by Council ultimately establishes an impact fee, but only in respect of residential development in Emerging Communities and New Communities-at least until November 1, 2018); and

i) there is no discussion or advice for EPC or Council about the advisability or fairness of using some of the definitions in Complete Communities to recommend that only a subset of Recent Communities should be subject to the proposed impact fee (at least until November 1, 2019). Specifically there is no discussion or explanation about how-with respect to Recent Communities-the existence of a "local area plan" could or should be equitably used to single out Emerging Communities (a subset of Recent Communities) as being subject to the proposed impact fee.

EPC and Council

86. The Admin Report recommended on page 12 of Exhibit "B" to this Affidavit that the City establish a system whereby, going forward, all forms of development would be charged the per meter impact fees suggested by Hemson in the Technical Report as follows: residential - $109.45, office - $226.51, institutional - $94.08, commercial/retail - $152.91, and industrial - $61.16.

87. For its meeting on September 21, 2016, EPC's Agenda included an item entitled "Implementation of an Impact Fee" (Item No. 9 on the Agenda) which included the Growth Report, the Technical Report and a draft by-law as appendices. EPC heard a number of public submissions on Agenda Item No. 9. EPC laid the matter over to allow Councillor

Orlikow to proceed with further discussions with stakeholders, including City Councillors, the industry and the Winnipeg Public Service. A copy of Agenda Item No. 9 and the Disposition of Items from the September 21, 2016 meeting of EPC are attached as Exhibits "R" and "S", respectively, to this Affidavit.

88. On October 14, 2016, the City issued an information sheet entitled "Amendments Proposed to Impact Fee Implementation - Phased-In Approach Recommended to Executive Policy Committee" (the "Information Sheet") which is attached as Exhibit "T" to this Affidavit. The Information Sheet:

a) outlined a three year phase in period;

b) provided that impact fees would be payable commencing May 1, 2017, but only at a rate equivalent to 50% of what was originally proposed by Hemson and only for residential development in new communities and emerging communities as represented in OurWinnipeg/Complete Communities;

c) created a working group to support and advise the City during the three year phase in period;

d) stated that commercial, office, industrial, and institutional development would be exempt for two years; and

e) stated that residential infill developments in downtown, mature, and existing neighbourhoods of the City would be exempt for three years.

Other than thanking and crediting Councillor Orlikow for his work, no specific reasons were given for any of the changes other than quoting Mayor Bowman who apparently said that the changes "represent a fair and balanced path forward".

89. On October 14, 2016, the City released a document entitled "Backgrounder – Key Changes & Additions to Proposed Impact Fee Implementation" (the "Backgrounder") and attached hereto as Exhibit "U" to this Affidavit. The Backgrounder basically confirmed the changes outlined in the Information Sheet. Specifically the residential rate was reduced to $54.73 per square meter and the rate for every other type of development was reduced to

zero (the rates for non-residential development would ultimately be determined with input from the working group). Further, the Backgrounder provides that impact fees would be charged against new/emerging neighbourhoods (as represented in OurWinnipeg/Complete Communities) commencing May 1, 2017, against office, commercial, industrial and institutional commencing on November 1, 2018 and against infill in existing neighbourhoods commencing on November 1, 2019. From Hemson's presentation to industry on August 18, 2016 to the passing of the Resolution by Council on October 26, 2016, the amount of the proposed impact fee changed two times (in other words, three different numbers were proposed):

a) it started off at $31,137 per 1,800sf dwelling unit in Hemson's presentations on August 18, 2016;

b) it fell to $18,303 per 1,800sf dwelling unit (based on $109.45 per m^2) as set out in the Technical Report and the Admin Report and as recommended by EPC on September 21, 2016; and

c) it ended up at $9,152 per 1,800sf dwelling unit based on $54.73 per m^2 as approved by Council on October 26, 2016.

90. On or about October 14, 2016, the City released a document entitled "Phase One Impact Fee Implementation Plan" (the "Phase One Map"). The Phase One Map is attached as Exhibit "V" to this Affidavit and designates the geographic areas targeted for payment of impact fees under the draft by-law.

91. On or about October 14, 2016, the City released a draft version of the "Impact Fee Working Group Terms of Reference" which is attached as Exhibit "W" to this Affidavit.

92. On October 19, 2016, EPC recommended that Council concur with the Admin Report subject to certain amendments and recommendations including the following: an impact fee working group be established; the Phase One Map be adopted; and the impact fees would be charged but only in respect of residential development in New Communities and Emerging Communities as set forth in OurWinnipeg and Complete Communities commencing on May 1, 2017. EPC's recommendation (a copy of which is attached and

appears on pages 7-11 of Exhibit "B" to this Affidavit) provided as follows:

"That Council establish the following Phase One of the Impact Fee Implementation Plan: effective May 1, 2017 as fee amounts per square meter of gross floor space in the following five categories for residential development in New and Emerging Communities as identified in OurWinnipeg and outlined in bold on Appendix D:

A.	Residential:	\$54.73 per m^2
B.	Office:	\$0 per m^2
C.	Commercial:	\$0 per m^2
D.	Industrial:	\$0 per m^2
E.	Public and Institutional:	\$0 per m^2".

93. On October 26, 2016, Council concurred in the recommendation of the EPC, as amended, and adopted the Resolution and created the By-law as described in paragraphs 5 and 6 of this Affidavit.

94. The By-law provides that Council will establish an impact fee per square meter for the following categories: residential, office, commercial and retail, public and institution and industrial development. The By-law identifies the following exemptions: residential renovations and replacements and affordable housing projects.

95. The Resolution enacts the By-law and establishes the following impact fees per square meter effective May 1, 2017 for New and Emerging Communities (only) as identified in Map 1 which replaced Appendix "D" to the Resolution: residential development - \$54.73, office - \$0, institutional - \$0, commercial /retail - \$0, and industrial - \$0. The Resolution also provides:

a) that the City will create an impact fee working group to ensure long term, ongoing collaboration and consultation with industry and community stakeholders to provide recommendations to the Ad Hoc Committee on Development Standards;

b) that Council with recommendations from the working group will consider rates for implementation for the following:

i. non-residential uses in New Communities and Emerging Communities as identified in OurWinnipeg no earlier than November 1, 2018;

ii. all uses in all other areas of the City no earlier than November 1, 2019;

c) for the creation of the Reserve Fund to be managed by the CFO who is authorized to recommend capital projects that would be approved by Council and paid for out of the Reserve Fund.

Application of the By-law and Resolution

96. In accordance with the By-law and Resolution effective May 1, 2017, the City began charging impact fees when a builder obtains a building permit, but only on residential development in certain parts of Winnipeg which OurWinnipeg and Complete Communities designate as "New Communities" or as "Emerging Communities":

a) non-residential developments within New Communities and Emerging Communities are exempt until at least November 1, 2018 pending advice from the working group and further action by Council; and

b) all other parts of Winnipeg (i.e. other than New Communities and Emerging Communities) are exempt until at least November 1, 2019 pending advice from the working group and further action by Council.

97. There is no requirement in the By-law or Resolution that monies from the Reserve Fund will be used to pay for infrastructure projects associated with a particular development. As I understand it, the impact fees from South Pointe and Prairie Pointe will be collected and co-mingled in the Reserve Fund with the impact fees from other developments and the impact fees from South Pointe and Prairie Pointe may never be spent on offsite infrastructure related to the payor's development.

98. In order to understand how New Communities and Emerging Communities have been targeted with impact fees commencing on May 1, 2017, it is important to understand the process that led to this decision and how New Communities and Emerging Communities are designated in OurWinnipeg and Complete Communities which are attached as Exhibits "X" and "Y", respectively to this Affidavit.

99. The color coded Urban Structure Map on page 29 of OurWinnipeg (Exhibit "X") breaks the City down into various categories including Downtown, Major Redevelopment Sites, New Communities, Regional Mixed Use Centers, Regional Mixed Use Corridors, Mature Communities, Recent Communities, Rural and Agricultural, Airport Area, Airport Vicinity Protection Area 1 and Airport Vicinity Protection Area 2.

100. "New Communities" are described on page 101 of Our Winnipeg as follows: "New Communities are large land areas on the edge of the City identified for future urban development which are not currently served by a full range of municipal services. Many of these lands were previously designated as Rural Policy Areas in Plan Winnipeg 2020."

101. "Recent Communities" are described on page 102 of OurWinnipeg as follows: "Recent Communities are areas of the City that were planned between the 1950's and the late 1990's. They are primarily low and medium density residential with some retail... These are typically limited to stable residential communities with limited redevelopment potential over the next 20 years."

102. OurWinnipeg refers only briefly to "Emerging Communities" as a subset of Recent Communities as follows:

> "Areas of Stability" are described on page 28 of OurWinnipeg as follows: "Areas of Stability-areas where moderate change is anticipated that present some of the best opportunities to accommodate in-fill development and to increase the range of housing for families and individuals within areas that take advantage of existing infrastructure, transit and amenities such as local retail, schools, parks and community services. Areas of Stability can be identified within the urban structure framework including: Mature Communities (of which Reinvestment Areas are a subset), Recent Communities (of which Emerging Communities are a subset)."

However, there is no Map which identifies "Emerging Communities" in OurWinnipeg.

103. Complete Communities (on page 11, Exhibit "Y") contains the same color coded Urban Structure Map found on page 29 of OurWinnipeg that breaks the City down into various categories as described above in paragraph 99 of this Affidavit.

104. "Emerging Communities" is described on page 88 of Complete Communities as follows:

> "Emerging Communities – a subset of Recent Communities – are primarily residential areas that have been very recently planned and are still under development. Typically, they are characterized as relatively low-density residential neighbourhoods containing single-family housing, smaller pockets of multi-family and locally oriented retail. The road network is curvilinear, including major collectors that circulate through a community with local cul-de-sacs and bays feeding off of them. Some deviations from this pattern, where, for example, back lanes are provided, occur in some areas, such as Bridgwater Forest (Waverley West)... It is noted that development of these areas typically reflects the principles of Complete Communities, such as a focus on compact development, a mix of uses, a diversity of housing types, the promotion of public transit, the encouragement of active transportation and community connectivity."

105. There is no map in Complete Communities that identifies the "Emerging Communities" in Winnipeg. In fact the only specific references or clues we can find in Complete Communities that distinguish between "Recent Communities" and "Emerging Communities" are the following:

a) Bridgwater Forest is used as an example of an "Emerging Community" in the definition on page 88 of Complete Communities as noted in paragraph 104 of this Affidavit; and

b) the chart on page 78 of Complete Communities refers to "Emerging Communities", shows an upward sloping arrow, contains the words "Communities are growing" and then under the Emerging Communities column contains the following nine words "Direction for development provided through adopted Local Area Plans".

106. For the purposes of deciding which residential areas and which developments are caught by the By-law and Resolution commencing on May 1, 2017, the City has apparently relied upon the nine words in the chart on page 78 of Complete Communities (as described at the end of paragraph 105(b) of this Affidavit. In other words, if under OurWinnipeg and

Complete Communities an area is classified as a "Recent Community", and if the City previously required the developer to settle the terms of a formal "local area plan" or "secondary plan" or "area structure plan" as a prerequisite for development of that area, then that "Recent Community" will also be considered an "Emerging Community" and any residential builders in these areas will be obliged to pay impact fees at the building permit stage of development.

107. For example, the City has, for the purpose of the By-law and Resolution, classified Ladco's developments in Waverley West as "Emerging Communities" that are subject to the impact fee commencing on May 1, 2017 because:

a) all of Waverley West-including South Pointe and Prairie Point-were identified on the Urban Structure Maps in OurWinnipeg (Page 29) and Complete Communities (Page 11) as "Recent Communities" (under Plan Winnipeg Waverley West was previously designated as a "Neighbourhood Policy Area");

b) the MHRC, Ladco and the City settled the terms of the Waverley West Area Structure Plan and the City adopted the plan on July 26, 2006;

c) Ladco worked with the City to complete the Southeast Neighbourhood Area Structure Plan for South Pointe which was contemplated by the Waverley West Area Structure Plan and which the City adopted on November 21, 2007 (the subdivision and rezoning were approved on April 23, 2008); and

d) Ladco worked with the City to complete the Southwest Neighbourhood Area Structure Plan for Prairie Pointe which was contemplated by the Waverley West Area Structure Plan and which the City adopted on May 29, 2013 (the subdivision and rezoning were approved on June 26, 2013).

108. By way of comparison, the City and Qualico Developments (Winnipeg) Ltd. ("Qualico") entered into a joint venture (the "City's JV") to develop approximately 138 acres (the "City's Land") in south east Winnipeg immediately south of Qualico's South St. Vital development and immediately north of the Perimeter Highway and the South End Water Pollution Control Centre Treatment Plant (the "SEWPCC") that will comprise approximately 630 single family homes (the "City's Development") as shown on page 42 of the Council

Minutes of June 22, 2011 attached as Exhibit "Z" to this Affidavit .

109. Like South Pointe and Prairie Pointe, the City's Land was previously designated as a "Neighbourhood Policy Area" in Plan Winnipeg, but part of the City's Land was also identified as falling within a "Water Pollution Control Centre" area or zone that was subject to Plan Winnipeg Policy No. 5A-07 because of the proximity to the SEWPCC. The effect of this designation was to restrict and in fact prohibit any residential development until the SEWPCC had been upgraded. At some point after Plan Winnipeg was adopted, certain changes were made at the SEWPCC which ultimately paved the way for residential development on the City's Land.

110. Like South Pointe and Prairie Pointe, the City's Land was subsequently designated as a "Recent Community" under OurWinnipeg and Complete Communities.

111. During the planning process under the Regulatory Scheme that existed under Plan Winnipeg, the City decided that it did not require a formal "local area plan" as a prerequisite for the subdivision and rezoning of the City's Land which was approved by the City on June 22, 2011 (i.e. the subdivision and rezoning were approved on that date). However, it's clear from the Administrative Report and the Administrative Coordinating Group Report (both reports are included in Exhibit "Z" to this Affidavit) that the City and developer did most-if not all-of the same type of planning and engineering work that would have been required to settle and approve the terms of a "local area plan".

112. Since the City did not require a local area plan, the City's Development is classified as a "Recent Community", but not also as an "Emerging Community" and, as a result, the builders in the City's Development are not caught by the By-law and Resolution and are not required to pay the impact fee in respect of any residential development (until at least November 1, 2019 and by that date the subdivision should be completely built out).

113. Based on my 25 years of experience putting together land assemblies and subdivision developments in the City, by the time the City enacted the By-law and passed the Resolution there was no difference between South Pointe in Waverley West and the City's Development in South St. Vital. In this regard:

a) both South Pointe and the City's Development are located on the "edge of town";

b) both South Pointe and the City's Development contain the same type of development (mostly single family housing although South Pointe does have land set aside for mutli-family and commercial development);

c) both South Pointe and the City's Development were previously designated as "Neighbourhood Policy Areas" under Plan Winnipeg (but as mentioned above in paragraph 109 of this Affidavit, part of the City's Land fell into a Water Pollution Control zone and residential development was prohibited);

d) both South Pointe and the City's Development were considered and approved by the City pursuant to the Regulatory Scheme that existed under Plan Winnipeg;

e) both South Pointe and the City's Development were subsequently designated as "Recent Communities" by OurWinnipeg and by Complete Communities;

f) both South Pointe and the City's Development could conceivably fit within the definition of "Emerging Communities" on page 88 of Complete Communities as described in paragraphs 102 and 104 of this Affidavit–except that the City did not insist that a "local area plan" be prepared and approved as a prerequisite to development for the City's Development;

g) both South Pointe and the City's Development were the subject of development agreements that spell out the responsibilities of the City and the developer for onsite and offsite infrastructure;

h) both South Pointe and the City's Development are supported by the same types of regional and offsite infrastructure;

i) most of the offsite and regional infrastructure supporting South Pointe and most of the offsite and regional infrastructure supporting the City's Development were already in place when the City enacted the By-law and passed the Resolution (for example, by the time the By-law and Resolution were passed, Ladco's or South Pointe's share of Waverley Street and four lanes of Kenaston Boulevard had already been constructed and paid for);

j) certain offsite and regional infrastructure remains to be completed with respect to South Pointe at some point in the future, and certain offsite and regional infrastructure remains to be completed with respect to the City's Development at some point in the future. For example, with respect to South Pointe, two lanes of Kenaston Boulevard are planned at some point in the future (in the Cost Benefit Update MMM assumed that this infrastructure would be added in 2036) and a library and recreation centre are planned at some point in the near future on certain land north of South Pointe that is owned or will be owned by the City. Similarly, with respect to the City's Development at some point in the future Dakota Street will be extended through the City's Development (four lanes) and will "fly-over" the Perimeter Highway; and

k) even though the City did not require a local area plan for the City's Development, South Pointe and the City's Development were both "planned" in that extensive planning work was completed prior to the approval of both of these subdivisions (the only difference appears to be that for Waverley West the planning work was documented in a formal plan that was approved by a by-law, but for the City's Development the planning work was completed over time and the results were incorporated into a number of development agreements).

By the time the City enacted the By-law and passed the Resolution, the only difference between South Pointe and the City's Development is that the City did not require a formal "local area plan".

114. There is nothing that I can find in the Charter, Plan Winnipeg, OurWinnipeg, the Subdivision Standards By-law, the Parameters, the Hemson Reports or the Admin Report that contemplates or authorizes or would suggest that home builders in South Pointe should be required to pay an impact fee while residential builders in the City's JV should be exempt. Certainly nothing in the Hemson Reports, or the Admin Report or Regulatory Scheme contemplates or justifies a scheme whereby the City could or should use Complete Communities generally or the presence of a "local area plan" specifically to decide which areas would initially be required to pay an impact fee and which areas should be exempt.

This criteria is arbitrary and discriminatory from a planning perspective.

115. There is no relationship between the "local area plans" that were required as a prerequisite to the development of South Pointe under the Regulatory Scheme that existed under Plan Winnipeg and:

a) the impact fees payable by home builders in Ladco's South Pointe development; or

b) the City's obligations or costs with respect to any onsite or offsite or regional infrastructure.

116. Given the discretion on the part of the City in deciding which areas or developments are required to prepare or settle a "local area plan" as a prerequisite to development, and given that there is no relationship between the presence or absence of a local area plan and offsite or regional infrastructure that is required to support a given development, it would appear that the presence or absence of a local area plan is an arbitrary test or criteria that should not be used to determine which residential developments are caught by the By-law and Resolution and which builders are obliged to pay impact fees commencing on May 1, 2017.

117. There are at least ten other areas (i.e. in addition to Waverley West and the City's Development) that OurWinnipeg and Complete Communities designate as "Recent Communities". If the City does not require the owner or the developer to settle and gain approval for a local area plan, then these areas will not qualify as "Emerging Communities", will not be caught by the By-law and Resolution, and the builders in these areas will not be obliged to pay impact fees until at least November 1, 2019.

118. Based on my experience putting together land assemblies and subdivision developments, the definitions of "New Communities", "Recent Communities" and "Emerging Communities" in OurWinnipeg and Complete Communities were included to generally guide planning decisions. It was never intended that they would be used as a basis for deciding which areas of the City should be subject to impact fees. In this regard I note that:

a) there is nothing in the Regulatory Scheme including Plan Winnipeg, OurWinnipeg or Complete Communities that contemplates the imposition of impact fees; and

b) it was never suggested during the preparation and passage of the OurWinnipeg development plan that OurWinnipeg (or for that matter Complete Communities or one of the three other Direction Strategies) would or should be used to determine which areas would or might be subject to impact fees in the future (representatives from Ladco and the land development industry sat on various committees and participated in the preparation of OurWinnipeg).

119. South Pointe and Prairie Pointe are not considered "New Communities". As indicated in paragraph 100 of this Affidavit, "New Communities" are defined as "large land areas on the edge of the City identified for future urban development which are not currently serviced by a full range of municipal services." While this definition might have picked up South Pointe and Prairie Pointe before development commenced:

a) South Pointe and Prairie Pointe are both categorized as "Recent Communities" in the Urban Structure Maps contained on page 29 of OurWinnipeg and on page 11 of Complete Communities (in other words, they were not designated as "New Communities"); and

b) by the time the City enacted the By-law and passed the Resolution, all of South Pointe and part of Prairie Pointe were already serviced with a full range of municipal services including, inter alia, regional roads, local streets and a separated sewer and water system.

120. However, it appears that there could be some ambiguity about whether South Pointe and Prairie Pointe should strictly qualify as "Recent Communities". It is true that both are designated as "Recent Communities" on the Urban Structure Maps contained on page 29 of OurWinnipeg and on page 11 of Complete Communities. In addition, Complete Communities defines "Recent Communities" on page 86 as areas of the City that were planned after 1950. However, OurWinnipeg defines "Recent Communities" on page 102 as "areas of the City that were planned between the 1950's and the late 1990's". In this regard:

a) the City applied for a Plan Winnipeg Amendment on September 17, 2003 and the

Amendment was secured on April 23, 2005;

b) the City did not approve the Waverley West Area Structure Plan until July 26, 2006;

c) the City did not approve the Southeast Neighbourhood Area Structure Plan until November 21, 2007 and did not approve the subdivision and zoning by-law until April 23, 2008; and

d) the City did not approve the Southwest Neighbourhood Area Structure Plan and the subdivision and zoning by-law until June 26, 2013.

In other words, South Pointe and Prairie Point were not planned between 1950's and the late 1990's. If there is some ambiguity or question regarding the status of South Pointe and Prairie Pointe as "Recent Communities", then there must also be some question about whether they qualify as "Emerging Communities" which are defined as a subset of "Recent Communities" on page 88 of Complete Communities (as described in paragraph 104 of this Affidavit). I point this out to show that there is a lack of precision with respect to the definitions that the By-law and Resolution ultimately rely upon.

121. If South Pointe and Prairie Pointe are neither New Communities nor Emerging Communities, then they are not caught by the By-law and Resolution and Ladco's builders should not be obliged to pay the impact fee.

122. As a result of the City's interpretation and application of the various definitions and provisions - especially in Complete Communities - Ladco's builders in South Pointe are caught and must pay the impact fee, while the builders in the City's Development are exempt at least until November 1, 2019. Ladco and our builders will be at a competitive disadvantage in that our builders must attempt to either "pass on" the impact fee or "absorb" the additional cost. This will have a detrimental effect on Ladco's business-in the short term we will expect slower sales; in the medium term we expect slower sales and lower prices.

123. In addition, Ladco's South Pointe and Prairie Pointe developments will also be at a competitive disadvantage compared to any future development of New Communities. While both would be caught by the By-law and Resolution and subject to impact fees, this causes Ladco some concern because:

a) the developers of any future developments in the New Communities will know and be aware of the new impact fees. Indeed the developers of New Communities might:

   i. pay less for the raw land;

   ii. attempt to negotiate different terms in their development agreements; or

   iii. decide not to proceed;

   but obviously Ladco does not have this flexibility with respect to its South Pointe and Prairie Point subdivisions; and

b) Ladco has already entered into development agreements with the City with respect to South Pointe and Prairie Pointe where it has agreed to share the cost of certain offsite and regional infrastructure with the City and had planned to "pass" this cost to our builders when they purchased serviced building lots.

124. For decades the City and development community have relied on section 259(1)(f) of the Charter (and similar provisions in the previous statutes) which gives the City authority to deal with any offsite and regional infrastructure or "public works" that benefit or that will benefit the City at large and a proposed subdivision. Based on this section the City enacted those parts of the Subdivision Standards By-law and adopted those parts of the Parameters that deal with offsite and regional infrastructure that benefit or that will benefit the City at large as well as a proposed subdivision. Accordingly, the responsibility for offsite and regional infrastructure is shared on a logical and reasonable basis between the City and a developer.

125. If an owner or developer does not agree with the conditions that the City wishes to impose pursuant to section 259 (1) of the Charter, then the developer might decide not to proceed with a proposed development. In other words, if the developer does not agree that the infrastructure in question provides a benefit to the proposed subdivision, or if the

developer does not agree with the City's estimate of the value of the benefit, the cost of the infrastructure or the dollar amount the City wishes to transfer to the proposed subdivision, then the developer might decide not to proceed (in this regard, the City enacted the Subdivision Standards By-law and approved the Parameters to ensure that there would be fewer disagreements, more transparency and greater equity).

126. With respect to South Pointe and Prairie Pointe, I am not aware of any offsite or regional costs or infrastructure that were not identified in the transportation review described in paragraph 36 of this Affidavit or the various cost benefit studies described in paragraphs 37 to 53 of this Affidavit. To the best of my knowledge, all of the onsite and offsite costs were taken into account and considered pursuant to the Regulatory Scheme.

127. Neither the Hemson Reports, nor the Admin Report, nor any other document related to the impact fees have shown a logical, reasonable, demonstrable connection between the impact fees created by the By-law and the Resolution and any offsite or regional infrastructure costs related to South Pointe or Prairie Pointe.

128. Ladco relied on the Regulatory Scheme when it broke ground on its South Pointe and Prairie Pointe subdivisions. In this regard, Ladco has followed an extensive and expensive planning and approval process where all of the onsite and offsite costs were identified, quantified, evaluated and allocated to Ladco and the City in accordance with the Regulatory Scheme including, inter alia, the Charter, the Subdivision Standards By-law and the Parameters. It was my understanding when we signed the two development agreements that:

a) all of the onsite and offsite costs and obligations had been identified to the City's satisfaction;

b) the City's economics were fully considered in the Cost Benefit Report and the City's Cost Benefit Report; and

c) pursuant to the Charter, Plan Winnipeg and OurWinnipeg, the City's Administration would not have recommended approval of the Waverley West Area Structure Plan, the Southeast Area Structure Plan, the Southwest Area Structure Plan and the various subdivisions and re-zonings of South Pointe and Prairie Pointe unless the City's Administration considered the developments to be economically sustainable (this is confirmed in the Minutes referenced in paragraph 30 of this Affidavit).

129. Ultimately all of the development obligations were incorporated into two development agreements and Ladco has made business decisions based on these agreements. In reliance upon the Regulatory Scheme and these agreements, Ladco has contributed time, money and land including significant sums for up-front, fixed and variable, hard and soft costs, which have been contributed over the past 15 years to push these developments forward and fulfill all of our obligations related to onsite and offsite infrastructure which are described in the two development agreements. Some of the costs are incurred up front and others are incurred as development proceeds. Ladco then sells finished lots, primarily to home builders but also to individual purchasers, usually in batches or "stages" that correspond roughly to the newly installed local and collector streets. Ladco also sells larger multi-family parcels of land for multi-family development. The price of any lot or building site is influenced by many factors including supply and demand, and the current state of the "housing" market, but obviously the developer must pass on and attempt to recover its many "inputs" including the value of the land contributed and the cost of the relevant infrastructure and services-including the developer's contribution to regional offsite infrastructure.

130. Ladco's South Pointe and Prairie Pointe subdivisions have been targeted along with New Communities. This is unfair because the owners and developers in New Communities now know what the "new" rules are and how the economics have changed and can take all of this into consideration when they are purchasing land, formulating their plans, considering the economics and feasibility of any development and negotiating their development agreements. In Ladco's case with respect to South Pointe and Prairie Pointe, the By-law and Resolution are imposing the impact fees after the fact.

131. The By-law, Resolution and impact fees will have a detrimental effect on Ladco's business and our investments in South Pointe and Prairie Pointe. Effective May 1, 2017, there is no question that builders and their customers would prefer, all things being equal, to purchase a lot or multi-family site in other areas of the City which are exempt from the

impact fee. At the very least, Ladco will see slower sales in South Pointe and Prairie Pointe and in the medium term, all things being equal, prices will fall.

132. A list of Exhibits is attached to this Affidavit as Exhibit "AA".

133. I make this affidavit *bona fide.*

SWORN before me in the City)
City of Winnipeg, in the)
Province of Manitoba, this)
27th day of February, 2018.)

ALAN A. BORGER

A Notary Public in and
for the Province of Manitoba.

This is Exhibit "A" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

THE CITY OF WINNIPEG

BY-LAW No. 127/2016, as amended

A By-law of The City of Winnipeg to impose fees on new development to assist with the costs associated with accommodating and managing growth and development.

WHEREAS subsection 5(1) of *The City of Winnipeg Charter* defines the purposes of The City of Winnipeg as follows:

(a) To provide good government for the city;
(b) To provide services, facilities or other things that council considers to be necessary or desirable for all or part of the city;
(c) To develop and maintain safe, orderly, viable and sustainable communities; and
(d) To promote and maintain the health, safety and welfare of the inhabitants;

AND WHEREAS accommodating and managing growth and development so that it is safe, orderly, viable and sustainable and so that it promotes and maintains the health, safety and welfare of the inhabitants requires urban planning, zoning and land use restrictions, enforcement of building codes and the creation of a variety of infrastructure and services, including (but not restricted to) transportation, sewer, water, land drainage, recreation and police, fire, paramedic and emergency services;

AND WHEREAS to date, the costs to The City of Winnipeg of accommodating and managing growth and development have been only partially paid through development agreements, zoning agreements and fees for the permits and approvals required to develop and construct buildings;

AND WHEREAS the Council of The City of Winnipeg has determined that the costs of accommodating and managing growth should be more fully paid for by the individuals and businesses directly benefitting from growth and development;

AND WHEREAS clause 210(1)(b) of *The City of Winnipeg Charter* provides as follows:

210(1) *The city may, if authorized by council, establish*

...

(b) fees, and the method of calculating and the terms of payment of fees, for

(i) applications,
(ii) filing appeals under this Act or a by-law,
(iii) permits, licences, consents and approvals,

(iv) *inspections,*
(v) *copies of by-laws and other city records including records of hearings, and*
(vi) *other matters in respect of the administration of this Act or the administration of the affairs of the city.*

AND WHEREAS subsection 6(1) of *The City of Winnipeg Charter* provides as follows:

6(1) *The powers given to council under this Act are stated in general terms*
(a) *to give broad authority to council to govern the city in whatever way council considers appropriate within the jurisdiction given to it under this or any other Act; and*
(b) *to enhance the ability of council to respond to present and future issues in the city.*

AND WHEREAS the imposition of fees under subsection 210(1) of *The City of Winnipeg Charter* promotes the purposes of the City of Winnipeg and enhances the ability of Council to respond to present and future issues in the City, as set out in subsection 5(1) and clause 6(1)(b) of the *The City of Winnipeg Charter.*

NOW THEREFORE the City of Winnipeg, in Council assembled, enacts as follows:

Short title
1 This By-law may be cited as the Impact Fee By-law.

Definitions and interpretation
2(1) In this By-law

Accessory structure means a building or structure that is located on the same zoning lot as, and is subordinate or incidental to, a principal building, and includes an outbuilding, garage, gazebo, utility building, play structure, sign and structures supporting a sign, garbage enclosure, awning, fence, racking, storage unit or container, deck, antenna, canopy, marquee, satellite dish, mechanical penthouse, hot tub, fountain, water barrel, pond and swimming pool, but does not include an attached secondary suite or a detached secondary suite;

Affordable housing means any dwelling unit provided for persons of low or moderate income where the total shelter cost of the dwelling unit represents 30% or less of the median household total income for private households, as defined by Statistics Canada for the City of Winnipeg;

Attached secondary suite has the same meaning as "secondary suite, attached" in the Winnipeg Zoning By-law;

Basement has the same meaning as in the Neighbourhood Liveability By-law;

Building means any building used or intended to be used to support or shelter any use or occupancy;

Building permit means a permit issued pursuant to the Winnipeg Buildings By-law;

City means The City of Winnipeg continued under the Charter;

Change in use means a change of the use of a particular zoning lot under either the Winnipeg Zoning By-law or the Downtown Winnipeg Zoning By-law;

Charter means the "*The City of Winnipeg Charter*";

Commercial and Retail Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Recreation and Entertainment, Indoor;

(ii) Recreation and Entertainment, Outdoor;

(iii) Accommodation;

(iv) Animal Sales and Service;

(v) Food and Beverage Service;

(vi) Personal Services;

(vii) Retail;

(viii) Restricted; and

(ix) Private Motor Vehicle Related, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Commercial Sales & Service;

(ii) Private Motor Vehicle-Related;

(iii) Cultural and Entertainment, except Cultural centre, Gallery, and Museum; and

(iv) Restricted;

Common area, with respect to a mixed use development, means the portion of the total floor area which

(a) connects; or

(b) is used by

two or more areas within the development that fall into different fee categories;

Construction means the erection, placement, alteration, renovation, extension, or relocation of any building or part of a building for which a building permit is required;

Conversion, with respect to a building, means a change in use of all or part of the building under either the Winnipeg Zoning By-law or the Downtown Winnipeg Zoning By-law with the result that all or part of the building falls under a different fee category after the change in use;

Designated employee means the Director and any employee of the City to whom the Director has delegated a duty or authority under this By-law;

Detached secondary suite has the same meaning as "secondary suite, detached" in the Winnipeg Zoning By-law;

Development means construction, conversion, or both construction and conversion;

Development permit means a permit authorizing a development issued under either the Downtown Winnipeg Zoning By-law or the Winnipeg Zoning By-law;

Director means the Director of Planning, Property and Development for the City of Winnipeg;

Dwelling has the same meaning as in the Neighbourhood Liveability By-law;

Dwelling unit has the same meaning as in the Neighbourhood Liveability By-law;

Expansion means, with respect to a building, an increase in floor area of the building;

Fee category means one of the five fee categories set out in subsection 4(2);

Floor area means the sum of the gross horizontal areas of the several floors of all buildings on a zoning lot, measured from the exterior faces of exterior walls, or from the centre line of partitions, except:

(a) with respect to residential development:

(i) any accessory structure;

(ii) any basement, and

(iii) any part of the dwelling unit that is not habitable throughout the year, including porches and sun rooms;

(b) with respect to non-residential development:

(i) any space within the building used as a parking area or a loading area;

Impact fee means a fee applicable to a development which is imposed pursuant to clause 3(1)(b);

Industrial Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Industrial Service;

(ii) Manufacturing and Production;

(iii) Warehouse and Freight Movement; and

(iv) Waste and Salvage, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Light Industrial;

Mixed use development means a development which contains more than one fee category;

Office Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Office, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Office;

Principal building has the same meaning as in the Neighbourhood Liveability By-law;

Public and Institutional Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Community Facilities;

(ii) Education;

(iii) Park and Park-Related;

(iv) Other Public and Institutional;

(v) Cultural Facilities;

(vi) Transit and Transportation; and

(vii) Utility, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Public and Institutional;

(ii) Cultural and Entertainment – Cultural Centre, Gallery, and Museum only;

(iii) Park and Park-related; and

(iv) Transportation, Utility, & Communications;

Renovation, with respect to residential development, has the same meaning as in the Winnipeg Building By-law;

Replacement, with respect to a building, means the demolition or removal of a building and the construction of another building on the same zoning lot within 5 years following the demolition or removal;

Residential development means the development of dwelling units;

Zoning lot has the same meaning as "lot, zoning" in the Winnipeg Zoning By-law;

Fee imposed

3(1) Every person who is issued a building permit or a development permit must pay to the City

(a) the applicable fee or fees set out in the Planning, Development and Building Fees By-law; and

(b) an Impact Fee in accordance with this By-law.

3(2) The Impact Fee must be paid prior to the issuance of any building permit or development permit for the development in respect of which the Impact Fee applies.

3(3) For greater certainty, where both a building permit and a development permit are issued in respect of a development, only one Impact Fee is payable under clause 3(1)(b).

3(4) Where the Impact Fee in respect of a development:

(a) has been paid;

(b) has not been refunded by the City; and

(c) the development authorized by the building permit or development permit applicable to that development has not been completed,

the Impact Fee paid shall be credited towards any subsequent Impact Fee payable under this By-law in respect of a building permit or development permit issued for the land on which the original development was located within 5 years of the date the initial Impact Fee was paid.

Impact Fee calculation

4(1) Subject to subsection (3), the Impact Fee payable in respect of a development is the product of the total floor area that is being constructed or converted multiplied by the fee per square metre established by Council for the fee category applicable to the development.

4(2) For the purposes of subsection (1), the following fee categories are hereby established:

(a) Residential Uses;

(b) Office Uses;

(c) Commercial and Retail Uses;

(d) Public and Institutional Uses; and

(e) Industrial Uses.

4(3) Subject to subsection 6(1), where all or part of an existing building is being converted, expanded or replaced, the amount of the Impact Fee payable is the difference between the amount of the Impact Fee applicable to the converted, expanded or replacement building less the amount of the Impact Fee that would have been payable for the existing building prior to its conversion, expansion or replacement if the

Impact Fee determined in accordance with current rates were applicable to it. Where the difference is $0.00 or less, no Impact Fee is payable and no refund shall be issued.

Mixed use development

5(1) The Impact Fee payable in respect of mixed use development shall be calculated separately for the floor area of the development that falls within each fee category in accordance with subsection 4(1).

5(2) For the purposes of subsection (1), common areas within mixed use development shall be attributed proportionately to each fee category based on the proportion of the floor area of the entire development that falls within each fee category.

Exemptions

6(1) Notwithstanding subsection 4(1), no Impact Fee is payable in respect of residential development on land where

(a) one or more existing dwelling units are being renovated, expanded or, replaced; and

(b) there is no increase in the total number of dwelling units on that land.

6(2) Notwithstanding subsection 4(1), no Impact Fee is payable in respect of dwelling units which the following organizations have entered into a written agreement with the City, under such terms and conditions deemed necessary by the Director of Legal Services and City Solicitor to protect the interests of the City, to provide as affordable housing for a period of no less than 10 years:

(a) Winnipeg Housing Rehabilitation Corporation;

(b) The Manitoba Housing and Renewal Corporation;

(c) The Government of Canada or the Province of Manitoba; or

(d) any organization that has been approved to receive funding from the Government of Canada or the Province of Manitoba under an affordable housing program, as determined by that government.

Withdrawals of and changes to permits

7(1) Where an Impact Fee has been paid and the building permit or development permit to which the Impact Fee is applicable is voluntarily withdrawn prior to its expiration pursuant to the Winnipeg Building By-law, the person who paid the Impact Fee is entitled to a refund of the entire Impact Fee paid, less an administration fee established by Council.

7(2) Where, after being issued, a building permit or development permit is amended in a way that results in an increase in floor area or a change in the fee category applicable to all or part of the development, the person to whom the building permit or development permit has been issued must pay an additional Impact Fee which reflects the increase of floor area or change in fee category, as the case may be. The additional Impact Fee is the difference between the Impact Fee payable in respect of the development authorized by the amended permit less the Impact Fee that either was paid or would have been payable in respect of the development authorized by the original permit. Where the difference is $0.00 or less, no Impact Fee is payable and no refund shall be issued. The additional Impact Fee, if any, must be paid prior to the issuance of the amended building permit or development permit.

Powers of designated employees

8 Designated employees have authority to conduct inspections and take steps to administer and enforce this By-law or remedy a contravention of this By-law in accordance with the Charter and, for those purposes, have the powers of a designated employee under the Charter.

Director review

9(1) Upon payment of a refundable application fee established by Council, a person may apply to the Director for a review of the application or interpretation of this By-law by a designated employee.

9(2) An application under subsection (1) must be submitted within 14 days following the date the Impact Fee in respect of a development is paid.

9(3) The requirement in subsection 3(1) to pay the Impact Fee as determined by a designated employee prior to a building permit or development permit being issued is not suspended because an application for a review has been made.

9(4) In conducting a review, the Director must give the applicant an opportunity to explain the basis for his or her conclusion that this By-law was misapplied or misinterpreted. This may be done in person, by telephone, in writing or by any other any media determined by the Director to be appropriate.

9(5) Where an application is made under subsection (1), the Director must make a decision with respect to the application within 90 days following the date the application is received and must notify the applicant of his or her decision in accordance with the Charter.

9(6) Where, after conducting his or her review, the Director determines that the designated employee erred in the application or interpretation of this By-law, resulting in an incorrect Impact Fee being paid or applied, the Director may refund all or part of the application fee and may also refund the Impact Fee paid in respect of a development in order to correct the error.

Appeals
10(1) An appeal

(a) from a decision of the Director in respect of issuing, granting, suspending or cancelling, or refusing to issue or grant, a licence, permit, approval or consent under this By-law; or

(b) any other matter for which an appeal is authorized by *The City of Winnipeg Charter*

may be made to the Executive Policy Committee.

10(2) An appeal must not be accepted until an appeal fee in an amount established by Council is paid. The appeal fee may be refunded by the Executive Policy Committee if the committee considers that the appeal has been made in good faith and has merit.

10(3) The requirement in subsection 3(1) to pay the Impact Fee as determined by a designated employee prior to a building permit or development permit being issued is not suspended because an appeal has been made.

Development without paying fee an offence
11 The owner of land must not permit development in respect of which an Impact Fee is payable to occur on the land prior to the Impact Fee being paid.

Penalties for non-compliance
12(1) Any person who contravenes any section of this By-law is guilty of an offence and liable upon conviction to a fine in the amount of:

(a) not less than double the amount of the applicable Impact Fee for a contravention of subsection 3(1) or section 11; and

(b) not less than $5,000.00 for any other contravention.

12(2) Where development in respect of which an Impact Fee is payable occurs prior to the Impact Fee being paid, the owner of the land on which development has taken place must pay to the City:

(a) the Impact Fee; and

(b) a monetary penalty, that is in addition to a fine under subsection (1), for the contravention of this by-law in an amount equal to the Impact Fee.

Transition

13(1) The Impact Fee applies only to those areas identified on Map 1, and further depicted in detail on Maps 2 to 11, inclusive, all attached as Schedule "A".

13(2) Notwithstanding subsection 3(1), no Impact Fee is payable at the time a building permit or development permit is issued if

(a) an application for the building permit or development permit is made prior to May 1, 2017;

(b) the building permit or development permit is issued within 6 months following the date of the application, or such later date as determined by the Director to be reasonable in the circumstances; and

(c) the construction of the development begins, or the conversion of the development takes place, prior to November 1, 2017.

13(3) Notwithstanding that a development meets the criteria set out in clauses (2)(a) and (b), a building permit or development permit that has been issued in respect of the development expires when a designated employee determines and provides notice to the permit holder that the development does not meet the requirement set out in clause (2)(c). A new permit in respect of that development is required and is subject to payment of the Impact Fee.

DONE AND PASSED, this 26th day of October, 2016.

Mayor

M.A.C
Deputy City Clerk

Approved as to content:

For Director of Planning, Property and Development

Approved as to form:

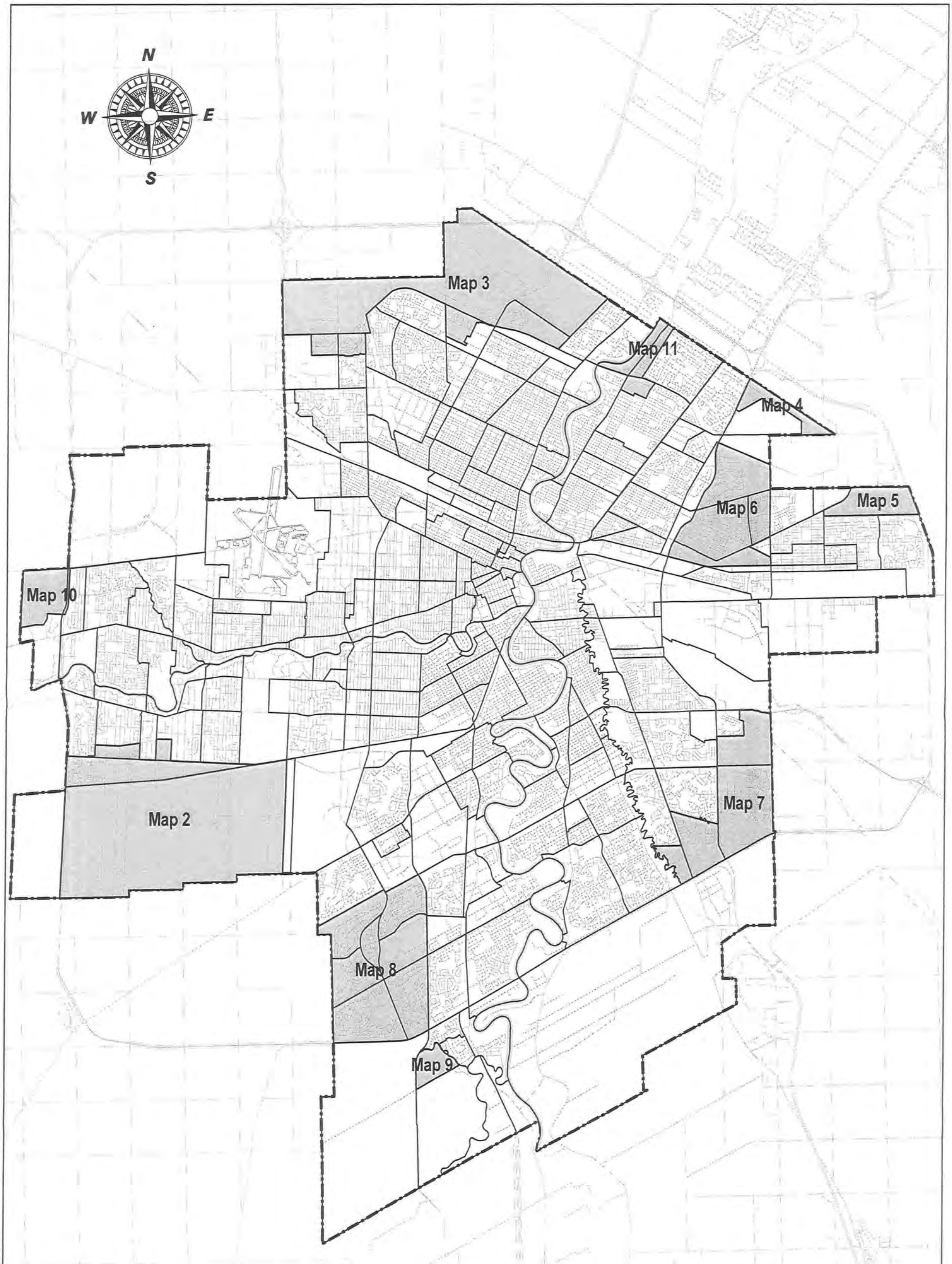
For Director of Legal Services/City Solicitor

City Clerk's Office, Winnipeg
NOV 18 2016
CERTIFIED TRUE COPY
M.A.C
Deputy City Clerk

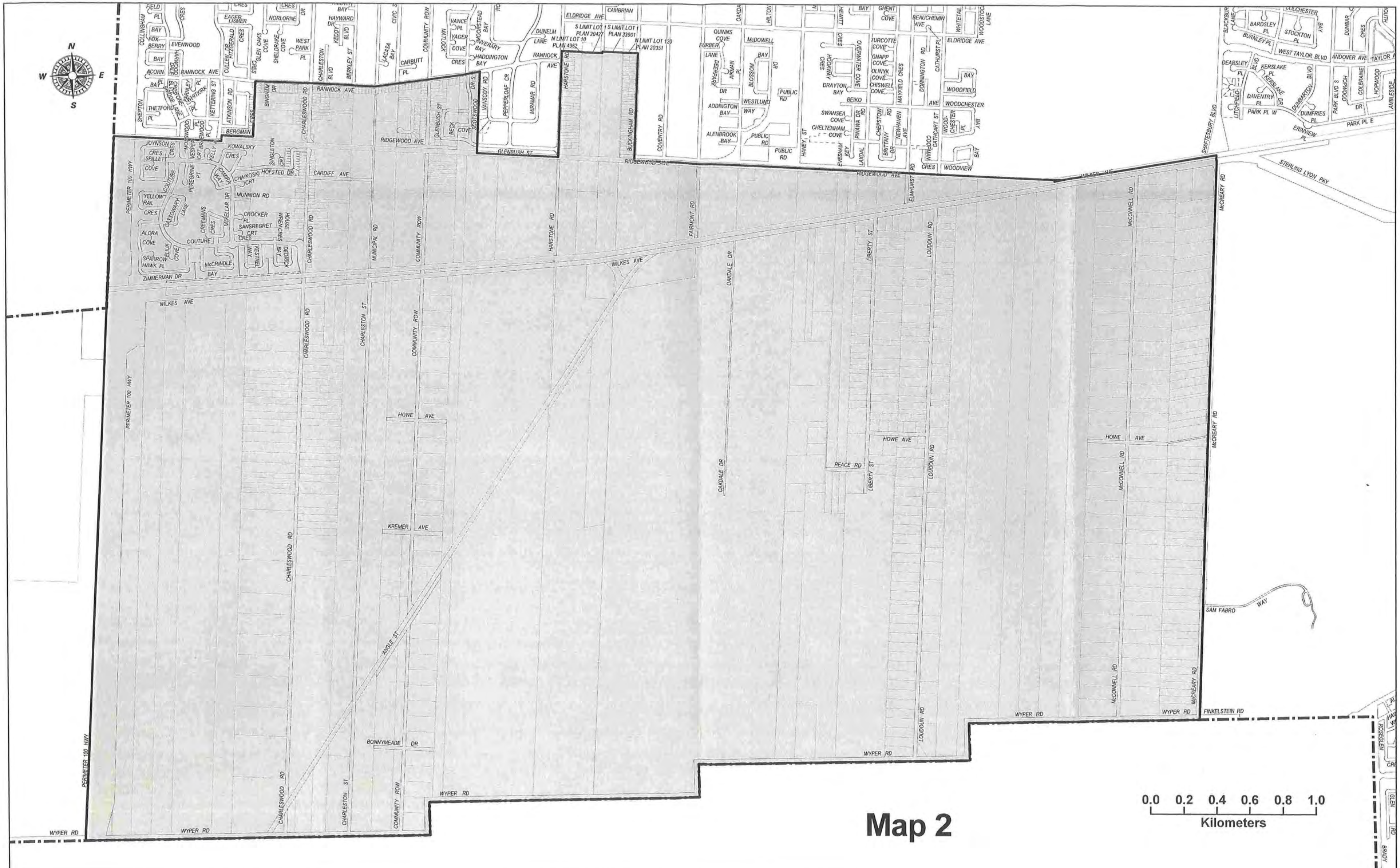
Original Court Copy

SCHEDULE "A"

ATTACHED UNDER SEPARATE COVER



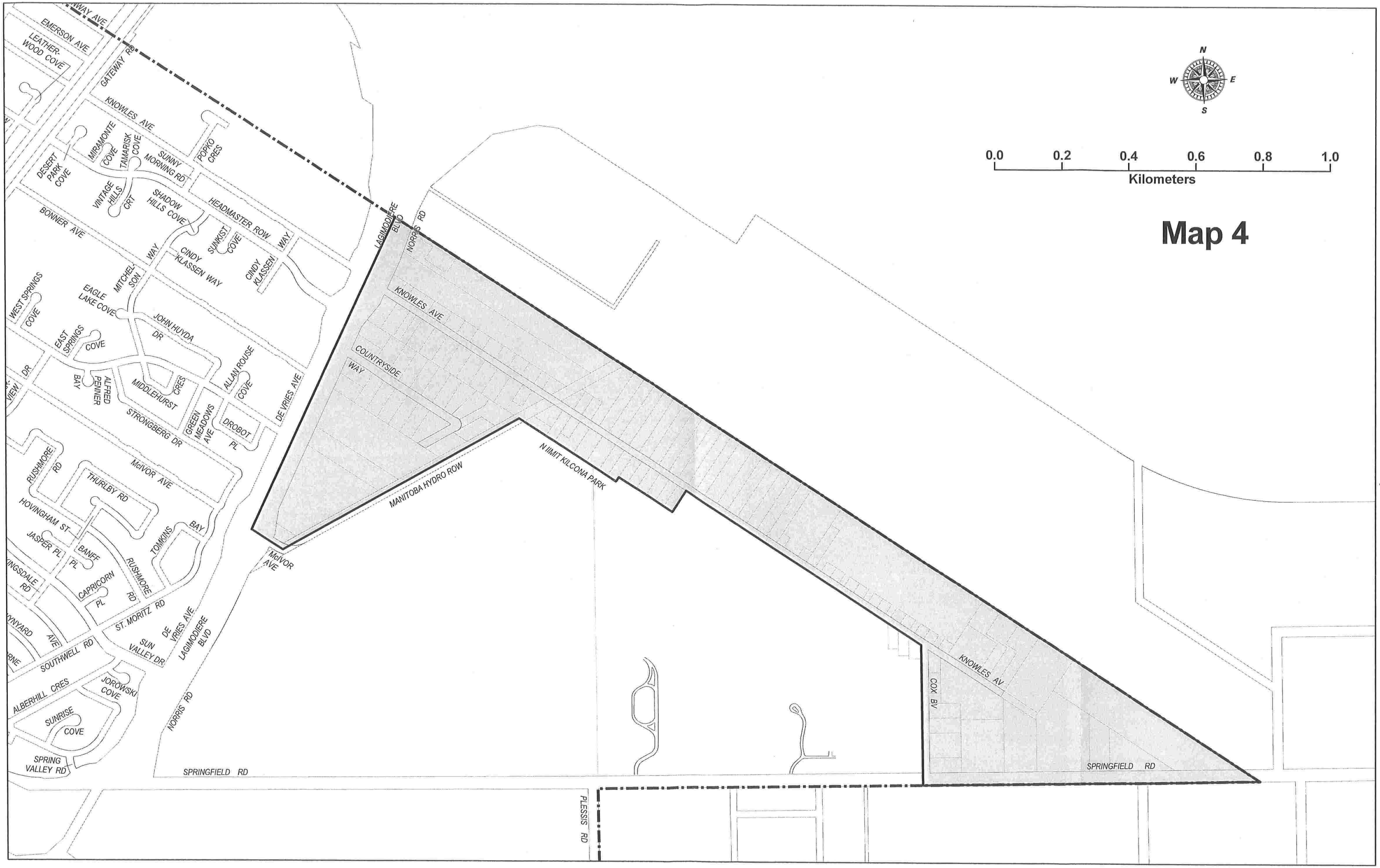
Map 1

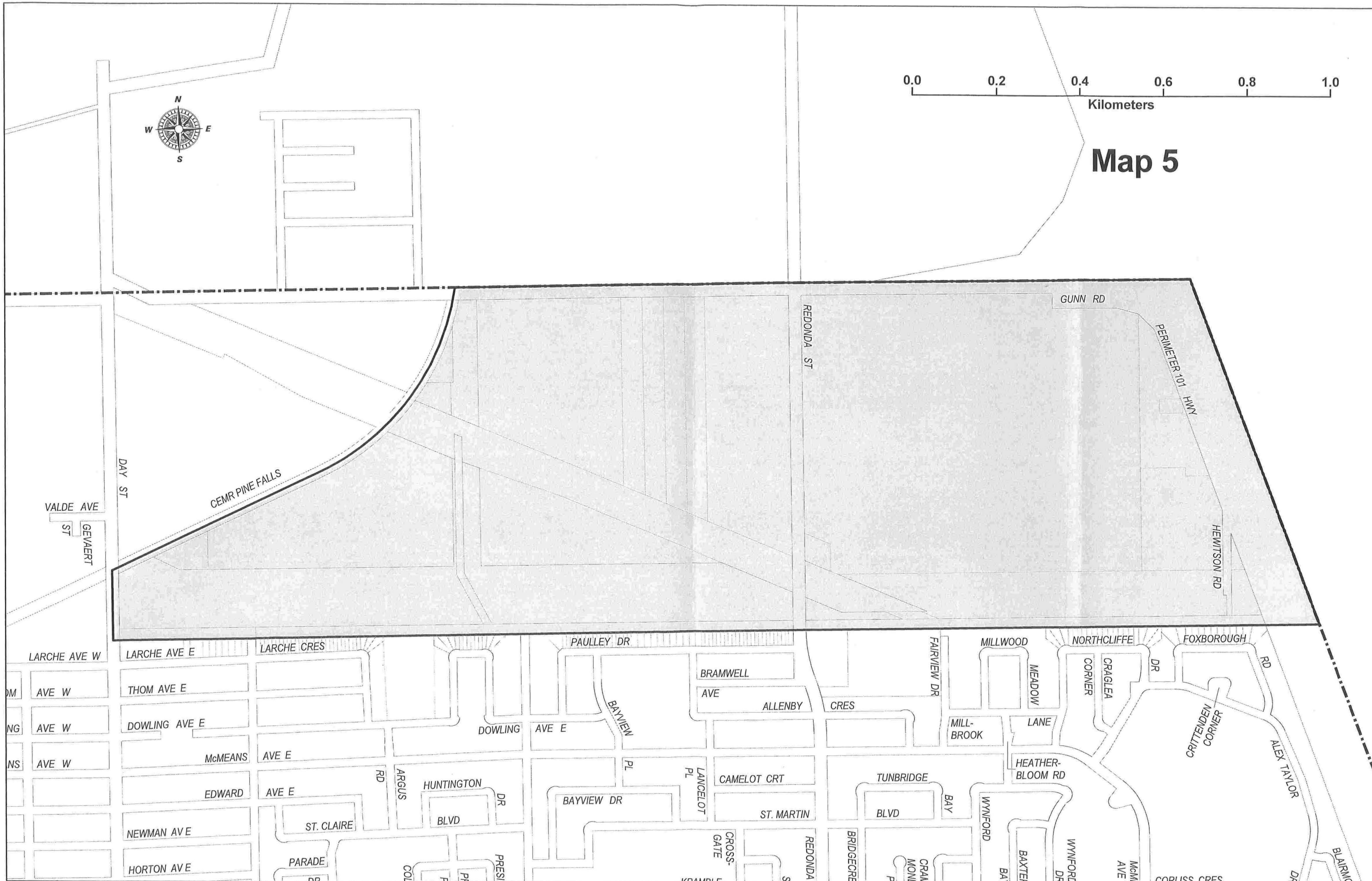

N
W
E
S
WILKES AVE
PERIMETER 100 HWY
WYPER RD
McCREARY RD
CHARLESWOOD RD
RIDGEWOOD AVE
STERLING LYON PKY
SHAFTESBURY BLVD
SAM FABRO WAY
FINKELSTEIN RD
OAKDALE DR
LOUDOUN RD
LIBERTY ST
McCONNELL RD
HOWE AVE
KREMER AVE
BONNYMEADE DR
ANGLE ST
COMMUNITY ROW
CHARLESTON ST
MUNICIPAL RD
HARSTONE RD
FAIRMONT RD
PEACE RD
ZIMMERMAN DR
0.0 0.2 0.4 0.6 0.8 1.0
Kilometers

Map 2

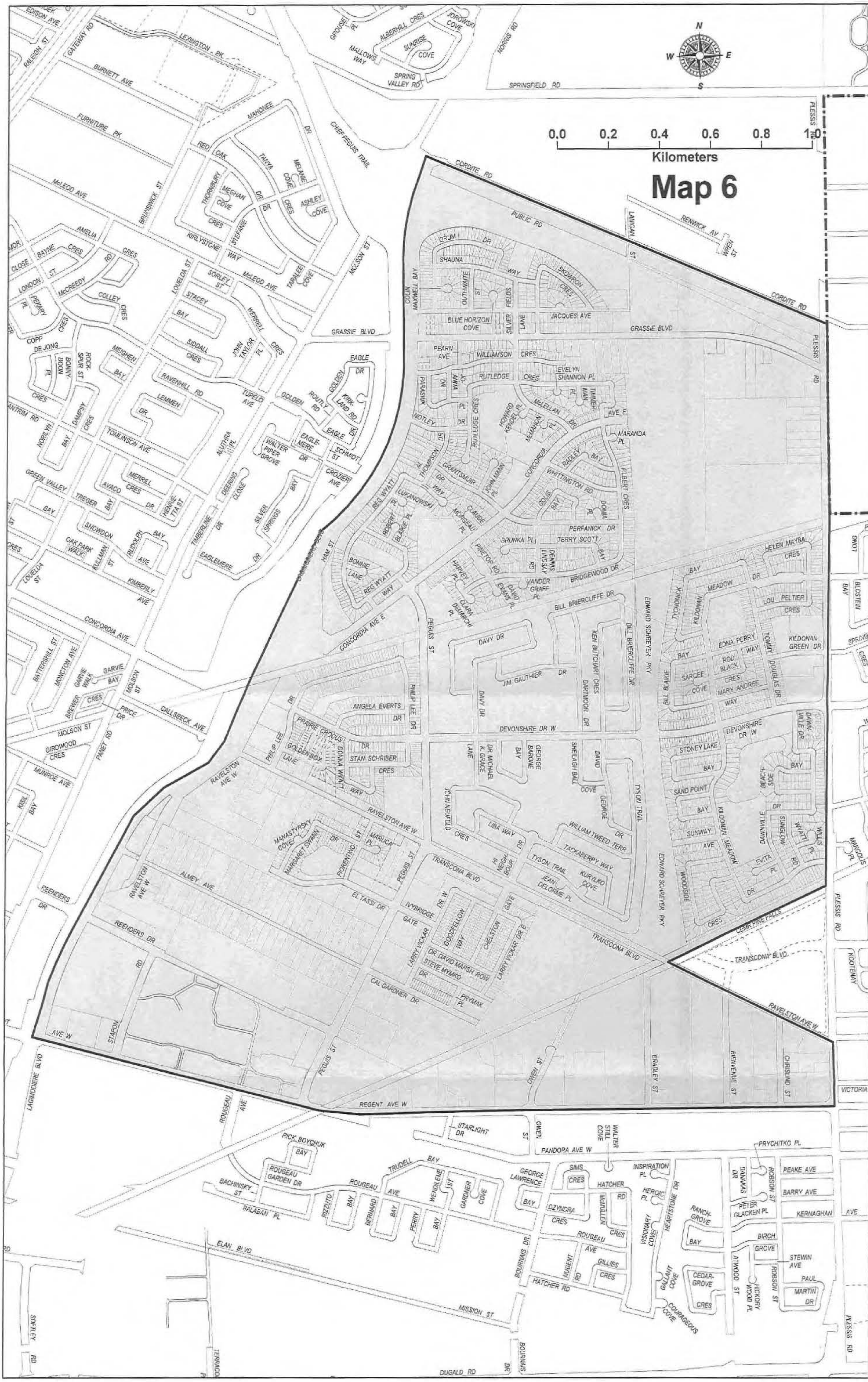
Map 3


N
W
E
S
0.0 0.2 0.4 0.6 0.8 1.0
Kilometers
MOLLARD RD
DIVISION AVE
STEFANIK AVE
JEFFERSON AVE
CASTLEBURY MEADOWS DR
COMMERCIAL AVE
HAGGART AVE
INKSTER BLVD
TEMPLETON AVE
LEILA AVE
STORIE RD
PIPELINE RD
HOLMES RD
GARDEN VIEW DR
BALGONIA RD
FERNBANK AVE
MURRAY AVE
CHIEF PEGUIS TRAIL


Map 4
N
S
E
W
0.0
0.2
0.4
0.6
0.8
1.0
Kilometers
LAGIMODIERE BLVD
NORRIS RD
KNOWLES AVE
COUNTRYSIDE WAY
MANITOBA HYDRO ROW
N IIMIT KILCONA PARK
McIVOR AVE
KNOWLES AV
COX BV
SPRINGFIELD RD
PLESSIS RD
EMERSON AVE
LEATHER-WOOD COVE
GATEWAY RD
POPKO CRES
SUNNY MORNING RD
MIRAMONTE COVE
TAMARISK COVE
DESERT PARK COVE
VINTAGE HILLS CRT
SHADOW HILLS COVE
HEADMASTER ROW
BONNER AVE
SUNKIST COVE
WAY
CINDY KLASSEN WAY
MITCHEL-SON WAY
WEST SPRINGS COVE
EAGLE LAKE COVE
JOHN HUYDA DR
EAST SPRINGS COVE
ALLAN ROUSE COVE
DE VRIES AVE
ALFRED PENNER BAY
MIDDLEHURST CRES
GREEN MEADOWS AVE
DROBOT PL
STRONGBERG DR
RUSHMORE RD
THURLBY RD
McIVOR AVE
HOVINGHAM ST
JASPER PL
BANFF PL
TOMKINS BAY
CAPRICORN PL
RUSHMORE RD
ST. MORITZ RD
SUN VALLEY DR
SOUTHWELL RD
ALBERHILL CRES
JOROWSKI COVE
SUNRISE COVE
SPRING VALLEY RD



Map 5
0.0
0.2
0.4
0.6
0.8
1.0
Kilometers
N
S
E
W
GUNN RD
PERIMETER 101 HWY
REDONDA ST
HEWITSON RD
CEMR PINE FALLS
DAY ST
VALDE AVE
GEVAERT ST
LARCHE AVE W
LARCHE AVE E
LARCHE CRES
PAULLEY DR
MILLWOOD
NORTHCLIFFE
FOXBOROUGH
FAIRVIEW DR
MEADOW
CORNER
CRAGLEA
DR
RD
BRAMWELL
AVE
ALLENBY
CRES
MILL-BROOK
LANE
CRITTENDEN CORNER
ALEX TAYLOR
THOM AVE E
AVE W
DOWLING AVE E
DOWLING
AVE E
BAYVIEW
McMEANS
AVE E
EDWARD
AVE E
RD
ARGUS
HUNTINGTON
DR
BLVD
PL
LANCELOT PL
CAMELOT CRT
TUNBRIDGE
BAY
HEATHER-BLOOM RD
WYNFORD
BAYVIEW DR
ST. MARTIN
BLVD
NEWMAN AVE
ST. CLAIRE
HORTON AVE
PARADE
CROSS-GATE
REDONDA
BRIDGECRE
BAXTER
BAY
WYNFORD DR
AVE
CORLISS CRES
DR



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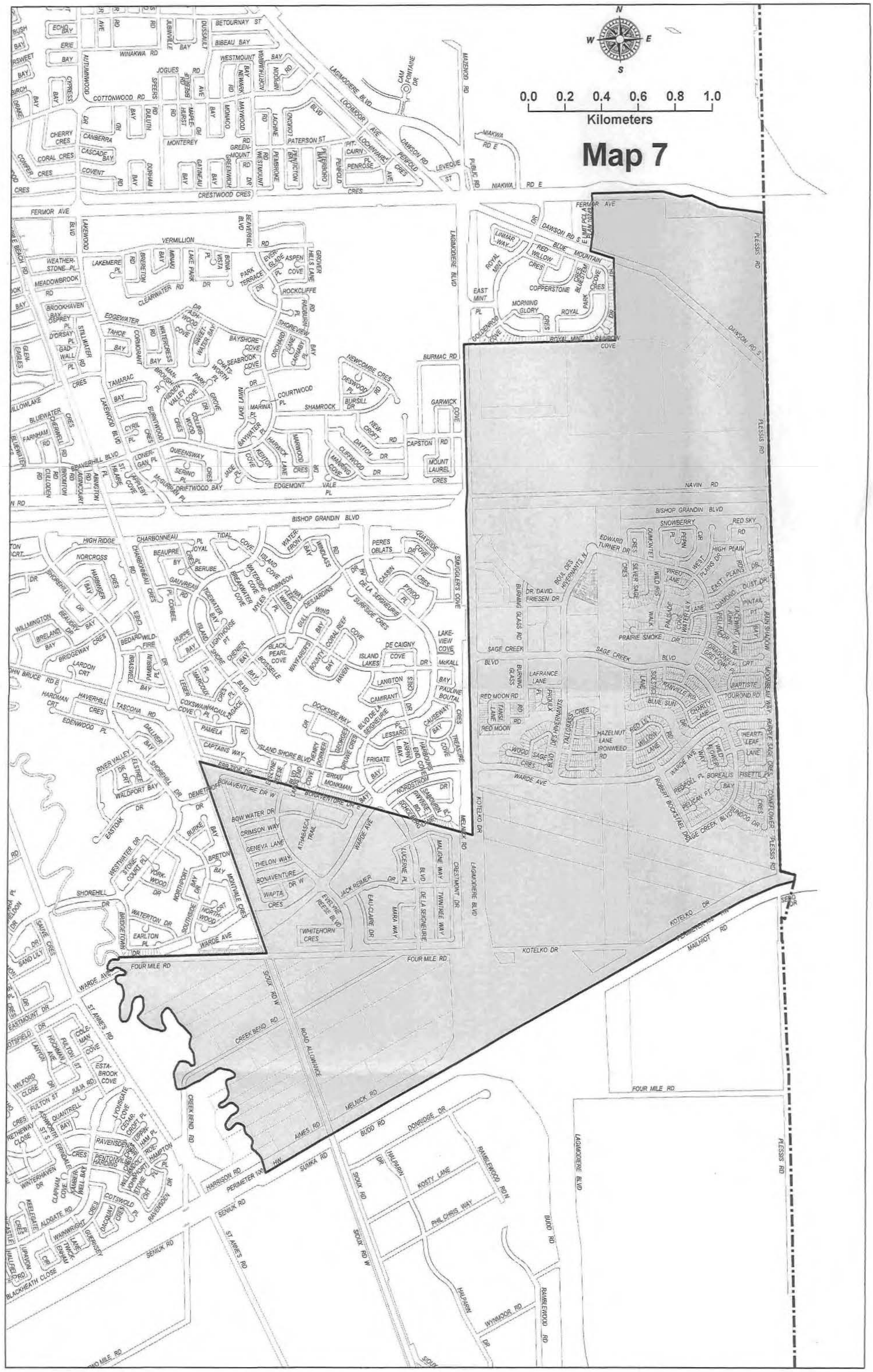
Map 7
N
S
E
W
0.0 0.2 0.4 0.6 0.8 1.0
Kilometers
FERMOR AVE
NIAKWA RD E
LAGIMODIERE BLVD
PLESSIS RD
DAWSON RD S
BISHOP GRANDIN BLVD
NAVIN RD
SAGE CREEK BLVD
WARDE AVE
KOTELKO DR
FOUR MILE RD
MAILHOT RD
MELNICK RD
CREEK BEND RD
ROAD ALLOWANCE
SIOUX RD W
AIMES RD
BUDD RD
DONRIDGE DR
KOSTY LANE
PHIL CHRIS WAY
RAMBLEWOOD RD
HALPARIN
WYNMOOR RD
SUMKA RD
SENIUK RD
ST ANNES RD
HARRISON RD
BONAVENTURE DR W
BOW WATER DR
CRIMSON WAY
GENEVA LANE
THELON WAY
ATHABASCA TRAIL
JACK REIMER
EAU-CLAIRE DR
MARA WAY
LUCERNE PL
MALIGNE WAY
TWINTREE WAY
CRESTMONT DR
DE LA SEIGNEURIE
WHITEHORN CRES
ROBERT BOCKSTAEL DR
BOREALIS
PEDROLL PL
PELICAN PT
BURNING GLASS RD
RED MOON RD
LAFRANCE LANE
DR DAVID FRIESEN DR
EDWARD TURNER DR
BOUL DES HIVERNANTS
PRAIRIE SMOKE DR
HAZELNUT LANE
IRONWEED RD
BLUE SUN DR
TOUROND RD
BAPTISTE
RED SKY
SNOWBERRY
ROYAL MINT
COPPERSTONE
MORNING GLORY
BURMAC RD
GARWICK COVE
CAPSTON RD
MOUNT LAUREL CRES
EDGEMONT
DRIFTWOOD BAY
VERMILLION
BEAVERHILL BLVD
LAKEWOOD BLVD
SHOREHILL DR
WARDE AVE
WATERTON DR
BRIDGETOWN
CRESTWOOD CRES
COTTONWOOD RD
WINAKWA RD
BETOURNAY ST
MONTEREY


N
S
E
W
SCURFIELD BLVD
KENASTON BLVD
WAVERLEY ST
BISHOP GRANDIN BLVD
PUBLIC RD
BRADY RD
PERIMETER 100 HWY
BISON DR
BRIDGE LAKE DR
SOUTH TOWN
NORTH TOWN
PARK EAST
PARK WEST
CENTRE ST
ALBRIGHT RD
FORMBY AVE
LEE BLVD
MADINA AVE
JOHN ANGUS DR
TIM SALE DR
STAN BAILIE DR
KEN OBLIK DR
EAGLEWOOD DR
APPLEFORD GATE
BLUEMEADOW RD
CREEKSIDE RD
0.0
0.2
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0.8
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Kilometers
Map 8

Map 9

Original Court Copy

N
W
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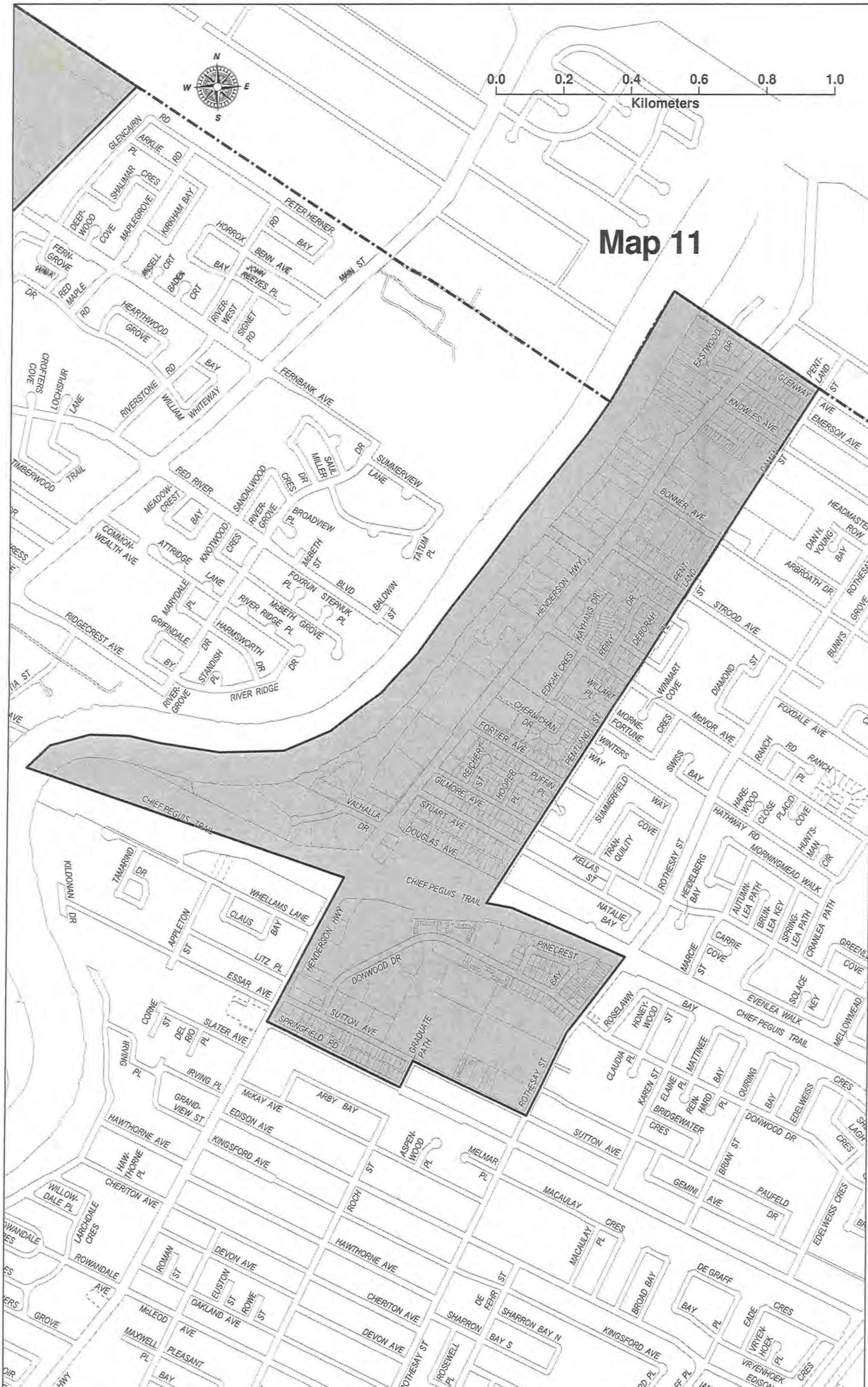
Kilometers
Map 10
CITY LIMIT
SASKATCHEWAN AVE
PERIMETER 101 HWY
N LIMIT DASZ 43/2011
S LIMIT PLAN 47754
RACETRACK
RD
NICK LAPING
WAY
PORTAGE AVE
CAMP MANITOU RD
THOMPSON AVE
HIDDEN OAKS COVE
MOSSY OAKS COVE
McCARTHY ST
OXBOW BEND RD
OAK FOREST CRES
BLUE OAKS CV
GREY OAKS
COVE
BUR OAKS COVE
GRAND OAKS
PERIMETER 100 HWY
AUGIER AVE
JEANNETTE BAY
SUZANNE BAY
BRENDALEE BAY
DENNIS BAY
GAGNON
ST
ST. CHARLES
ALLARD AVE
LEPINE AVE
SANSOME AVE
STEWART ST
BUCHANAN BLVD
CASS ST
SHIER DR
MUSGROVE ST
PEN-DER
OPTIMIST WAY
OLSON
MAGNAN
BERNADINE
CRES
BERNADINE CRES
DOWNS AVE
DUNDURAND AVE
ISBISTER ST
HAMILTON
AVE
STRADFORD ST
NESS
KNOX ST
CAPULET
RISBEY
RUSSENHOLT
RISBEY CRES
PUBLIC
PORTAG
LIVINI AVE


Map 11
0.0
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0.6
0.8
1.0
Kilometers
N
S
E
W
MAIN ST
HENDERSON HWY
CHIEF PEGUIS TRAIL
PENTLAND ST
ROTHESAY ST
SPRINGFIELD RD
DONWOOD DR
SUTTON AVE
GRADUATE PATH
PINECREST BAY
VALHALLA DR
FERNBANK AVE
RIVER RIDGE
KILDONAN DR
EASTWOOD DR
GLENWAY AVE
KNOWLES AVE
BONNER AVE
EMERSON AVE
STROOD AVE
McIVOR AVE
FOXDALE AVE
HATHWAY RD
MORNINGMEAD WALK
EVENLEA WALK
KAYHANS DR
DEBORAH DR
EDKAR CRES
CHERMICHAN DR
FORTIER AVE
GILMORE AVE
STUART AVE
DOUGLAS AVE
REICHERT ST
HOOPER PL
PUFFIN PL
WILLART PL
WINTERS WAY
SUMMERFIELD WAY
WHELLAMS LANE
ESSAR AVE
LITZ PL
McKAY AVE
EDISON AVE
KINGSFORD AVE
HAWTHORNE AVE
CHERITON AVE
DEVON AVE
MACAULAY CRES
SHARRON BAY N
SHARRON BAY S
ROCH ST
DE FEHR ST
PETER HERNER BAY
SUMMERVIEW LANE
BROADVIEW PL
RIDGECREST AVE

This is Exhibit "B" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Minute No. 604
Report – Executive Policy Committee – October 19, 2016

Item No. 5 Implementation of an Impact Fee

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee, as amended, and adopted the following:

1. That an Impact Fee Working Group be established as per the "Impact Fee Working Group Terms of Reference" to ensure long-term, ongoing collaboration and consultation with industry and community stakeholders which will review market trends, exemption options and provide recommendations to the Ad Hoc Committee on Development Standards and the "Impact Fee Working Group Terms of Reference" (draft attached) be included in the report and attached as Appendix E.
2. That the "Phase One: Impact Fee Implementation Plan" (attached) be attached to the report as Appendix D.
3. That the recommendations set out in the Report be replaced with the following:

   "1. That the reports prepared by Hemson Consulting Ltd., Review Of Municipal Growth Financing Mechanisms and Determination Of Regulatory Fees To Finance Growth: Technical Report, dated August 31, 2016 (attached as Appendices A and B) be received as information.

   2. That the Impact Fee By-law (draft attached as Appendix C) which will apply an impact fee effective May 1, 2017, for residential development in New Communities and Emerging Communities as set forth in Our Winnipeg and Complete Communities, outlined in bold in Appendix D be enacted, and that for the purposes of the Impact Fee By-law, the following be established:

      A. that the fee amounts increase on January 1 of each year by the rate of construction inflation for the previous year as determined by the Chief Financial Officer, and that the annual increase be capped at 5% per year;
      B. an administration fee for refunds in the amount of $100.00;
      C. an application fee for Director review in the amount of $100.00; and
      D. an appeal fee in the amount of $250.00.

Report – Executive Policy Committee – October 19, 2016

COUNCIL DECISION (continued):

3. That the following be established as Phase One of the Impact Fee Implementation Plan: effective May1, 2017 as fee amounts per square meter of gross floor space in the following five categories for residential development in New and Emerging Communities, as identified in OurWinnipeg and outlined in bold in Appendix D:
   - A. Residential: $54.73 per m2
   - B. Office: $0.00 per m2 -
   - C. Commercial: $0.00 per m2
   - D. Industrial: $0.00 per m2
   - E. Public and Institutional: $0.00 per m2

4. That Council, with recommendations from the Working Group, may consider rates for implementation for the following:

   - A. non-residential uses in New and Emerging Communities as identified in OurWinnipeg and outlined in bold in Appendix D no earlier than November 1, 2018 – Phase 2
   - B. All uses in all other areas of the City no earlier than November 1, 2019-Phase 3

5. That the Impact Fee Reserve Fund be established as follows:

   - A. All funds generated by the impact fee are to be deposited into the Fund, and that the fees collected by each area as outlined on the map in Appendix D be recorded and that Councillors be allowed access to the area information on an ongoing basis with accumulative totals;
   - B. The purposes of the Fund are:

     - i. to fund capital projects approved by Council recommended by the Chief Financial Officer with consideration given to the input provided by the Working Group;
     - ii. to pay the costs of administering the Impact Fee By-law and Reserve Fund.

6. That the Winnipeg Public Service report to Council every 24 months with the results of a review of the impact fee, which must include consideration of recommendations provided by the Working Group and alignment of the impact fee with OurWinnipeg."

Report – Executive Policy Committee – October 19, 2016

COUNCIL DECISION (continued):

4. That the draft Impact Fee By-law (Appendix C to the Report) be changed:

    A. To reflect the content of the altered Report recommendations set out above

    B. To exempt from application of the fee building or development permits issued within 6 months of receipt of application made prior to May 1, 2017, at the discretion of the Director of Property and Development, where construction begins or conversion takes place by November 1, 2018.

5. A. That the Map in Appendix D of Item No. 5 of the Report of the Executive Policy Committee dated October 19, 2016 be replaced with Map 1 attached to the adopted motion proposed by Councillors Orlikow and Morantz.

    B. That Map 1 and Map 6 of Schedule "A" to By-law No. 127/2016 be replaced with the maps attached to the adopted motion and identified as Map 1 and Map 6, respectively, and the map attached to this motion and identified as Map 11 be added as Map 11 to Schedule "A" to By-law No. 127/2016 to
    - exclude the 1500 Plessis Road Major Redevelopment Site; and
    - show the area within The North Henderson Highway District Plan as approved in By-law No. 1300/76 and the portion of the area within the Henderson Highway Corridor Secondary Plan as approved in Bylaw No. 3215/82 that falls within the Recent Communities policy plate.

    C. That Subsection 13(1) of By-law No. 127/2016 be amended by replacing "Maps 2 to 10" with "Maps 2 to 11" to reflect the addition of Map 11 to Schedule "A".

8. That the Proper Officers of the City of Winnipeg be authorized to do all things necessary to implement the intent of the foregoing.

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY:

Moved by His Worship Mayor Bowman,
That the recommendation of the Executive Policy Committee be adopted.

In amendment,
Moved by Councillor Orlikow,
Seconded by Councillor Morantz,

WHEREAS the Winnipeg Public Service prepared an Administrative Report entitled "Implementation of an Impact Fee" (the Report), which was presented to and considered by the Executive Policy Committee on September 21, 2016;

AND WHEREAS, at its meeting of September 21, 2016, the Executive Policy Committee laid the matter over "to allow Councillor Orlikow to proceed with further discussions with stakeholders, including Members of Council, industry, and the Winnipeg Public Service";

AND WHEREAS, at its meeting of October 19, 2016, the Executive Policy Committee passed a motion (the "Motion") that included a recommendation to Council which contemplated restricting the application of the Impact Fee for Phase One: Impact Fee Implementation Plan to "New Communities and Emerging Communities as set forth in Our Winnipeg and Complete Communities";

AND WHEREAS Emerging Communities are a subset of the Recent Communities policy plate set out in the Complete Communities Direction Strategy;

AND WHERAS Major Redevelopment Sites are not identified as being included in the Recent Communities policy plate set out in the Complete Communities Direction Strategy;

AND WHEREAS Maps 1 and 6 of Schedule "A" to By-law No. 127/2016, which appears on the Agenda for enactment at Council's meeting of October 26, 2016, include the 1500 Plessis Road Major Redevelopment Site;

AND WHEREAS none of the maps forming Schedule "A" to By-law No. 127/2016 include the area within The North Henderson Highway District Plan as approved in By-law No. 1300/76, nor the portion of the area within the Henderson Highway Corridor Secondary Plan as approved in Bylaw No. 3215/82 that falls within the Recent Communities policy plate;

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

AND WHEREAS, based on the stated intention of the Motion to apply to New Communities and Emerging Communities, the 1500 Plessis Road Major Redevelopment Site should not have been included in Maps 1 and 6 of Schedule "A" to By-law No. 127/2016, and the area within The North Henderson Highway District Plan and the portion of the area within the Henderson Highway Corridor Secondary Plan that falls with the Recent Communities Policy Plate should have been included;

NOW THEREFORE BE IT RESOLVED that

1. That the Map in Appendix D of Item No. 5 of the Report of the Executive Policy Committee dated October 19, 2016 be replaced with Map 1 attached to this motion.

2. That Map 1 and Map 6 of Schedule "A" to By-law No. 127/2016 be replaced with the maps attached to this motion and identified as Map 1 and Map 6, respectively, and the map attached to this motion and identified as Map 11 be added as Map 11 to Schedule "A" to By-law No. 127/2016 to
   - exclude the 1500 Plessis Road Major Redevelopment Site; and
   - show the area within The North Henderson Highway District Plan as approved in By-law No. 1300/76 and the portion of the area within the Henderson Highway Corridor Secondary Plan as approved in Bylaw No. 3215/82 that falls within the Recent Communities policy plate.

3. Subsection 13(1) of By-law No. 127/2016 be amended by replacing "Maps 2 to 10" with "Maps 2 to 11" to reflect the addition of Map 11 to Schedule "A".

In amendment,

Moved by Councillor Orlikow,
Seconded by Councillor Wyatt,

WHEREAS the City of Winnipeg wishes to provide certainty;

AND WHEREAS the City of Winnipeg encourages accountability;

AND WHEREAS THE City of Winnipeg has developed the Impact Fee for consistency throughout Winnipeg;

THEREFORE BE IT RESOLVED that the annual fee increase by construction inflation be capped at 5% per year.

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

AND BE IT FURTHER RESOLVED that the City of Winnipeg record the fees collected by each area as outlined on the map in Appendix D, and allow Councillors access to the area information on an ongoing basis with accumulative totals.

The amendment moved by Councillor Orlikow and Seconded by Councillor Wyatt was put.

Councillor Gillingham called for the yeas and nays, on the amendment moved by Councillor Orlikow and Seconded by Councillor Wyatt, which were as follows:-

Yea: His Worship Mayor Bowman, Councillors Allard, Browaty, Dobson, Eadie, Gerbasi, Gilroy, Mayes, Morantz, Orlikow, Pagtakhan, Schreyer and Wyatt. 13

Nay: Councillors Gillingham, Lukes and Sharma. 3

and the amendment Moved by Councillor Orlikow and Seconded by Councillor Wyatt was declared carried.

The amendment moved by Councillor Orlikow and Seconded by Councillor Morantz was put.

Councillor Gillingham called for the yeas and nays, on the amendment moved by Councillor Orlikow and Seconded by Councillor Morantz, which were as follows:

Yea: His Worship Mayor Bowman, Councillors Allard, Eadie, Gerbasi, Gilroy, Mayes, Morantz, Orlikow, Pagtakhan, and Wyatt. 10

Nay: Councillors Browaty, Dobson, Gillingham, Lukes, Schreyer, and Sharma. 6

and the amendment moved by Councillor Orlikow and Seconded by Councillor Morantz was declared carried.

The motion for the adoption of the item, as amended, was put.

Councillor Gillingham called for the yeas and nays, which were as follows:

Yea: His Worship Mayor Bowman, Councillors Allard, Eadie, Gerbasi, Gilroy, Mayes, Morantz, Orlikow, Pagtakhan, and Wyatt. 10

Nay: Councillors Browaty, Dobson, Gillingham, Lukes, Schreyer, and Sharma. 6

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

and the motion for the adoption of the item, as amended, was declared carried.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On October 19, 2016, the Executive Policy Committee passed the following resolution:

WHEREAS for more than a decade the City of Winnipeg has reviewed, analyzed, consulted and discussed options to create and implement ways to pay for increasing demands due to growth, without placing complete reliance for funding solely on property tax revenues;

AND WHEREAS during the planning of the 2016 Budget, the City contemplated growth-related fees and through discussion with Winnipeg's local development and homebuilder industry, a one-year delay was determined to be required to study the relationship between growth-related costs in Winnipeg and funds were allocated in the 2016 Budget to conduct this study externally;

AND WHEREAS the results of the study conducted and completed by Hemson Consulting Inc, published September 1, 2016, concluded that growth in Winnipeg is not funding its fair share of growth related costs;

AND WHEREAS the Winnipeg Public Service presented its report Implementation of an Impact Fee to Executive Policy Committee September 21, 2016, at which time the Executive Policy Committee laid the matter over for additional consultation with Council and industry stakeholders to be led by the Chair of Property and Development, Heritage and Downtown Development, Councillor Orlikow;

AND WHEREAS meetings with more than 40 stakeholders have been held by the Chair of Property, Development, Heritage and Downtown Development over the past weeks;

AND WHEREAS through consultation and collaboration with industry and Council members, no fees will be applied to building permits for 6 months, a phased-in approach of reduced rates, based on categories, along with developing a process to build-in ongoing, meaningful consultation with industry stakeholders has been determined;

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

THEREFORE BE IT RESOLVED that the Executive Policy Committee recommend that Council concur with the Implementation of an Impact Fee report (the "Report"), as considered by Executive Policy Committee on September 21, 2016, subject to the following amendments and Recommendations:

1. That an Impact Fee Working Group be established as per the "Impact Fee Working Group Terms of Reference" to ensure long-term, ongoing collaboration and consultation with industry and community stakeholders which will review market trends, exemption options and provide recommendations to the Ad Hoc Committee on Development Standards and the "Impact Fee Working Group Terms of Reference" (draft attached) be included in the report and attached as Appendix E.

2. That the "Phase One: Impact Fee Implementation Plan" (attached) be attached to the report as Appendix D.

3. Replacing the recommendations set out in the Report with the following:

    "1. That Council receive the reports prepared by Hemson Consulting Ltd., Review Of Municipal Growth Financing Mechanisms and Determination Of Regulatory Fees To Finance Growth: Technical Report, dated August 31, 2016 (attached as Appendices A and B) as information.

    2. That the Impact Fee By-law (draft attached as Appendix C) which will apply an impact fee effective May 1, 2017, for residential development in New Communities and Emerging Communities as set forth in Our Winnipeg and Complete Communities, outlined in bold in Appendix D be enacted, and that for the purposes of the Impact Fee By-law, the following be established:

        A. that the fee amounts increase on January 1 of each year by the rate of construction inflation for the previous year as determined by the Chief Financial Officer;

        B. an administration fee for refunds in the amount of $100.00;

        C. an application fee for Director review in the amount of $100.00; and

        D. an appeal fee in the amount of $250.00.

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

3. That Council establish the following as Phase One of the Impact Fee Implementation Plan: effective May1, 2017 as fee amounts per square meter of gross floor space in the following five categories for residential development in New and Emerging Communities as identified in OurWinnipeg and outlined in bold in Appendix D:

   A. Residential: $54.73 per m2
   B. Office: $0.00 per m2 -
   C. Commercial: $0.00 per m2
   D. Industrial: $0.00 per m2
   E. Public and Institutional: $0.00 per m2

4. That Council, with recommendations from the Working Group, may consider rates for implementation for the following:

   A. non-residential uses in New and Emerging Communities as identified in OurWinnipeg and outlined in bold in Appendix D no earlier than November 1, 2018 – Phase 2

   B. All uses in all other areas of the City no earlier than November 1, 2019- Phase 3

5. That Council establish the Impact Fee Reserve Fund as follows:

   A. All funds generated by the impact fee are to be deposited into the Fund;

   B. The purposes of the Fund are:

      i. to fund capital projects approved by Council recommended by the Chief Financial Officer with consideration given to the input provided by the Working Group;

      ii. to pay the costs of administering the Impact Fee By-law and Reserve Fund.

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

6. That the Winnipeg Public Service report to Council every 24 months with the results of a review of the impact fee, which must include consideration of recommendations provided by the Working Group and alignment of the impact fee with OurWinnipeg."

4. Changing the draft Impact Fee By-law (Appendix C to the Report):

   A. To reflect the content of the altered Report recommendations set out above

   B. To exempt from application of the fee building or development permits issued within 6 months of receipt of application made prior to May 1, 2017, at the discretion of the Director of Property and Development, where construction begins or conversion takes place by November 1, 2018.

5. That the proper officers of the City of Winnipeg be authorized to do all things necessary to implement the intent of the foregoing.

and submitted the matter to Council.

Further on October 19, 2016, the Executive Policy Committee received from Justin Swandel, Terracon Development Limited, a PowerPoint Presentation titled "Questions All Councillors Should Be Able to Answer", in opposition to the matter.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On September 21, 2016, the Executive Policy Committee laid over the matter to allow Councillor Orlikow to proceed with further discussions with stakeholders, including Members of Council, industry, and the Winnipeg Public Service.

Further on September 21, 2016, the Executive Policy Committee received submissions with respect to the matter from the following:

- Tom Thiessen, Executive Director, BOMA Manitoba, submitted a communication dated September 20, 2016

Report – Executive Policy Committee – October 19, 2016

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

- Tim Comack, Ventura Land Company Inc., Ventura Developments Inc., submitted a value listing of 369 Stradbrook, and a copy of a communication dated September 13, 2016 from Tacium Vincent & Associates in relation to the proposed fee
- Justin Swandel, submitted Taxed Supported Summaries of the 2008 – 2016 Adopted Operating Budgets, a comparison of Annual Capital Spending across Eight Canadian Municipalities, a page of the Capital Project Summary of the 2014 Adopted Capital Budget, and a copy of City of Toronto's 2014 – 2023 Capital Budget and Plan.

ADMINISTRATIVE REPORT

Title: Implementation of an impact fee

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
Georges Chartier	Mike Ruta	Mike Ruta	Doug McNeil

RECOMMENDATIONS

1) That Council receive the reports prepared by Hemson Consulting Ltd., Review Of Municipal Growth Financing Mechanisms and Determination Of Regulatory Fees To Finance Growth: Technical Report, dated August 31, 2016 (attached as Appendic es A and B) as information.

2) That Council enact the Impact Fee By-law (draft attached as Appendix C), which will impose an impact fee and will take effect on January 1, 2017.

3) That, for the purposes of the Impact Fee By-law, Council establish the following :

   a) fee amounts per square meter of gross floor space for the following five fee categories:

	Non-Residential Uses				**Residential Uses**
	Office	Commercial and Retail	Public and Institutional	Industrial	
Fee Amount (per m^2)	\$226.51	\$152.91	\$94.08	\$61.16	\$109.45

   and that the fee amounts increase on January 1 of each year by the rate of construction inflation for the previous year as determined by the Chief Financial Officer;

   b) an administration fee for refunds in the amount of \$100.00;

   c) an application fee for Director review in the amount of \$100.00; and

d) an appeal fee in the amount of $250.00.

4) That Council establish the impact fee Reserve Fund, as follows:

   a) All funds generated by the impact fee are to be deposited into the Fund;

   b) The purposes of the Fund are:

      i) to fund capital projects to the extent that they are determined by the Chief Financial Officer to be growth-related; and

      ii) to pay the costs of administering the impact fee By-law and Reserve Fund;

   c) The Chief Financial Officer is the manager of the Fund; and

   d) The purpose of the fund may only be changed by a 2/3 majority vote of Council.

5) That the Winnipeg Public Service report to Council within 24 months of implementation to provide an update on the impact of the impact fee which will include a review evaluating the alignment of the impact fee to the *OurWinnipeg* policy.

6) That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

The City of Winnipeg's 2016 Budget authorized an expenditure of $250,000 to "study and review smart growth funding options, including a regulatory growth fee." Following a request for proposals process, Hemson Consulting Ltd. (Hemson) was awarded a contract to conduct the growth study for the City. Hemson prepared two reports entitled Review Of Municipal Growth Financing Mechanisms and Determination Of Regulatory Fees To Finance Growth: Technical Report (Hemson's Reports), copies of which are attached as Appendices A and B, respectively, for Council's information.

Based on the analysis provided by Hemson's Reports, a by-law creating a new financial mechanism to fund growth is being proposed (draft attached as Appendix C), which requires enactment by Council before it can be implemented. In addition, a new reserve fund is being proposed, which only Council can approve.

EXECUTIVE SUMMARY

Over the last decade, the City of Winnipeg (Winnipeg) has experienced significant growth in population, which in turn has resulted in new housing, businesses, jobs and a vibrant community with many opportunities. In the next decade, Winnipeg is expected to continue experiencing robust growth, which will require significant investment in community services, transit, transportation, police and protection services, water and waste, and other areas.

The City of Winnipeg Charter identifies the purposes of the City of Winnipeg as including the development and maintenance of safe, orderly, viable and sustainable communities, and the promotion and maintenance of the health, safety, and welfare of the inhabitants. *OurWinnipeg* establishes a vision for Winnipeg that promotes a socially, economically and environmentally sustainable city that offers a high quality of life that current citizens expect and that prospective citizens will value. The proposed impact fee will help position Winnipeg to achieve this vision and ensure that future growth and change is supported by adequate investment in the required infrastructure. Some key findings from Hemson's Reports include:

- In Winnipeg "Growth does not pay for growth";
- Winnipeg is one of the few cities in Canada that has not implemented an infrastructure-related growth charge of some nature;
- New development could be assessed the fee at the time a building permit is issued; and
- There are examples of municipalities who have implemented exemptions or discounts in some form.

Unlike most major Canadian cities, the City of Winnipeg (the City) does not currently impose any fee designed to recover the costs of infrastructure external to new development from developers, builders or property owners who are engaged in development. The City's legislative authority to impose fees under Part 6 of *The City of Winnipeg Charter* (the Charter) differs from that of most other major Canadian cities and other Manitoba municipalities who have been given specific legislative authority in their planning legislation to impose development cost charges or "DCCs".

However, under the *Charter*, the City has broad authority to impose fees for a variety of purposes, including applications, permits, licenses, consents, approvals, and other matters in respect of the administration of the Charter and the affairs of the City. Furthermore, the *Charter* states that the powers of the City are stated in general terms to give broad authority to Council to govern the city in whatever way Council considers appropriate within the jurisdiction given to it under the Charter or other legislation, and to enhance the ability of Council to respond to present and future issues in the city.

The Winnipeg Public Service has concluded that these and other empowering provisions in the *Charter* grant Council the authority it requires to enact the Impact Fee By-law (the By-law) proposed in this Report, a draft of which is attached to this report as Appendix C. The goal of the impact fee (the Fee) which would be imposed by the By-law is to assist the City in paying for the costs associated with managing and accommodating growth in Winnipeg thereby reducing the need for these costs to be paid for by taxpayers.

In this regard, the City has prepared the By-law which includes the following:

- Fee collected at the time a building or development permit is issued;
- Fee calculated per square metre on all residential and non-residential new construction. The fee amount will vary based on the following 5 categories:
  - (i) Residential: $109.45
  - (ii) Office: $226.51

(iii) Commercial/Retail: $152.91
(iv) Industrial: $61.16
(v) Institutional: $94.08;

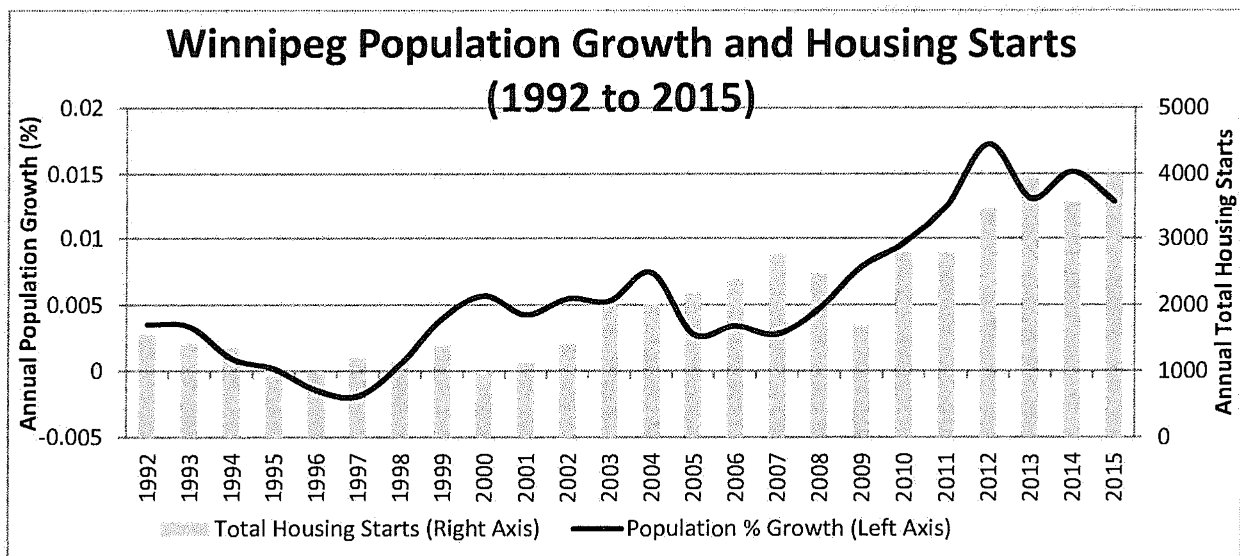
- Exemptions relating to affordable housing and home renovations;
- Hearing body for appeals; and
- In force and effect January 1, 2017.

To provide some context in respect of the above, the residential square metre fee amount proposed above calculated for an 1,800 square foot home (167 square metres) (representing the average new build dwelling size) would result in an impact fee of $18,303.

The impact fee revenue collected will be deposited into the impact fee Reserve Fund and used to fund capital projects to the extent to which the Chief Financial Officer (CFO) has determined that they are related to growth. A 2/3 majority vote of Council would be required to change the purpose of the Reserve Fund.

IMPLICATIONS OF THE RECOMMENDATIONS

Since 2005, the population of the City of Winnipeg has grown by more than 70,000 people, which has translated into more than 30,000 new housing starts. According to the Conference Board of Canada, this strong growth is anticipated to continue over the next several decades, with the City's population anticipated to increase from 718,000 in 2015 to 923,000 in 2040. Growth provides many benefits to our community but also has a significant impact on the City's operating and capital costs and revenues.



Source: Statistics Canada, CMHC

If the recommendations of this report are concurred in, the Public Service will operationalize the impact fee program. This program will better position City Council to invest in services and infrastructure to accommodate growth and change. More specifically, a number of benefits include:

- Fairness and Equity – the burden of paying general infrastructure shifts from the general public to those who require, benefit from and use the infrastructure.
- City Building – the impact fee program is rooted in the City's existing policy framework, including *OurWinnipeg* – our city's long-range development plan – and will support the efficient allocation of scarce resources and encourage infrastructure investment consistent with the City's goals and objectives for community building and sustainability.
- Sustainability – the impact fee program builds on the concept of the 3 pillars of sustainability (social, economic and environment) and the belief that current generations should capitalize on existing and future assets without placing a burden on, or impacting future generations, or the environment.
- Diversification – the impact fee program provides for a more diversified stream of revenues for the City and reduces the reliance on property taxes. Reliable alternative funding sources promote fiscal stability and the orderly provision of infrastructure.

HISTORY/DISCUSSION

Background

Winnipeg has gone through a period of growth that has impacted the City's operating and capital costs and revenues. Annual population growth rates in Winnipeg have increased from an average of approximately 0.5 per cent between 2002 and 2005 to approximately 1.5 per cent between 2012 and 2015. Population growth is expected to remain relatively strong over the coming decades, with Winnipeg's population anticipated to increase from 718,400 in 2015 to 922,600 in 2040.

Recent population growth is also reflected in housing development, with annual growth rates reaching nearly 3 per cent in recent years. In 2015, there was a total of 291,900 households in Winnipeg. This number is expected to grow to 391,900 by 2040.

This growth requires significant capital and operating investment. The City's planning policy framework recognizes the need to plan for this growth while supporting sustainability and economic growth. Currently, the majority of city-wide capital costs are funded through property taxes. Further, the City has frequently frozen or reduced property tax rates since the late 1990s, resulting in tax rates that are significantly lower than comparable Canadian municipalities.

As a result of limited revenues and competing capital funding priorities, the City is experiencing a deterioration of existing infrastructure and a growing city-wide infrastructure deficit. The infrastructure deficit is expected to reach a total of $7.4 billion by 2018, including $3.6 billion in development-related infrastructure deficit. The majority of the development-related deficit relates to transportation infrastructure.

As illustrated, growth is placing pressure on public infrastructure and services and on City Council to invest in additional capacity to accommodate growth. With relatively strong population growth and development expected to continue well into the future, funding new infrastructure for expanded City services will continue to be a challenge.

Studying Growth
For more than a decade, the Public Service has studied innovative financial mechanisms to support growth management, without raising property taxes. In 2005, the City completed the Financing Infrastructure Related to Land Development study and in 2013 the City conducted a study on Growth Development Charges.

On May 27, 2016 Hemson was awarded a contract to conduct a growth study for the City. The general scope of the work undertaken by Hemson includes the following:

- Determination of growth-related costs and revenues:
  - Define best practice methodology to assess growth-related City of Winnipeg costs and revenues;
  - Compare past growth-related cost and revenue reviews conducted on the City of Winnipeg against best practice methodology; and
  - Following best practice methodology, carry out a new analysis to determine City of Winnipeg growth-related costs (operating and capital expenditure; current and expected) and growth-related revenues.

- Determination of a growth financing implementation framework:
  - Define best practice by researching growth finance models used in other Canadian or international cities;
  - Apply those best practices to the City of Winnipeg and prepare recommendations for the implementation of a model for financing growth including rules and procedures for administration.

Hemson conducted industry consultations as part of its process on July 19, 2016 and August 18, 2016.

Hemson's Reports
The chart above illustrates actual population growth which has a direct correlation to new construction. Winnipeg has experienced continued population growth which results in increased demand for new construction and increases pressure for new and improved infrastructure. Other jurisdictions across Canada have found that the introduction of legislative charges has not impacted growth.

Currently the City depends on property taxes and fees to pay for infrastructure improvements. However, property taxes and fees have not kept pace with demand for services as noted above in reference to the significant infrastructure deficit that Winnipeg faces.

Hemson prepared two reports which are attached in Appendices A and B. A summary of the contents of Hemson's Reports follows:

(i) Use of funds

- Reserve funds or accounts should be established for each service adopted under a regulatory fee by-law.
- It is recommended that Council adopt the development-related capital forecast included in this study, subject to annual review through the City's normal capital budget process. Projects may be removed, added or substituted as long as they are development-related.

(ii) Timing of payment

- It is proposed that the regulatory fee be collected at building permit issuance or development permit issuance. These are common collection points in other municipalities.

(iii) Indexing of fees

- It is recommended that the City establish a by-law policy for the indexing of fees once they are established.
- Indexing is commonly done annually (and in some cases semi-annually) in other communities using construction cost indices.

(iv) Updating of by-law

- It is recommended that Council update the by-law as needed for changes relating to the application of charges, definitions, exemptions and discounts.
- The regulatory fees may be commonly updated at three to five year intervals or when there are significant changes to the capital plan or development forecast.

(v) Public Communication

- It is recommended that City advertise the adoption of the regulatory fee by-law including the applicable fees.
- The regulatory fees and rules should be included within a pamphlet that can be posted on the City's website and made available at Planning, Property and Development offices.

(vi) Discounts and exemptions

- This section includes examples of exemptions and discounts that Council may wish to consider. Exemptions and discounts result in revenue losses that are typically recovered through tax or utility rates. It is expected that the City may refine its discount and exemption policy over time following the initial adoption of a regulatory fee.

- The most common land-use exemptions used across Canada are for government buildings. This may include
  - Federal, provincial and municipal buildings, including agencies, boards and commissions;
  - Public schools; or
  - Exemptions for universities and colleges
- Other land-use exemptions or discounts that could be considered are:
  - for non-profit organizations. This may include land uses such as places of worship and affordable housing.
  - economic development incentives. Some municipalities reduce fees within a defined area to encourage investment. Typically, this may include the downtown area of a community where growth has been slow to occur.
  - some municipalities also choose to reduce charges for industrial development, the rationale being that it is more of a "footloose" sector than residential, office and retail uses, making it thereby more sensitive to fees and charges.

(vii) Phase-ins

- The phase-in of regulatory fees is commonly advocated by the building industry when significant increases in charges are proposed.
- As with other discounts, phase-ins result in revenue losses that have to be made up through other revenue sources.

In consideration of the above observations the Public Service is recommending the following:

<u>The Impact Fee By-law</u>

1. Legal Authority

For Winnipeg, the function of managing and accommodating growth and development is fundamental. Section 5 of the Charter specifies that the purposes of the City include developing and maintaining safe, orderly, viable and sustainable communities, and promoting and maintaining the health, safety, and welfare of the inhabitants. The function of managing and accommodating growth and development is integral to fulfilling these purposes.

In order to ensure that new development takes place in a way that is orderly, viable and sustainable within the broader municipality, the City, like other cities throughout Canada, creates, applies and enforces rules in its zoning by-laws governing the uses to which various properties may be put as well as dimensional restrictions on development taking place on properties (e.g. restrictions on the size of buildings, mandatory setbacks and building heights). In order to ensure that the construction that is a necessary part of development results in buildings that promote and maintain the safety, health and welfare of occupants, the City enforces building codes, another type of regulation. The City also acts in other ways in order to accommodate and manage growth and development. The City engages in the planning and construction of infrastructure to support the new residents and businesses in the new developments – streets, roads, alleys, sewer and water, libraries, recreation facilities, police and fire stations, etc. – both on and off-site. This infrastructure is also necessary to create safe, orderly, viable and sustainable communities and to promote and maintain the health, safety, and welfare of the inhabitants. Together, all of these elements constitute a comprehensive regulatory regime or system to manage and accommodate growth to ensure that it is safe, orderly, viable and sustainable.

Obviously, this regulatory regime or system is expensive. Some of the costs of managing and accommodating growth are currently recovered by the City, through various permit and approval fees as well as through development and zoning agreements. For example, developers typically pay for most of the costs of infrastructure within a development and sometimes boundary roads through development agreements and zoning agreements. Fees for permits and approvals are designed to recover the costs of providing administration and enforcement of that aspect of this system.

However, as Hemson's Reports make clear, not all of the costs of this regulatory system are currently being recovered by the City from the developers, builders or residents/occupants who most directly benefit from the new growth or development. In particular, the costs of off-site infrastructure necessary to support growth are not being recovered by the City.

As noted above, the authority given to the City in its planning legislation differs from that enjoyed by other municipalities in Canada and in Manitoba. Other municipalities have the authority to impose charges, often referred to as Development Cost Charges (DCCs), as part of the development process to recover the costs of managing and accommodating growth. When Council previously requested legislative changes from the Province of Manitoba (the Province), the Province advised that the City had sufficient existing statutory authority to recover the costs of growth.

Since then, the Public Service has reviewed existing City powers – other than Development Cost Charges – that could be used to recover the costs of managing and accommodating growth to the extent that they are currently tax-supported. One such power is the City's authority to impose fees. More recent judicial interpretation of the powers of governments to impose fees has demonstrated a greater willingness to recognize the legitimacy of fees to defray the costs of comprehensive regulatory systems, broadly defined.

As a result, the Public Service has concluded the powers currently available to the City in Part 5 of Charter to impose fees, and especially sections 209 and 210, can be used to support the proposed By-law to manage and accommodate growth. This authority is separate and distinct from any power to impose Development Cost Charges through planning legislation, which would be contained in Part Six of the Charter, and it does not depend on the Province to make any legislative changes or to provide any approvals. A Fee imposed under Part 5 would allow the City to recover more of the costs of managing and accommodating growth and development incurred by the City. And it would do so without the need to resort to increased taxes on

Winnipeggers in general. In other words, the Public Service's opinion is that, if Council wants to do so, it has the legal authority to impose a regulatory fee of the kind proposed in this Report to ensure that growth more fully pays for the costs of growth.

2. impact fee

This Report recommends the introduction of an impact fee through a new by-law (draft attached as Appendix C). The specifics of the impact fee set out in the attached draft By-law are as follows:

(a) Framework of the fee

- The fee would be imposed on the basis of the gross floor area of buildings;
- A different charge per square metre would be imposed in each of five fee categories – residential, office, retail and commercial, public and institutional, and industrial;
- For the purposes of the By-law, garages, decks, porches, 3-season sun rooms, gazebos, and basements would be excluded when calculating the fee for residential development;
- The fee would be imposed on any development, including construction and/or a conversion from one of the five fee categories to another because of a change in the building's use under one of the City's two zoning by-laws.

(b) Replacements, expansions and conversions of buildings

- If a new building replaces a building that was demolished within the previous 5 years no fee would be imposed except to the extent that the new building extends the square footage or involves a conversion to a different, higher priced fee category. Similarly, if part of a building is demolished and rebuilt within 5 years, so long as both are in the same fee category, no fee would be imposed except to the extent that the rebuilt floor space exceeds the floor space it is replacing.
- As a general rule, if a building is expanded, the fee is only payable on the floor area being added. However, the fee would not be applicable at all to an expansion of a residential building unless additional dwelling units are being added
- If all or part of a building is converted to a new fee category, the fee would only be charged to the extent that the new fee category results in a higher fee (ie. the notional fee that would be applied to the existing building or part thereof is subtracted from the fee applicable to the new build or conversion)
- Where a mixed use building is being built or converted, the floor area of the common areas will be assigned to each fee category in proportion to that fee category's share of the entire building. (e.g. if a building is 20% retail and 80% residential, the common areas will be treated as 20% retail and 80% residential.)

(c) Discounts and exemptions

- An exemption would be provided to the following organizations in respect of dwelling units that they agree to provide as affordable housing for at least 10 years.
  - Winnipeg Housing Rehabilitation Corporation;
  - The Manitoba Housing and Renewal Corporation;
  - any level of Government; or

- o any organization who has been approved to receive funding from the Government of Canada or the Province of Manitoba under an affordable housing program.

(d) Time of payment

- The fee is imposed – and must be paid – before a building permit or development permit can be issued (but not at time of application).
- If a building or development permit is amended after it has been issued, an additional fee must be paid to reflect additional square footage or a higher fee category that the amended permit is allowing. Again, this must be paid before the permit is issued.

(e) Refunds

- If a permit is voluntarily withdrawn by the permit holder before it expires (e.g. if the project doesn't proceed), the entire fee is refunded less an administrative fee set by Council.

(f) Penalties for non-compliance

- A monetary penalty in the amount of the impact fee applicable to that development is imposed for a failure to pay the fee prior to beginning the development. Effectively, this means that the person then has to pay twice the fee – once for the fee and once for the monetary penalty.
- In addition, the City could prosecute the offender for violating the By-law. The fine for proceeding with construction or conversion of a building without paying the fee is twice the amount of the applicable fee.

(g) Reviews and Appeals

- Anyone subject to the fee can have the actions or decisions of City employees applying the By-law reviewed by the Director of PP&D upon payment of a refundable fee set by Council
- Any appeal specified in the *Charter* would be heard by Executive Policy Committee. Again, a refundable fee set by Council would apply.

In large part, the structure of the impact fee proposed in this Report corresponds to the recommendations of the Hemson Report. In addition, the fee categories set out in the By-law and the amount of the proposed fee in each category have been determined on the basis of the data supplied in Hemson's Reports.

The recommended fees per square metre for the five fees effective January 1, 2017 are as follows:

Residential	$109.45
Office	$226.51
Commercial/Retail:	$152.91
Industrial:	$ 61.16
Institutional	$ 94.08

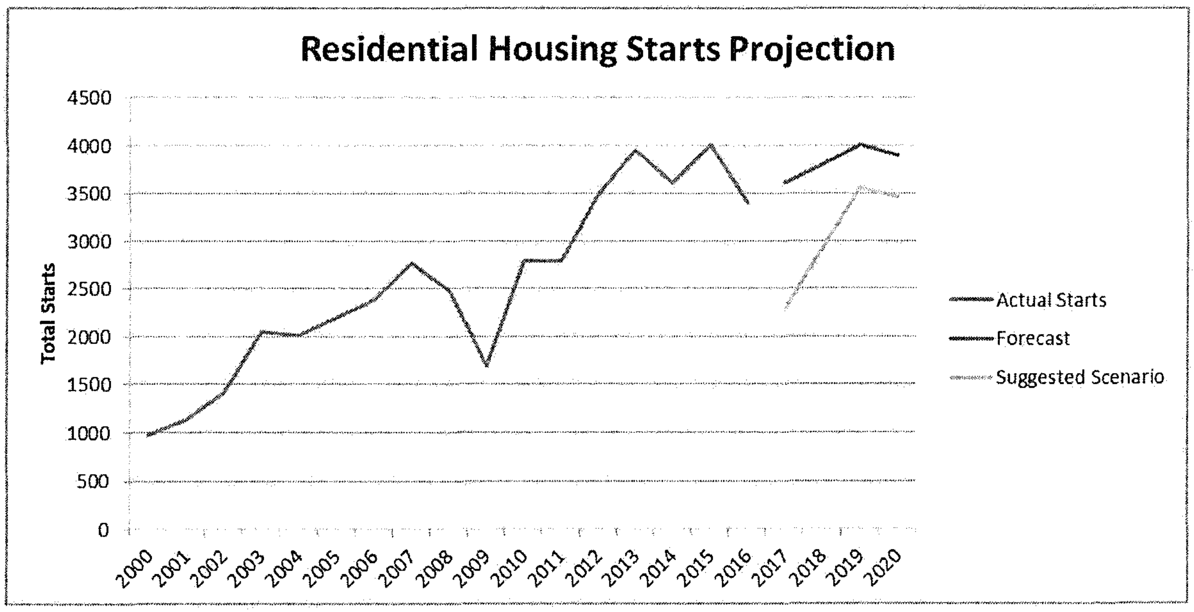
These fees would rise by the rate of construction inflation, as determined by the Chief Financial Officer. This increase would take place on January 1 of each year, unless Council had established a new fee within the previous 12 months.

The proposed fees for refunds, applications for review by the Director, and appeals to Executive Policy Committee, are based on the estimated costs of administration of each of these functions.

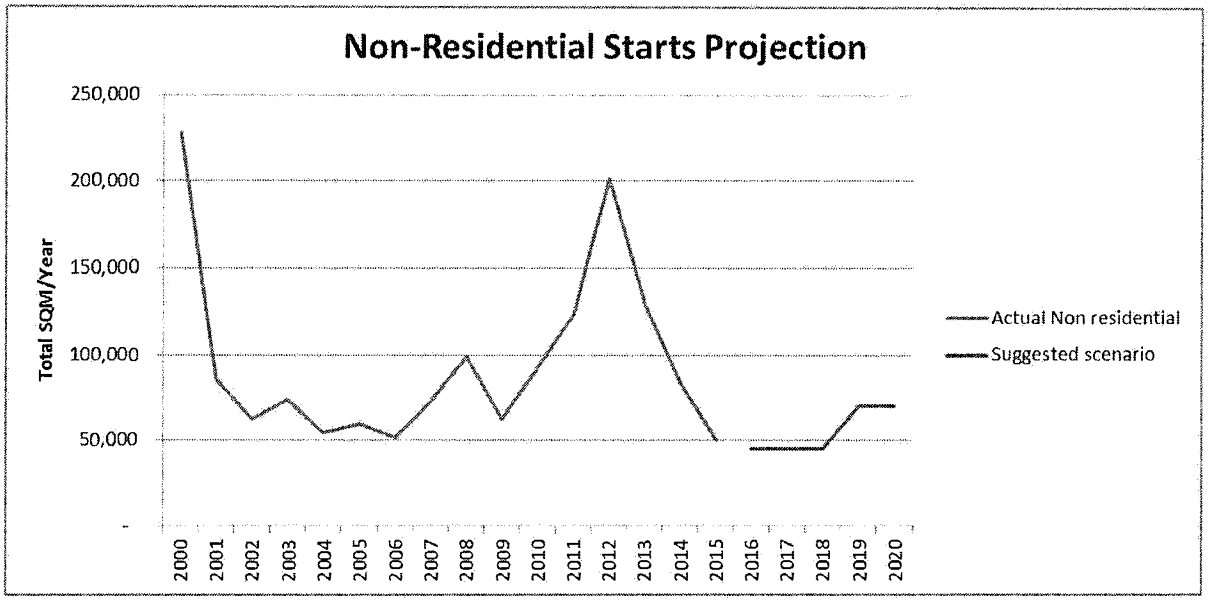
Financial Implications

As noted above, the Public Service recommends adopting the above impact fees to be charged commencing on January 1, 2017. Projected revenue is a function of expected development and the charge per unit. Proceeds will vary year by year depending on development activity.

Revenue Assumptions



- Based on the above chart setting out past and projected residential starts, on a conservative basis the Public Service estimates it will collect $30.7m of residential fee revenue in 2017. Based on 2015 actual results, residential fee revenue would have been $49.7m.



- The above chart sets out past and projected non-residential starts. On a conservative basis the Public Service estimates it will collect \$4.4m of fee revenue in 2017. Using 2015 actual results, fee revenue on non-residential starts would have been \$4.9m.

Using the estimates above total residential and non-residential revenue on a conservative basis may be in the range of \$35.1m. Of this total, \$6.8m would relate to Utility capital and the balance or approximately \$28.3m would apply to tax-supported capital.

impact fee Reserve
This Report recommends that all funds generated through the impact fee should be deposited into the proposed impact fee Reserve Fund. The purpose of this reserve fund is twofold:

- to fund capital projects to the extent that they are determined by the Chief Financial Officer to be growth-related and
- to pay the costs of administering the impact fee By-law and reserve fund.

It is also recommended that the Chief Financial Officer be appointed as manager of the reserve fund.

The primary purpose of the reserve fund is to pay all costs of eligible capital works, including financing charges. As manager of the reserve fund, the Chief Financial Officer would determine which, and to what extent, capital works were eligible for funding. Infrastructure would be eligible only to the extent that the work is determined by the Chief Financial Officer to be growth-related (e.g. aligned with the management and accommodation of growth and development). There are well-developed formulae and analysis tools for making this determination.

Funds from the Reserve Fund would also be used to pay the costs of administration of the impact fee By-law and the impact fee Reserve Fund, including the funding required for new full-time equivalent positions.

It should be noted that the establishment of a reserve fund for funds generated by the impact fee is not required by law, as it is for development cost charges in some other Canadian cities and municipalities. It is being proposed in this Report to provide transparency as to the use of funds generated by the impact fee.

This recommendation differs from the recommendations of the Hemson Reports in that it proposes the creation of a single reserve fund rather than the creation of individual reserve funds for each type of infrastructure. This is being done to make administration of the reserve fund more efficient, flexible and straightforward. If, at the review in 24 months' time, individual reserve funds are determined to be preferable, the change can be made at that time.

Resources
Additional staff will be required to administer the program. An estimate of FTE's required for this purpose both in Property Planning and Development and Corporate Finance will be included in deliberations concerning the 2017 budget process if this report is adopted by Council.

Other
It should be noted that exemptions or discounts added beyond those included in this report will reduce the amount of City revenue available by assessment of the Fee.

In reference to the City's debt strategy, improved Revenue will allow the City to increase its borrowing capacity for future capital projects.

Review Period
As with any new initiative, issues and problems are likely to arise which were not anticipated at the outset. A 24 month review period will give the Public Service a reasonable opportunity to observe the operation of the impact fee and to identify opportunities for improvement.

In addition, a 24 month period will give the public, Council and the Public Service an opportunity to consider how to integrate policy priorities into the By-law.

Summary
Adoption of the impact fee will be transformative and will provide a significant opportunity to ensure that growth does pay for growth without affecting existing property owners. It recognizes the principal that growth creates the need for new infrastructure throughout Winnipeg.

FINANCIAL IMPACT

Financial Impact Statement Date: September 2, 2016

Project Name: Implementation of an impact fee

COMMENTS:

Collection of the impact fees will be accounted for through the impact fee Reserve. Expenditures from the reserve will be identified by Corporate Finance and publicly disclosed on an annual basis. Additional staff will be required to administer this program and these FTE's will be identified in the 2017 budget process.

(Original signed by R. Hodges)
Ramona Hodges
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

Consultation with:

a) Legal Services (as to legal issues)

b) Property Planning and Development

c) Hemson Consulting Ltd,

d) Fire/Ambulance

e) Community Services

f) Public Works

g) Water and Waste

h) Corporate Finance

OURWINNIPEG POLICY ALIGNMENT

The impact fee program is rooted in the City's existing policy framework, advancing policy directions in *OurWinnipeg* (By-Law 67/2010) and its four direction strategies (*Complete Communities* [By-Law 68/2010], *A Sustainable Winnipeg*, *Sustainable Water and Waste*, and *Sustainable Transportation*) along with the *Transportation Master Plan*.
OurWinnipeg policy directions are reflected through some of the impact fee program's key principles:

Fairness and equity – *OurWinnipeg* commits to providing equitable access to municipal programs, services and facilities. One way to achieve this is for everyone to pay their "fair share" of the costs of new infrastructure and services (03-1, p.74).

City Building – To build "A City that works", *OurWinnipeg* commits to growth management objectives, ensuring "land use, transportation and infrastructure planning efforts are aligned to identify where growth will be accommodated and how it will be serviced" (*OurWinnipeg* p.27). Other key directions for the entire city involve sustainable asset management, integrating transportation with land use, developing more complete communities, and providing sustainable wastewater management.

Sustainability – Direction related to the three sustainability pillars (social, economic and environmental) are found throughout *OurWinnipeg* and its direction strategies. *OurWinnipeg* also provides specific direction to develop and implement tools to support sustainability (02-1, p. 67).

Diversification – *OurWinnipeg* notes that the City must re-think regulation and taxation from the viewpoint of fostering economic growth (01-3, p.50). The 'basics' matter; public safety, water quality, wastewater and transportation infrastructure and public amenities are essential, but attractiveness and better-than-average services are integral to achieving a high quality of life and attracting economic development at a global scale. Diversification of City income streams is an important way to increase quality of services and add to the general attractiveness of the City.

In its section on prosperity, *OurWinnipeg* calls the City to provide efficient and focused civic administration and governance (Direction 1), and demonstrate visionary civic leadership and commitment to sustainable long-term planning (Direction 5). Policy decisions, programs and services, budget allocation and development activity must all be monitored and evaluated from a long-term sustainability perspective (01-3, p.51). The proposed program responds to this call for visionary leadership that considers current realities but plans for a prosperous future.

SUBMITTED BY

Department:
Division:
Prepared by: Tyler Markowsky
Date: September 1, 2016
File No.

Attachments:
Appendix A - Review of Municipal Growth Financing Mechanisms
Appendix B - Regulatory Fee to Finance Growth – Background Study
Appendix C - Impact Fee By-Law

Appendix A -Comparative Practic

Appendix B - Hemson - Winnipeg Regulator

Appendix C - Impact Fee By-law - 2016 09

This is Exhibit "C" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

CONSOLIDATION UPDATE: DECEMBER 11, 2002

THE CITY OF WINNIPEG

SUBDIVISION STANDARDS BY-LAW NO. 7500/99

A By-law of the City of Winnipeg to establish standards, criteria and requirements regarding the subdivision of land in the City of Winnipeg.
amended 8162/2002

THE CITY OF WINNIPEG, in Council assembled, enacts as follows:

Definitions

1. In this By-law:

"City" means, as the case requires,

(a) the corporation known as "The City of Winnipeg", or

(b) the area of the City of Winnipeg as determined under *The City of Winnipeg Charter.*
amended 8162/2002

"Construction Completion Certificate" means a document issued by or on behalf of the City to a Developer of land to certify that a particular service or improvement has been completed in accordance with applicable City construction specifications and to recognize commencement of a warranty or maintenance period as stipulated in a Development Agreement.

"Development Agreement" means an agreement entered into between the City and a Developer of land pursuant to sections 256(1)(b), 259 or 260(2)(b) of *The City of Winnipeg Charter*.
amended 8162/2002

"Development approval" means approval of a development by a by-law of City Council or by a resolution of a Committee of Council having jurisdiction under *The City of Winnipeg Charter*.
amended 8162/2002

"Director" means a Director of the City and his/her delegates.
amended 8162/2002

"Final Acceptance Certificate" means a document issued by or on behalf of the City to a developer of land to certify that a particular service or improvement has been accepted by the City.

"Oversize" means more than is necessary to service the needs of the proposed development.

"Required by the City" or "City requires" means required by an officer or employee of the City having jurisdiction subject to direction of the applicable Standing Policy Committee.

"Standing Policy Committee" means a Standing Policy Committee of Council established under Part 3 of The City of Winnipeg Charter and includes any Standing Policy Committee to which Council has delegated the action or the exercise of a power, duty, or decision relevant to this By-law.
amended 8162/2002

"Substantial completion" means completion as certified by the consulting engineer or consulting landscape architect acting under a Development Agreement and in accordance with the provisions of The Builders Liens Act.

<u>Services and Improvements</u>

2. (a) The Development Agreement shall require the Developer to construct and/or install all required services and improvements, as provided for in the Development Agreement Parameters.

   (b) Notwithstanding the standard of required services and improvements set forth elsewhere in this By-law, upon the recommendation of the appropriate Standing Policy Committee the Developer may, in specified areas, only be required to install services and improvements to a standard presently in existence in that area of the City.

(c) The City may approve developments in specified areas which require the Developer to pay the full cost of constructing gravel surface streets for A-5 districts and highway-type asphalt surface streets for RR-2 districts with ditches, culverts, and all other related improvements for both districts, as set forth in the Development Agreement Parameters and to the satisfaction of the applicable Director.

Oversized and Shared Services

3. A Development Agreement may include a provision for the oversizing of certain services, or for the Developer to provide certain services which directly benefit other lands.

Cost Recovery

4. Where the proposed subdivision directly benefits from services already provided by previous developers or by the City, the Development Agreement may provide that the developer shall pay to the City its share of the cost of those services at the then current cost thereof based, where applicable, on the City's current approved rates for the subject services.

5. Where the Developer is required by the City to provide oversized services or services which otherwise directly benefit lands other than those being developed, including but not limited to lands owned by the City, the Development Agreement shall provide that the City will endeavour to collect for the Developer, the portion of the cost of the oversized services and those services benefitting other lands which were provided by the Developer and the payback shall be calculated as provided for in the Development Agreement Parameters.

6. The Development Agreement may require that the Developer pay area charges for specific services and improvements shared by more than one Developer.

7. For any of the required services and improvements where all or a part of the cost of which is paid by the City, the City shall require that the prices reflect competitive tenders and are satisfactory to the City. The City's share of the costs of contracts awarded by the Developer in these circumstances shall be subject to the approval of the City.

8. (a) The Development Agreement shall require the Developer to provide to the City, as provided for in the Development Agreement Parameters, those lands required for:

(i) all local street rights-of-way required to serve the proposed subdivision, including adequate rights-of-way widths for rural streets requiring ditch drainage, any necessary corner cuts designated by the City, right turn cut-offs, storage lanes and/or corner roundings;

(ii) widening of streets which form all or part of the boundaries of the subdivision and collector streets which provide direct access from the subdivision to the regional street system;

(iii) regional street rights-of-way where the Developer's land is contiguous to one or both sides of the regional street required to serve the proposed subdivision;

(iv) road widening reserves adjacent to regional streets for purposes of sound attenuation;

(v) frontage road rights-of-way required to serve the proposed subdivision;

(vi) lane rights-of-way, including all necessary corner cuts, required to serve the proposed subdivision.

(b) Not withstanding subsection (a), a Director may refer variations of standard rights-of-way, in exceptional circumstances, to Council for approval.

9. Where applicable, the Development Agreement may require the City to pay to the Developer all or part of the cost of:

(a) rights-of-way provided by the Developer as required by the City but which do not directly benefit the subdivision, including land designated by the City as being required to provide access to areas to be developed beyond the subdivision in future; and/or

(b) rights-of-way designated by the City and provided by the Developer as required for future regional streets or future extensions of existing regional streets.

10. Where applicable, the Development Agreement may require the Developer to pay to the City all or part of the cost of:

(a) street rights-of-way outside the subdivision designated by the City as having been previously acquired by the City to provide access from the subdivision to the regional street system; and/or

(b) street rights-of-way or road widening reserves within the subdivision designated by the City as having been previously acquired by the City, and which the Developer would otherwise have been required to dedicate to the City for those purposes.

11. The Developer shall provide, at no cost to the City and in a form satisfactory to the City Solicitor, easements for the installation of all utilities, together with easements for all necessary City purposes, the width and location of which shall be identified and agreed to between the City and the Developer at the time of execution of the Development Agreement.

12. The Development Agreement shall require the Developer to warranty and maintain services, improvements and survey monuments to the satisfaction of the applicable Director, and arrange for the payment of all operating costs until such time as a Final Acceptance Certificate is issued, unless otherwise specified.

Insurance

13. All contractors performing work on City streets and lanes shall be licenced by the City and insured in an amount and form satisfactory to the City, evidence of which shall be furnished by the Developer to the satisfaction of the City upon request.

Security

14. The Development Agreement shall contain the following security provisions:

(a) the Developer shall pay, or provide security for services which the City or a prior Developer has previously provided, or which the City will provide in future, and which services directly benefit the subdivision;

(b) upon approval by the City of the Developer's construction schedule which may provide for phasing or staging, and in any event prior to the commencement of such construction, the Developer shall provide the City with all necessary securities and/or performance guarantees required by the City as provided for in the Development Agreement Parameters, in a form satisfactory to the City Solicitor and the applicable Director;

(c) where a security is posted to cover future costs or payments, the security shall be adjusted annually to reflect current values and rates;

(d) securities shall be released and/or reduced by the City from time to time as works are completed and Construction Completion Certificates and Final Acceptance Certificates are issued. The Developer shall continue to be obligated to provide the City with such security as is deemed necessary by the City to secure and guarantee the completion of all outstanding works and conditions under the agreement until such time as Final Acceptance Certificates are issued.

Administration and Consulting Fees

15. Unless otherwise agreed to by the City and the Developer, the Developer shall pay its share of the cost of all professional services required by the City in connection with the development as provided for in the Development Agreement Parameters.

16. In accordance with the terms of the Development Agreement, the Developer shall pay to the City an administrative fee to defray the expenses of preparing and administering the Development Agreement.

Water Courses and Stormwater Impoundment Areas

17. The Development Agreement shall include a condition requiring the Developer to sell lands to the City, at a price to be established by the applicable Standing Policy Committee, to provide for land drainage flow of a natural watercourse and/or water and land components of stormwater impoundment areas.

Public Park Reserves

18. The Development Agreement shall include a condition requiring the Developer to dedicate lands to the City, or provide an equivalent cash payment as determined by the applicable Director, for parks and recreation purposes in accordance with The City of Winnipeg Charter and the Development Agreement Parameters.

School Sites

19. Where it is determined that land may be required in the future for a school site, the Developer shall grant an option to the City or its designate to purchase the required lands in accordance with the Development Agreement Parameters.

Development Agreement Schedules

20. Where applicable, each Development Agreement shall contain the following schedules, including, but not limited to:

(a) a legal description of the lands involved in the Development Agreement;

(b) a plan showing the lands described in (a);

(c) general conditions and specifications for all utilities and improvements required to fully service the development agreement area;

(d) a master site grading plan;

(d) a general servicing plan prepared by a Consulting Engineer showing the schematic layout of all services required to fully service the development agreement area.

Development Agreement Parameters

21. Council shall approve guidelines for City administrators and Developers to be used in formulating development conditions for consideration by Council and its relevant Committees. These guidelines shall be reviewed by City administrators in consultation with the development industry from time to time.

Administration

22. The Director of Planning, Property and Development is responsible for the administration of this By-law and, for that purpose, has the powers of a designated employee under *The City of Winnipeg Charter*.

amended 8162/2002

23. This By-law shall be referred to as the "Subdivision Standards By-law".

amended 8162/2002

DONE AND PASSED in Council assembled, this 22nd day of September, 1999.

This is Exhibit "D" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Winnipeg

CITY OF WINNIPEG

DEVELOPMENT AGREEMENT PARAMETERS

ADOPTED BY CITY COUNCIL:

JULY 17, 2002

TABLE OF CONTENTS

PART IV – SERVICES AND IMPROVEMENTS

PART V – MAINTENANCE AND COMPLIANCE

PART I – PREFACE

(1) INTRODUCTION

a) These Development Agreement Parameters express the general policy of the City. They are guidelines for the City's Administration and Developers in formulating development conditions for consideration by City Council and its relevant Committees. Each development will be governed by its respective development agreement, not by these guidelines although experience indicates the Development Agreement Parameters will be followed with few exceptions.

The purposes of the Development Agreement Parameters are to ensure that all parties pay their equitable share of the costs of development, that development agreement obligations are consistent for all developments and that development occurs in accordance with current City of Winnipeg construction specifications.

b) Development agreements will deal within the limits of City powers to make cost recoveries for the works provided by the City or by an initial Developer. The City can only make its best efforts within the limits of its powers. Each councillor's duty to vote as they decide cannot legally be restricted by an agreement. For example, where a future cost recovery depends on a majority vote of Council to enact a by-law levying local improvement charges or approving a subdivision and imposing development conditions, including cost recoveries, that majority vote will determine what the City attempts to recover within the upper limit of what lawfully can be recovered. Obviously, only the development agreement signed by a subsequent Developer can impose an obligation for payment, and not these Development Agreement Parameters or the original development agreement with the initial Developer calling for attempted cost recoveries.

1989: Sections 1 and 2

PART II – ADMINISTRATION AND FINANCE

(2) DEVELOPER REIMBURSEMENT

a) ***Where the land of a third party directly benefits from services installed by a Developer as determined by the City, the City may covenant in the development agreement to endeavour to collect a cost recovery for the Developer being the actual cost of that benefit, as determined by the City;***

b) ***Except where it would be inequitable to do so or beyond the powers of the City, interest will be added to that cost (compounded annually) from the first anniversary date of substantial completion of those services to the date of payment at a rate equal to the City's capital borrowing rate, being the effective rate payable by the City on its debenture issue immediately preceding the date of substantial completion;***

c) ***In circumstances where application of such interest would be inequitable or beyond the power of the City the cost recovery may be at the relevant local improvement rates applicable during the year of recovery or whatever amount is recoverable within the City's powers;***

d) ***Where the Developer, the City, and the third party so agree the cost recovery may be calculated as above provided or in any other manner agreed to and either paid by the third party directly to the Developer or though the City;***

e) ***A development agreement may provide that where the land of a third party directly benefits from services installed by the Developer, as determined by the City, the City shall in accordance with these parameters pay to the Developer the cost and interest as described in clause a) and b) of this paragraph subject to and upon capital funding being approved for that payment.***

1989: Section 3

(3) LAND VALUE

The cost or value of land will be determined by the City annually upon the appraised market value of raw acreage that has imminent development potential.

1989: Section 5

(4) SERVICES FRONTING ON PRIVATELY OWNED LANDS

a) A development agreement may provide for advertising as a local improvement, at the Developer's written request, of services and improvements proposed to be installed by the Developer fronting and directly benefiting private lands and if before that work is commenced that local improvement is approved as such under the required statutory and City procedures then upon approval of funds in the City capital budget and enactment of the required by-law the City will pay to the Developer the lesser of the Developer's cost or the applicable local improvement cost. Where no local improvement by-law is enacted, the City will endeavour to recover with future development agreements.

b) Whenever applying for subdivision approval, the Developer should endeavour to avoid the need for attempted cost recoveries by avoiding servicing of boundary roads. When Council cannot or will not enact a local improvement by-law except subject to deferment of local improvement levies Council may do so subject to the Developer funding all costs of deferral.

1989: Section 23

(5) INSTALLATION OF SERVICES BENEFITTING OTHER THAN THE DEVELOPER

Where the City requires installation of oversize services to or through a subdivision, or where private property owners successfully petition against the installation of services, the Development Agreement may require the Developer to install them at his own expense and shall require the City to endeavour to recover for the Developer all or a portion of its additional costs as follows:

a) from future Developer's their proportionate share of the oversize service cost when the said services are extended;

b) from private owners, insofar as it may legally do so, prior to connection to or use of the installed services; and repayment shall be in accordance with Section 2.

1989: Section 24

(6) BRIDGE FINANCING OF SERVICES

Where the installation of oversized wastewater and land drainage sewers, watermains, stormwater impoundments, trunk sewers, water feedermains, pumping stations, street pavements and other municipal services are required to serve a proposed development, and where City capital funding cannot be provided for the cost of the oversizing, the Council of the City of Winnipeg may approve bridge financing by the Developer in accordance with the following conditions:

a) The Developer shall pay the full cost to construct the required services.

b) The proposed development must be located within areas of acceptable urban expansion.

c) The services to be installed will be as agreed upon between the Developer and the City to serve the ultimate service area.

d) The City may agree in a development agreement on a repayment schedule based upon approved capital funding in the future from City budgets and collection of funds from future development areas. Such repayment shall be in accordance with the DEVELOPER REIMBURSEMENT section

1989: Section 24-A

(7) DEVELOPMENT CONTROL STRIPS

Where a requested local improvement by-law is not enacted or a local improvement by-law is otherwise not an appropriate mechanism to attempt cost recovery from benefiting private lands, the City may require that a development control strip otherwise created on a plan with title in the name of the City; to function as notification to the City of a development agreement covenant by the City to endeavor to make future cost recoveries from the subsequent developers for services installed by an initial Developer.

1989: Section 24-C

(8) INSURANCE	

The development agreement shall require that Developer employed contractors performing work on City streets and lanes, be licensed by the City annually and file with the City annually, at the time of purchase of a license, a Contractor's Liability Insurance policy to provide coverage in an amount and form satisfactory to the City. The Developer shall provide such evidence to the City for each Contractor employed.

1989: Section 25 a)

(9) SECURITY

a) The development agreement shall require that the Developer will provide and maintain security in forms and amounts satisfactory to the City to guarantee performance and completion of all conditions and requirements included in the development agreement. While the development agreement is in force and effect, the City will review the security requirements on a regular basis and request/authorize an adjustment to amounts as warranted and the release of securities when appropriate.

b) The Developer, upon request to the City, may be allowed to provide one overall performance security which would provide coverage for more than a single development agreement. The form and amount shall be as agreed to from year to year by the Developer and the City.

c) The development agreement shall require that the Developer will provide and maintain security in forms and amounts satisfactory to the City in respect of builders liens, such security to be promptly released by the City upon expiry of lien periods.

1989: Section 25

(10) CONSULTANTS AND ADMINISTRATION FEES
a) ***The development agreement shall provide that the Developer shall pay the cost for consulting services to the consultant(s) in connection with the servicing of the development including design and site services. Although during the design phase the consultants are ostensibly working for the Developer, during the provision of the site services the consultant is required to ensure that all of the City's requirements and standards are being met. The Developer's assignment of the consultant services shall be satisfactory to the City.*** ***b)*** ***The Developer shall pay to the City, prior to the release of subdivision mylars, an Administration fee of $1,200.00 per gross acre to defray administrative costs of the Development Agreement.*** *1989: Section 26*
(11) TENDERS FOR CITY / DEVELOPER COST SHARED SERVICES
For any of the required services and improvements where all or a part of the cost of which is paid by the City, the City shall require that the prices reflect competitive tenders and are satisfactory to the City. The City's share of the costs of contracts awarded by the Developer in these circumstances shall be subject to the approval of the City. *1989: Section 27*
(12) SUBSTANTIAL COMPLETION AND CONSTRUCTION COMPLETION CERTIFICATION
a) "Substantial Completion" means completion as certified by a consulting engineer and/or landscape architect acting in accordance with a development agreement and thereafter approved by the City in accordance with the following criteria: Works required to be constructed by a Developer, as stipulated in a development agreement will be separately certified in the categories of (1) underground, (2) pavement and (3) other above-ground services. Works shall be deemed substantially completed when they, or a substantial and independently usable part thereof, are being used or are ready for use for their intended purpose and outstanding work to fully complete or rectify and deficiencies will not cost more than:

i. 3% of the first $250,000 of the contract cost
ii. 2% of the next $250,000 and
iii. 1% of the balance thereof.

b) "Construction Completion" means 100% completion as certified by a consulting engineer and/or landscape architect acting in accordance with a development agreement and thereafter approved by the City.

c) The development agreement shall provide for Warranty/Maintenance periods as outlined in the WARRANTY AND MAINTENANCE section, to commence on the "Date of Substantial Completion" or the "Date of Construction Completion", whichever is appropriate.

These dates, as previously defined, shall be the dates on which the Consulting Engineer and/or Landscape Architect responsible for providing the certification delivers the appropriate Completion Certificates to the City as "Owner" of public rights of way and public reserves. It is understood that the completion status is to be confirmed by formal inspection arranged by the consultant and attended by the appropriate representatives of the city to ensure that the works are satisfactory.

1989: Sections 4 and 28

(13) FINAL ACCEPTANCE CERTIFICATES

Generally, "Final Acceptance" of any individual improvement, obligation or responsibility requires that the item has been completed satisfactorily and any warranty/maintenance period has expired and any deficiencies noted during the end of warranty inspection have been rectified to the satisfaction of the City. "Final Acceptance" of any improvement, obligation or responsibility stipulated in a development agreement shall be formally acknowledged by the release of the security in place guaranteeing that specific item. Final Acceptance of the entire development agreement shall be acknowledged by the final release of all securities and by separate formal Final Acceptance Certification for (1) Underground, (2) Above Ground and (3) Boulevard and Tree Works.

1989: Section 29

(14) PERMITS AND APPROVALS
The Developer shall take all necessary steps to obtain all required permits and approval from the City, Province and Federal governments to expediently fulfil the requirements of a development agreement. *1989: Section 32*

(15) PLAN REQUIREMENTS
When applicable, each development agreement shall include the following plans: a) Legal plan demarcating the Planned Area b) Master site grading plan c) General servicing plan(s) prepared by a consulting engineer showing schematically the layout of all improvements required to fully service the Planned Area and any special plans as required to enhance the understanding(s) of the development agreement. *1989: Section 37*

(16) LIMITED URBAN DEVELOPMENT SUBDIVISIONS

a) The Developer shall file with the City a letter of credit in the amount of 50 percent of the estimated costs of constructing and installing all works required to serve the subdivision in a form and in an amount satisfactory to the City.

b) The Developer, for itself, its successors and assigns shall be required to covenant with the City not to apply for or request a further division of any lot within the subdivision, or to request the City to extend the City waste water sewer or City watermains to the subdivision, which covenant shall be registered in the Winnipeg Land Titles Office by caveat against each lot within the subdivision.

c) The Developer, for itself, its successors and assigns shall be required to covenant with the City to cut and maintain all areas within the landscaped street right-of-way adjacent to each lot between the traveled road surface and the property line to the satisfaction of the City, which covenant shall be registered in the Winnipeg Land Titles Office by caveat against each lot within the subdivision.

d) The development agreement shall contain a clause whereby the Developer covenants and agrees that sewage disposal facilities shall be private and in accordance with the last edition of the City Sewer By-Law and amendments thereto and water supply facilities shall be private and the City shall not be charged with any duties or responsibilities related to any aspect thereof.

1989: Section 40

PART III – LAND ACQUISITION AND DEDICATION

(17) WALKWAYS

The minimum right-of-way width for walkways shall be specified by the City and agreed to in the Development Agreement and in any case the width of the right-of-way shall be sufficient to enable the removal of snow.

1989: Section 13

(18) STREET RIGHTS-OF-WAY

a) The development agreement shall require the Developer to dedicate to the City, at no cost, street rights-of-way within and necessary to serve the subdivision, together with all necessary corner cuts as designated by the City; including adequate right-of-way widths for streets that require ditch drainage or rural street cross sections.

b) The development agreement may require the Developer to dedicate lands designated by the City as required, for widening of streets which form part or all of the boundary of the subdivision and/or for widening collector streets providing direct access from the subdivision to the regional street system, together with right-of-way widenings for right-turn cut-offs, storage lanes and/or corner roundings necessary in the opinion of the City to serve the subdivision. Where the lands required for rights-of-way are owned by the Developer but will not benefit the Developer's immediate subdivision, the City shall buy the subject lands at a price in accordance with the LAND VALUE Section

c) The development agreement may require the Developer to pay some or all of the cost of acquisition of street rights-of-way outside the subdivision designated by the City as having been acquired and/or as required to provide access from the subdivision to the regional street system, The cost of the land shall be in accordance with the LAND VALUE section.

d) Over and above the dedication requirement of the previous clauses or in cases where access from the development to the regional street is unnecessary; the development agreement may require the Developer to provide in the plan of subdivision for rights-of-way designated by the City as required for future regional streets or for future extensions of existing regional streets, and to sell such land to the City. The cost of the land shall be in accordance with the LAND VALUE section.

e) The development agreement may require the Developer to provide in the plan of subdivision for street rights-of-way of such width as may be designated by the City as required to provide access to areas which will in future be developed beyond the subdivision, in which case the development agreement shall then provide for the acquisition by the City of such additional rights-of-way and the cost of the land shall be in accordance with the LAND VALUE section.

f) The development agreement may require the Developer to contribute some or all of the cost of right-of-way or road widening reserve purchased previously by the City within the subdivision area which the Developer would have been required to dedicate under the terms of these Development Agreement Parameters had not the City purchased the land from the Developer or from a previous owner or owners. The cost of the land to be in accordance with the LAND VALUE section.

g) The development agreement may require the Developer to create and/or dedicate a reserve adjacent to an arterial road or expressway for sound attenuation purposes. These shall be so designated at the time the development agreement is executed.

h) The City shall endeavor to make a cost recovery to the initial Developer for fronting rights-of-way benefiting other lands which rights-of-way have been dedicated by the Developer. The value of those lands shall be as described in the LAND VALUE section.

1989: Section 18

(19) FRONTAGE ROADS

The development agreement shall require the Developer to dedicate to the City at no cost frontage road rights-of-way wherever required by the City in the subdivision in accordance with the City's Transportation Standards Manual.

1989: Section 19 a)

(20) LANE RIGHTS-OF-WAY

The development agreement shall require the Developer to dedicate to the City, at no cost, lane rights-of-way wherever required by the City within the subdivision in accordance with the Transportation Standards Manual. The schedules of a development agreement shall indicate where all lanes are required in the subdivision.

1989: Section 19 b)

(21) EASEMENTS

The development agreement shall require the Developer, at no cost to the City, to provide easements where necessary through private lands for the installation of utilities including natural gas, hydro and telephone lines and for the installation of municipal works such as water, swales, sewer and roads. The width and location of such easements shall be identified on the construction drawings and agreed to between the City and the Developer at the time the development agreement is executed. These easements shall be registered in the Land Titles Office as caveats against the affected lands. The easements shall be in a form satisfactory to the City.

1989: Section 21

(22) RIVERS AND CREEKS

Where a development agreement area features a river or creek, the development agreement may require that the Developer transfer to the City all those lands required for land drainage flow at a price as negotiated with the City.

1989: Section 33 a)

(23) STORMWATER RETENTION BASINS: PUBLIC MAINTENANCE AREA

The Developer shall provide land for public maintenance purposes, at locations to be determined by the City, for any development with a stormwater retention basin.

1989: Section 33 c) i)

(24) PUBLIC PARK RESERVES

a) ***The Developer shall dedicate a minimum of 8% of the net area* for public park purposes and pay the remaining 2% in cash.***

****Net area is defined as all land within the Development Application excluding property acquired by the City for impoundment areas, regional street road allowances (including any widening reserves) and land drainage flow conveyances.***

b) ***If land is not dedicated for public purposes, the Developer shall provide a cash payment representing 10% of the appraised value of the Development Application, as determined by the City and prior to the release of subdivision mylars by the City.***

1989: Section 34 a)

PART IV – SERVICES AND IMPROVEMENTS

(25) WASTE WATER SEWERS

a) The development agreement may provide that the Developer shall construct and install all wastewater sewers complete with manholes and appurtenances, thereto, including pumping stations, as required, to serve the subdivision, and including services and facilities in adjacent lands for the conveyance of wastewater from the subdivision to the existing wastewater collection system, if necessary. When the services benefit any adjacent lands, the City shall repay the Developer in accordance with the Developer Reimbursement section.

b) Where the City requires wastewater sewers to be larger than necessary to serve the subdivision, the necessary calculations shall be made to the satisfaction of the City to determine the costs of additional capacities to be provided by the Developer. Such oversized wastewater sewers shall be designated at the time of approval of plans by the City, or earlier, and the City shall make no payment for oversize unless the sewer has been established as oversize at that time. The costs of additional capacity agreed to in the agreement shall be adjusted to actual costs once construction and costing thereof is completed and repayment shall be in accordance with the DEVELOPER REIMURSEMENT section.

c) The City shall in no case be liable for additional capacity costs of wastewater sewers that are 300 mm (12 inches) internal diameter or less.

d) The development agreement may require that the Developer pay for services that the City and/or a third party has previously constructed, or that are to be constructed in the future, and which directly benefit the proposed subdivision. The costs shall be determined by the Director of Water and Waste and shall be specified in the development agreement at the time that the agreement is to be executed by the Developer, or earlier. A security may be posted in lieu of immediate payment for future services that are to be constructed by the City and/or a third party. If a security is posted in lieu of payment both the payment due and the security will be adjusted annually to reflect current dollar value. It is understood that interceptor sewers are the responsibility of the City.

1989: Section 6 a)

(26) LATERAL LOCAL LAND DRAINAGE SEWERS

The development agreement may provide that the Developer shall construct and install all lateral local land drainage sewers complete with manholes and appurtenances thereto, required to serve the subdivision, and including services and facilities in adjacent lands for the conveyance of land drainage runoff from the subdivision to the existing land drainage collection system, if necessary. When the services benefit any adjacent lands, the City shall repay the Developer in accordance with the Developer Reimbursement section.

1989: Section 7

(27) REGIONAL LAND DRAINAGE TRUNK FACILITIES

a) The development agreement may provide that the Developer shall construct and install the regional land drainage trunk facilities and appurtenances thereto, including stormwater retention basins, interconnection pipes, outfalls and linear waterways to serve the subdivision, and including services and facilities in adjacent lands for the conveyance of land drainage runoff from the subdivision to the existing regional land drainage system, if necessary.

The Agreement may provide that the Developer shall recover the agreed oversizing costs. The additional costs agreed to in the agreement shall be adjusted to actual costs once construction and costing thereof is completed and repayment shall be in accordance with the DEVELOPER REIMBURSEMENT section.

b) Where the City requires the Developer to construct the regional land drainage trunk facilities to serve the subdivision and other benefiting third party lands, the necessary calculations shall be made to the satisfaction of the City to determine the Trunk Service Rate (TSR). The TSR is a uniform per acre charge which is calculated by adding together all the costs for the regional land drainage system (including construction, engineering and land acquisition) and dividing it by the total drainage area it serves. The TSR shall be used to determine the Developer's net benefit (share) of the regional land drainage trunk facilities. The Developer's share is calculated by multiplying the TSR by the land area of the proposed development. If the Developer's costs for constructing the facilities are higher than their share, then the City shall endeavour to recover the difference from benefitting third-party lands. If the Developer's costs for constructing the facilities are lower than their share, then the Developer shall pay the difference to the City. The costs of the regional land drainage trunk facilities shall be adjusted to actual costs once construction and costing thereof is completed and repayment shall be in accordance with the Developer Reimbursement section.

c) The development agreement may require that the Developer pay the TSR for services that the City and/or a third party has previously constructed, or that are to be constructed in the future, and which directly benefit the proposed subdivision. The costs shall be determined by the City and shall be specified in the development agreement at the time that the agreement is to be executed by the Developer, or earlier. A security may be posted in lieu of immediate payment for future services that are to be constructed by the City and/or a third party. If a security is posted in lieu of payment both the payment due and security will be adjusted annually to reflect current dollar values.

1989: Section 7

(28) FLOODPROOFING

Notwithstanding applicable floodproofing regulations pursuant to the City of Winnipeg Act as concerns proposed developments within the designated Floodway Fringe and Floodway Areas, the development agreement shall specify whether flood protection shall consist of the floodproofing of individual units, or of the construction of a primary dike system, as directed by and to the satisfaction of the City.

1989: Section 7-A

(29) WATER

a) The development agreement may provide that the Developer shall construct and install all watermains and appurtenances thereto, required to serve the subdivision, and including services and facilities in adjacent lands for the connection from the subdivision to the existing water distribution system, if necessary. When the services benefit any adjacent lands, the City shall repay the Developer in accordance with the Developer Reimbursement section.

b) Where the City requires a watermain to be larger than necessary to serve the subdivision, the necessary calculations shall be made to the satisfaction of the City to determine the cost of additional capacities to be provided by the Developer. Such oversized watermains shall be designated at the time of approval of plans by the City, or earlier, and the City shall make no payment for oversize unless the watermain has been established as oversize at that time. The costs of additional capacity agreed to in the agreement shall be adjusted to actual costs once construction and costing thereof is completed and repayment shall be in accordance with the DEVELOPER REIMBURSEMENT section.

c) The city shall in no case be liable for additional capacity costs of watermains that are 250 mm (10 inches) internal diameter or less.

d) The development agreement may require that the Developer pay for services that the City and/or a third party has previously constructed, or that are to be constructed in the future, and which directly benefit the proposed subdivision. The costs shall be determined by the City and shall be specified in the development agreement at the time that the agreement is to be executed by the Developer, or earlier. A security may be posted in lieu of immediate payment for future services that are to be constructed by the City and/or a third party. If a security is posted in lieu of payment both the payment due and the security will be adjusted annually to reflect current dollar values.

1989: Section 8

(30) LOT LINE CONNECTIONS

The development agreement shall require the Developer to construct and install required wastewater sewer and domestic water services from the main to the lot line to all single-family and two-family residential sites within the subdivision, with an internal diameter and materials to be approved by the City. Water boxes shall be required on all domestic water services, but shall be the responsibility of the homebuilder and not the Developer. Joint water and sewer connections may be permitted by the City where party wall agreements are in place to the properties being served.

1989: Section 9

(31) STREET PAVEMENTS

a) The development agreement may require the Developer to construct in all street rights-of-way within the subdivision, pavements of such width, thickness and materials overlaying a base course and sub-base of such materials, width, depths and densities as the City may designate in the development agreement to service the subdivision in accordance with the City Standard Construction Specifications.

b) Where pavements of greater width and depth than necessary to serve the subdivision are required by the City to serve other areas, the development agreement shall require the City to pay the cost of such additional width and depth at prices estimated by the City and agreed to by the Developer before the signing of the development agreement. The estimated costs agreed to in the agreement shall be adjusted to reflect actual costs once construction and costing thereof is completed and repayment shall be in accordance with the Developer Reimbursement section.

c) The development agreement may require the Developer to construct and pay for designated access roads and/or modifications to existing streets outside the subdivision boundaries, where it is agreed these works serve the subdivision. In addition, the development agreement may require the Developer to finance and construct street pavements within the subdivision of such materials, width and depth, as required to by the City to service other areas outside the subdivision. Cost recoveries to the Developer shall be in accordance with the DEVELOPER REIMBURSEMENT section.

d) Excepting where area charges are in effect, where a development borders on an arterial road, the Developer shall pay the cost of constructing one lane of concrete pavement 4 metres in width together with a share of the land drainage, sidewalks, landscaping, street lighting, and intersection improvements and modifications as determined by the City which requirements and geometrics thereof shall be defined at the time the development agreement is executed.

e) Where regional street improvements constructed by the initial Developer benefit other lands, the appropriate cost sharing formula shall be agreed upon at the time the development agreement is signed. Any repayment from these other benefiting lands collected by the City through subsequent development agreements shall be paid to the initial Developer when collected in accordance with the DEVELOPER REIMBURSEMENT section.

f) Where regional street improvements constructed by the Developer benefit the City, the appropriate cost sharing formula shall be determined and agreed upon at the time the development agreement is signed and repayment to the Developer shall be in accordance with the DEVELOPER REIMBURSEMENT section.

g) Area charges may be imposed in lieu of frontage charges where the costs of required improvements are to be shared by more than one Developer. The area charges shall be in accordance with an established formula and the monies so collected are to be used solely for the specific improvements in the area.

h) The development agreement may require the Developer to pay a share of the cost of previously constructed access roads to serve the subdivision.

1989: Section 10

(32) TRAFFIC CONTROL DEVICES AND TRAFFIC SIGNS

a) The Developer shall pay for modifications to existing and/or installation of new traffic control devices such as traffic signals, railway crossing protection, overhead signs and other traffic signs required within the development agreement area.

b) Where traffic control devices provided by the initial Developer benefit other areas, the appropriate cost sharing formula shall be agreed upon at the time the development agreement is signed. Any repayment from these other benefiting lands collected by the City through subsequent development agreements shall be paid to the initial Developer when collected in accordance with the DEVELOPER REIMBURSEMENT section.

c) Where traffic control devices provided by the Developer benefit the City, the appropriate cost sharing formula shall be determined and agreed upon at the time the development agreement is signed and repayment shall be in accordance with the DEVELOPER REIMBURSEMENT section.

1989: Section 11

(33) LANES

a) The development agreement may require the Developer to construct pavements of such width, thickness and material that the City and the Developer agree upon at the time the development agreement is executed. The construction of lane pavements shall be in accordance with accepted standards for width, depth, material, subgrade and base course density that the City adopts from time to time, but which will be agreed upon at the time of execution of the development agreement.

b) Where lane pavements are constructed by the initial Developer that benefit lands outside the Developer owned Planned Area, the development agreement may require the City to reimburse the Developer some portion of these costs when the City collects monies from the owner(s) of said benefiting lands through local improvement levies or subsequent development agreement(s). Repayment shall be in accordance with the DEVELOPER REIMBURSEMENT section.

1989: Section 12

(34) WALKWAYS

The development agreement may require the Developer to construct the following improvements within public walkways in the subdivision: sidewalks of such width as the City may require, appropriate fencing along the street frontage of the walkway, ornamental lighting and appropriate landscaping between the sidewalk and private property lines.

1989: Section 13

(35) SIDEWALKS

a) The development agreement may require the Developer to construct and install sidewalks of such width, thickness and materials overlaying base course and sub-base of such materials, depth, width and density along street rights-of-way as the City may designate and which will be shown on schedules to the development agreement at the time of execution. As a general rule, sidewalks are not required on bays, crescents and cul-de-sacs.

b) The development agreement may require the Developer to consent to the registration of a caveat against all parcels of property which will have frontage or flankage along a sidewalk, which caveat will serve to inform future potential property purchasers and their solicitors that a sidewalk will be constructed abutting the property.

1989: Section 14

(36) BOULEVARDS

a) The Developer shall install pavement, unit paving stones or sod, including grading and levelling, and plant trees in all road allowance boulevards, cul-de-sac islands, and medians including those between a collector street and a service/frontage road leading to or within the subdivision in accordance with the plans and specifications approved by the City.

1989: Sections 15 and 34 d)

(37) STREET NAME SIGNS
The development agreement shall require the Developer to erect City approved permanent standard reflectorized street name signs at each intersection in the development area, bearing street names approved by City Council. *1989: Section 16*
(38) UNDERGROUND SERVICES
The development agreement shall require the Developer to provide and arrange for the installation of all electrical, telephone and cable television services to be installed underground except where the respective utility and the City determine that it is unreasonable to do so. *1989: Section 17*
(39) STREET AND LANE LIGHTING
The Developer shall pay the capital cost of installing ornamental lights to City accepted standards, on all streets and lanes within the subdivision. Where the utility and the City deem the provision of ornamental lighting to be unreasonable, other forms of acceptable lighting will be permitted. *1989: Section 31*
(40) STORMWATER RETENTION BASINS: PUBLIC MAINTENANCE AREA
a) For every 4 acres of water surface within an impoundment area, the Developer shall provide 1 acre of land for public access purposes at locations to be determined by the City; ***b) The Developer shall grade, level and sod the public land component in accordance with plans and specifications approved by the City;*** ***c) The Developer shall install all services in road allowances located adjacent to the public land component;***

d) ***The Developer shall install chain link fencing to demarcate the public land component of the impoundment from the private land component as determined by and to the satisfaction of the City.*** *1989: Section 33 c)*
(41) PUBLIC PARK RESERVES: SERVICES
a) The Developer shall install services in road allowances located adjacent to public park reserves in accordance with the following formula: 100 feet of serviced frontage for each acre of dedicated parkland ***b If land is <u>not</u> dedicated for public park purposes, the Developer shall provide a cash payment, prior to the release of subdivision mylars by the City, in accordance with the following procedures:*** ***- the potential amount of public park dedication would be determined (i.e. 8% of the net area of the Development Application);*** ***- relative to the <u>potential</u> amount of public park dedication determined in the procedure above, the <u>potential</u> amount of street frontage would be calculated based upon the "100 feet of frontage for each acre of dedicated parkland" formula;*** ***- the <u>potential</u> amount of street frontage calculated in the procedure above, would be multiplied by the City's annual Local Improvements By-law rates for construction of services. The resulting figure would represent the Developer's cash payment.*** *1989: Section 34 b)*
(42) PUBLIC PARK RESERVES: IMPROVEMENTS
a) The Developer shall grade, level and sod the public park reserve and install irrigation equipment and land drainage systems including connection to mains in accordance with plans and specifications approved by the City. ***b) If the land is <u>not</u> dedicated for public park purposes, the Developer shall provide a cash payment, prior to the release of subdivision mylars by the City, in accordance with the following procedures:*** ***- the <u>potential</u> amount of public park dedication would be determined (i.e. 8% of the net area of the Development Application;***

- ***the potential amount of public park dedication determined in the procedure above would be multiplied by the City's annual rates for installation of sodding, irrigation equipment and land drainage systems; as determined by the City. The resulting figure would represent the Developer's cash payment.***

1989: Section 34 c)

(43) LIMITED URBAN DEVELOPMENT SUBDIVISIONS

The City may, in certain designated areas, approve subdivisions requiring the Developer to pay the full cost of constructing and installing gravel streets for A-5 Districts and rural/highway type asphalt surface streets for RR2-Districts together with ditches, culverts and all other related works for both districts as may be required by the City to serve the subdivision subject to the following conditions:

a) All road beds shall be constructed with a minimum traveling surface width of 7.5 metres, with a minimum shoulder width of 1.5 metres on either side of the traveled roadway, the construction which shall be to the satisfaction of the City.

b) In A-5 District, the roadway shall be surfaced with a 150 millimetre thick application of aggregate overlaying a minimum 300 millimetre thick compacted sub-base which sub-base shall be of a material, width, depth and density as determined by the City.

c) In RR-2 Districts, the roadway shall be surfaced as follows over a period of 3 years.

Year 1- The earth grade portion of the roadway shall be constructed and surfaced with a 225 millimetre thick application of stabilized base course to a width, depth and density as determined by the City and the surface treated with a dust inhibitor, the frequency of which shall be as determined by the City.

Year 2- The roadway shall be surfaced with a base course of a 50 millimetre application of aggregate and the surface treated with a dust inhibitor as required by the City.

Year 3- A 50 millimetre application of aggregate base shall be compacted on the roadway and the roadway surface shall be constructed to a width of 7.5 metres with a 75 millimetre in thickness application of asphalt together with shoulder treatments as required by the City.

d) All ditches including the construction of drainage ditches, outflows to other streams and existing ditches, rip-rap and related works shall be constructed by the Developer. The minimum grade of all ditches shall be 0.10 percent with a minimum depth of 0.6 metre and side slopes not greater than 3:1 on the roadway side. The ditch grade depth, and side slopes in addition to the diameter, length and type of culverts to be used shall be to the satisfaction of the City.

e) The Developer shall seed with grass all non-surfaced areas within the road right-of-way including ditch side slopes, to the satisfaction of the City.

f) The Developer shall install all electrical services to the subdivision with overhead electric lines including pole-mounted street lights located to the satisfaction of the City.

g) The following conditions shall apply in “RR-2” Districts in cases where a development fronts only on an existing improved graveled boundary road:

i The Developer shall pay to the City in cash its share of the cost of upgrading/maintaining the roadway to an “oiled gravel surface” as determined by the City.

ii The rate of payment shall be determined annually by the City but shall generally be equal to 1/3 of the local improvement rate for an asphalt payment.

1989: Section 40

PART V – MAINTENANCE AND COMPLIANCE

(44) MAINTENANCE

The development agreement shall require the Developer to maintain the following improvements to the satisfaction of the City for the periods below listed, from the date of issuance of relevant Substantial or Construction Completion Certificates:

Watermains

1 year

Land Drainage Systems including pumping stations, wells and fountains but excluding impoundments

1 year

Stormwater Impoundments

(Retention Ponds)

Until occupancy of 75% of the dwellings on lots immediately abutting the impoundment as determined by and to the satisfaction of the City.

Waste Water Sewer Systems including pumping stations

1 year

Street and Lane Pavements

1 year

Sidewalks and Walkways

1 year

Building Services

1 year following turn-on for domestic purpose

Structures

1 year

Sodding of Publicly and Privately-owned Lands

The Developer shall be responsible for maintaining, for one year, the sodding of boulevards, dedicated parks and publicly-owned land components of impoundment areas to the satisfaction of the City in accordance with the City's Sodding Maintenance Guidelines.

The Developer shall be responsible for sodding and maintaining sodding on the privately-owned lots abutting the impoundment areas until a dwelling is constructed and occupied on the relevant private lot.

1989: Section 22

(45) SURVEY: STORMWATER RETENTION BASINS

a) The development agreement shall require the Developer to stake and grade the corners of the rear yards of the lots contiguous to a stormwater retention basin in order to facilitate inspection for construction completion and as a condition for issuance of a Construction Completion Certificate.

b) The development agreement shall require that prior to the issuing of a Final Acceptance Certificate for any stormwater retention basin, the Developer shall provide an appropriate legal survey complete with legal monuments at appropriate offsets from the lot corners contiguous to the stormwater retention basin and a plan identifying horizontal and vertical extents of said monuments, which work is to be performed by a licensed Manitoba Land Surveyor, demonstrating that the rear yard legal property limits of all private lots contiguous to the retention basin correspond to the appropriate elevation of the retention basin impoundment design relative to normal water level.

1989: Sections 7 and 29

(46) SURVEY MONUMENTS
The Developer shall maintain at its own cost all survey monuments within the development area, to the satisfaction of the City, and in cases where the survey monuments have been disturbed, moved, covered or mutilated in any way, or destroyed, the Developer shall cause the monuments to be replaced at his expense by a Manitoba Land Surveyor to the satisfaction of the City. *1989: Section 30*
(47) HAUL ROADS AND THE DEPOSIT OF FOREIGN MATERIALS
During the construction of services and improvements as well as the housing/building construction period, the Developer shall direct all traffic to and from the development agreement area on haul roads designated by the City, and the Developer shall ensure that all vehicles hauling to and from the site do not deposit foreign materials on the surface of the public streets, lanes, boulevards and walks. The Developer shall pay for the removal of all foreign materials in the rights-of-way emanating from construction vehicles traveling to and from the development agreement area. *1989: Section 36 h)*
(48) LIMITED URBAN DEVELOPMENT SUBDIVISIONS
a) The Developer shall cut and maintain the said seeded area until the growth of grass has been well established and until the house on which the grassed areas fronts has been occupied by a purchaser, provided that after such occupation the Developer has made any repairs necessitated by inadequate growth of grass or maintenance, all of which shall be to the satisfaction of the City. ***b) <u>Maintenance</u>*** ***The Developer shall, at no cost to the City, maintain all works to be constructed or installed under the Development Agreement including additional applications of dust inhibitors to the satisfaction of the City during constructing and for a period of three years following the issuance of a Completion Certificate by the City of Winnipeg, in the case of A-5 districts*** ***and for a period of one year after the issuance of a Completion Certificate in***

the case of RR-2 districts.

1989: Section 40

(49) SIGNAGE

Prior to the issuance of any building permits in the Planned Area, the Developer, at no expense to the City, shall install signs at the entrances to the subdivision upon which is displayed a plan of the area showing thereon the locations of all proposed sidewalks, public walkways, park locations, prospective school sites, zoning information and future regional and collector street rights-of-way. The said signs shall be sized and maintained to the satisfaction of the City. The signs shall also advise that the location of all appurtenances such as fire hydrants, sewer manholes and street lights can be obtained from the City.

1989: Sections 14 and 41 b)

(50) ACCESS ROADS

The development agreement may require the Developer to construct and maintain temporary access roads into the development agreement area during the course of construction; to the satisfaction of the City.

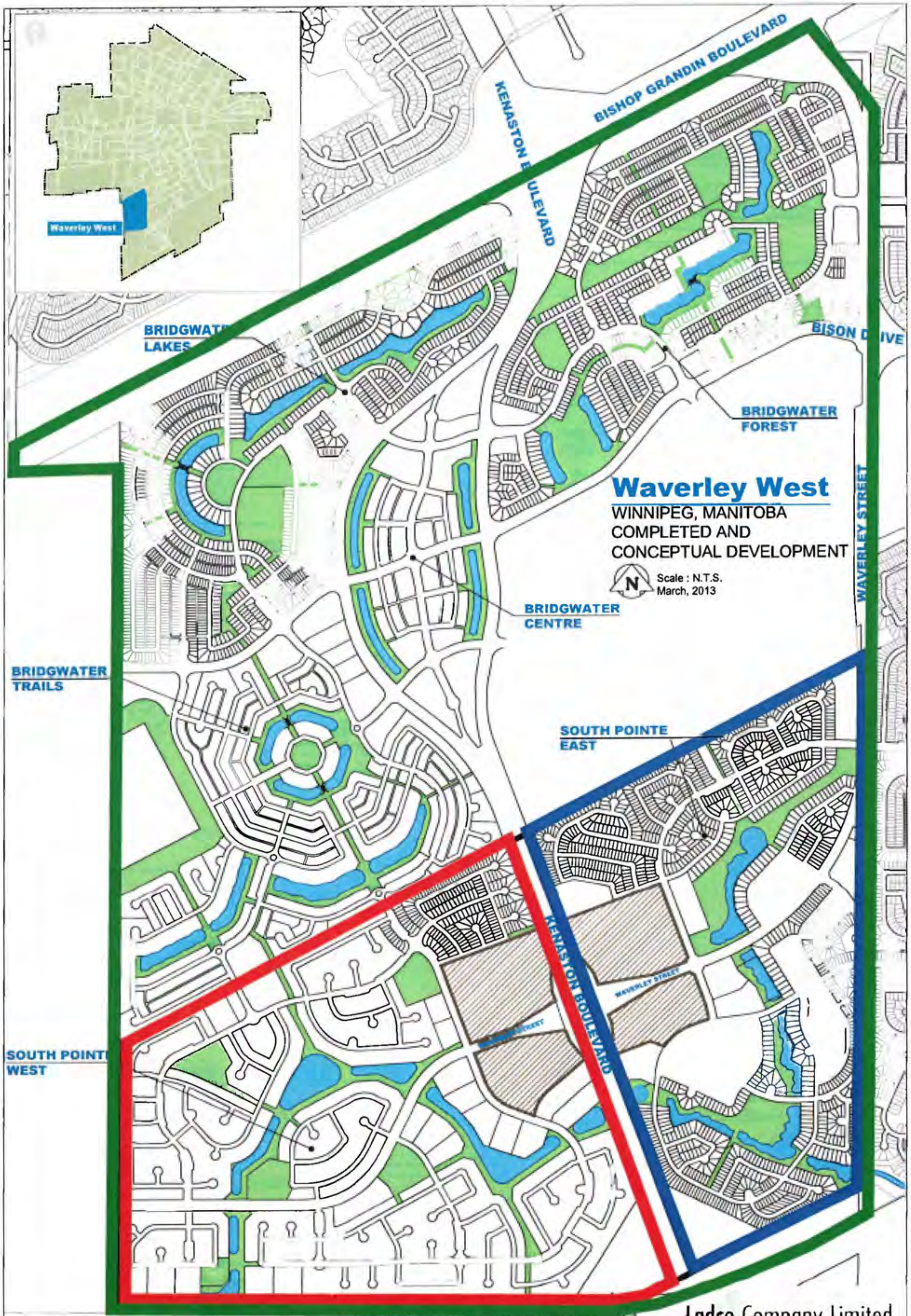
1989: Section 10

This is Exhibit "E" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.



Waverley West
WINNIPEG, MANITOBA
COMPLETED AND
CONCEPTUAL DEVELOPMENT
N
Scale : N.T.S.
March, 2013
BISHOP GRANDIN BOULEVARD
KENASTON BOULEVARD
BISON DRIVE
WAVERLEY STREET
BRIDGWATER LAKES
BRIDGWATER FOREST
BRIDGWATER CENTRE
BRIDGWATER TRAILS
SOUTH POINTE EAST
SOUTH POINTE WEST
Waverley West
Ladco Company Limited

This is Exhibit "F" referred to in the

Affidavit of Alan A. Berger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

THE CITY OF WINNIPEG

BY-LAW NO. 10/2006

A By-law of THE CITY OF WINNIPEG to adopt a Secondary Plan for the Waverley West Neighbourhood.

THE CITY OF WINNIPEG, in Council assembled, hereby establishes the attached document entitled "Waverley West Area Structure Plan" as a secondary plan, as amended.

DONE AND PASSED in Council assembled, this 26th day of July A.D., 2006.

Waverley West
Area Structure Plan

APPLICABILITY OF THE PLAN

Policy Application and Interpretation

All development applications submitted with respect to any lands within the Plan Area as identified in Figure 2 are to be reviewed for compliance with the policies of this plan identified as such and numbered in accordance with the relevant sections of the plan.

Where a statement of intent accompanies a policy or policies, it is provided for information purposes only to enhance the understanding of the policy that follows.

Where the term "shall" is used in a policy, the policy is considered to be mandatory.

Where the term "should" is used in a policy it is intended that the policy should be complied with, however, the policy may be deviated from in a specific situation where this is necessary to address unique circumstances or to allow an alternate means of satisfying the original intent of the policy.

Where the term "may" is used in a policy it is intended that the policy be used as a guideline or suggestion toward implementing the original intent of the policy.

Interpretation of Maps and Figures

Unless otherwise stated within the policy provisions of this plan, the boundaries or locations of any symbols or areas shown on maps and figures attached to and forming part of this plan, are approximate only and are not intended to define exact locations except where they coincide with physical features or fixed boundaries such as property lines or rights of way.

AREA STRUCTURE PLAN - WAVERLEY WEST

1.0 INTRODUCTION

1.1 General Intent

The general intent of the *Area Structure Plan - Waverley West (ASP-WW)* is to establish the land use planning structure and the broad planning objectives for Waverley West in relation to the Plan Winnipeg "*Neighbourhood Policy Area*" designation, by recognizing and accommodating neighbourhood uses including, but not limited to, residential, commercial, office, and other employment related development. This general intent of the Area Structure Plan is reflective of Plan Winnipeg policies, primarily as follows:

Policy 3A-01 Promote Orderly Development

The City shall promote orderly development through land use designations on Policy Plate A by: ...(ii) considering the Neighbourhood designation to signify areas of local identity with mutually supportive uses generally including a residential mix together with a variety of educational, recreational, institutional, commercial and possible industrial uses, at a scale and density compatible with each other.

Policy 3B-02 Guide the Development of New and Existing Residential Areas

The City shall guide the development of new and existing residential areas designated as Neighbourhood on Policy Plate A by: ...(ii) preparing detailed secondary plans for future neighbourhoods in consultation with residents and business interests to ensure the coordination of local and regional services and the compatibility of land uses and other objectives.

The *Area Structure Plan - Waverley West* identifies and addresses, through the use of development policies, the key land use, transportation, recreation, and servicing components that require coordination and detailed planning.

The *Area Structure Plan - Waverley West* also establishes a process to ensure the logical growth and sequencing of development within the plan area through the policy requirement to establish *Neighbourhood Area Structure Plans (NASP)*, which will further define development within individual Neighbourhood Planning Areas.

Neighbourhood Area Structure Plans are required to demonstrate a fulfillment of the requirements of the *Area Structure Plan - Waverley West* and the corresponding policies of Plan Winnipeg that relate to Neighbourhood scale development.

1.2 Plan Winnipeg 2020 Vision Amendment Process

In March 2003, a process was initiated to amend Policy Plate A of Plan Winnipeg in order to re-designate the Waverley West lands from a Rural Policy Area to a Neighbourhood Policy Area. As part of the application, the City of Winnipeg was required to demonstrate a fulfilment of a number of Plan Winnipeg policies including:

- Demographic and socio-economic analysis of Winnipeg and the southwest quadrant of the City. (2B-03i)
- Social and economic benefit / cost analysis of development in Waverley West (2B-03viii; 3A-02ii)
- Market analysis (3A-01; 3A-02i; 3B-04; 3B-05; 3B-08iii)
- Development impact analysis (3A-02v; 3A-04; 3B-02iv; 3B-08)
- Transportation impact analysis (3A-04; 3C-03iii)
- Fiscal impact analysis (3A-02)

Plan Winnipeg Vision 2020 (Section 3B-08iii) permits the conversion of land from Rural Policy Area to Neighbourhood Policy Area to facilitate future development "by allowing the redesignation of Rural land to Neighbourhood only where there is a demonstrated need for additional land to satisfy projected demand and where a full range of municipal infrastructure can be provided in an environmentally-sound, economical and timely manner".

Plan Winnipeg (Section 3A-02i) also requires that new residential subdivisions only be approved where "there is a reasonable relationship between the supply of land and the projected demand".

These policies represent critical core Plan Winnipeg principles and are intended to ensure that new development continues to be planned in a manner that promotes an efficient and compact urban form.

The City of Winnipeg Planning, Property and Development Department requested and analysed the following report information before recommending that Council support the Plan Winnipeg Amendment:

- Waverley West Housing and Population Report
- Waverley West Transportation Review
- Waverley West Long Range Market Assessment.
- The Costs And Benefits Of The Proposed Development

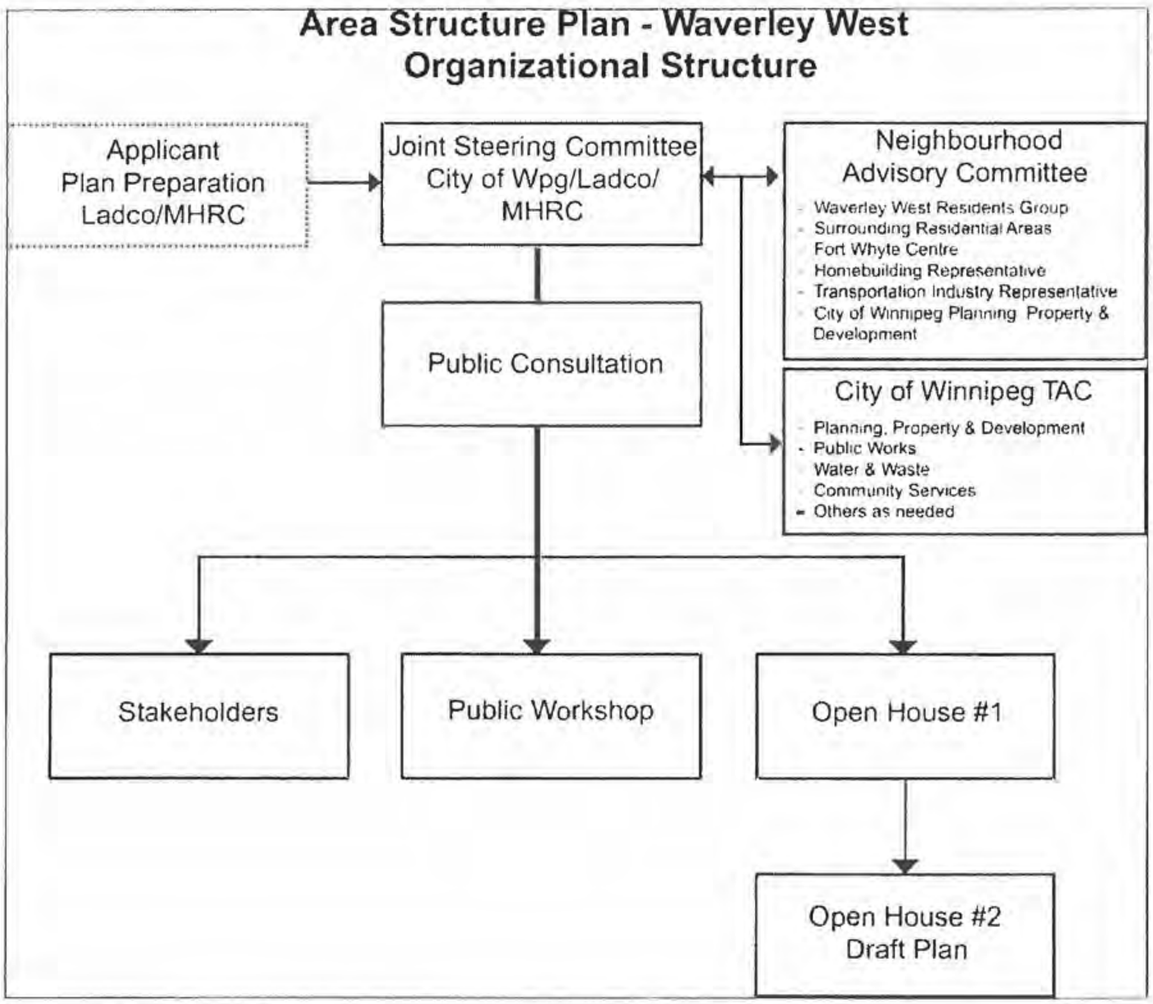
In January 2005 City Council's Executive Policy Committee held a formal public hearing to consider the amendment application. In April 2005 Winnipeg City Council, confirmed that all core Plan Winnipeg principles and policies had been met, approved the Plan Winnipeg amendment.

1.3 Secondary Plan Process

The City of Winnipeg and the principal landowners in Waverley West agreed to a two-tiered planning process for Waverley West. This two-tiered approach includes the *Area Structure Plan - Waverley West* – to address broad, high-level community wide issues – to be followed by specific Neighbourhood Area Structure Plans for each neighbourhood in Waverley West. This two-tiered process ensures that the high-level community issues (transportation, servicing, neighbourhood delineation etc.) can be dealt with through one umbrella plan, while providing needed flexibility for each developer to proceed with specific neighbourhood level plans on their own timeline and incorporating their own development priorities.

An extensive consultation program in keeping with Plan Winnipeg principles has been undertaken in the preparation of the *Area Structure Plan - Waverley West*. This process included direction from a Steering Committee, public input and advice through a neighbourhood Advisory Committee, stakeholder discussion sessions, and direct public input through a workshop and open houses. Figure 1 below provides a summary of the process undertaken for preparation of the ASP-WW.

Figure 1: Organizational Structure



1.4 Plan Contents

The *Area Structure Plan - Waverley West* contains the following components:

- A broad community vision and planning principles section.
- A definition of the community components of Waverley West including:
  - Identifying and defining future neighbourhoods,
  - Defining the community transportation network and municipal servicing capabilities and requirements
  - General development principles and policies, and
  - Defining open space, greenway, pedestrian and other community linkage needs.
- Defining the neighbourhood planning process and application.

1.5 Application

The ASP-WW (also referred to as the Plan) applies to the area shown in Map 1 and as more fully described in Section 2.0.

1.6 Interpretation

Any mapping within the Area Structure Plan – Waverley West, including the boundaries or locations of any symbols or areas shown on a map in the Plan, are approximate and conceptual only, and are not absolute and therefore should be interpreted as such.

Where a statement of intent accompanies a policy or policies, it is provided for information purposes only to enhance the understanding of the policy that follows. Should there be any inconsistency between the intent statements, and the policies themselves, the policy shall take precedence. The purpose of the Plan is not to replace other city policy documents or by-laws, but to enhance and provide assistance to decision makers.

Where a policy requires compliance or implementation through the subsequent Neighbourhood Area Structure Plan process, that requirement may be deferred by the developer or applicant to the Development Application stage, or Building Permit stage, without amendment to the Area Structure Plan – Waverley West.

Where a policy requires submission of studies, analysis or information, the exact requirements and timing of the studies, analysis or information shall be determined at the NASP or the Development Application stages.

1.7 Implementation

The policies of the ASP-WW are to be implemented by an integrated network of Neighbourhood Area Structure Plans. Neighbourhood Area Structure Plans are to be prepared in accordance with the policies of the ASP-WW. Development Applications, including subdivisions and rezonings, are to be reviewed for consistency with the relevant Neighbourhood Area Structure Plan.

1.8 Plan Review and Amendment

The ASP-WW is not intended to be a static document, but is to be reviewed and amended as necessary. The regional roadway network, including general alignments and connections as outlined in this Plan, should not be amended in order to maintain the integrity of the long-term plan. No set time frame is identified for formal review, however as further development occurs within the Plan Area and within the surrounding study area, the City of Winnipeg should review and ensure that the policies of the Plan are consistent with the time.

To make any change to the text or maps within the Plan, an amendment to the Plan that includes a public hearing of the Riel Community Committee shall be required in accordance with the City of Winnipeg Charter and the Development Procedures By-Law.

Where an amendment to the Plan is requested, the applicant shall submit supporting information necessary to evaluate and justify the amendment.

1.9 Timeframe

As the Area Structure Plan – Waverley West is future-oriented and depicts a broad based community land use and transportation pattern for the Waverley West plan area, no specific timeframe is applied to the Plan. It is anticipated that under existing development conditions, full build out of Waverley West could take between 20-25 years.

2.0 PLAN AREA

The Area Structure Plan - Waverley West applies to approximately 2,900 acres of land in southwest Winnipeg, as outlined in Figure 2 and Map 1. Waverley West represents future neighbourhood development within the southwest quadrant of Winnipeg. The area is bound by the Manitoba Hydro Corridor to the north, Waverley Street to the east, the Perimeter Highway to the south, and Brady Road to the west.

AREA STRUCTURE PLAN - WAVERLEY WEST

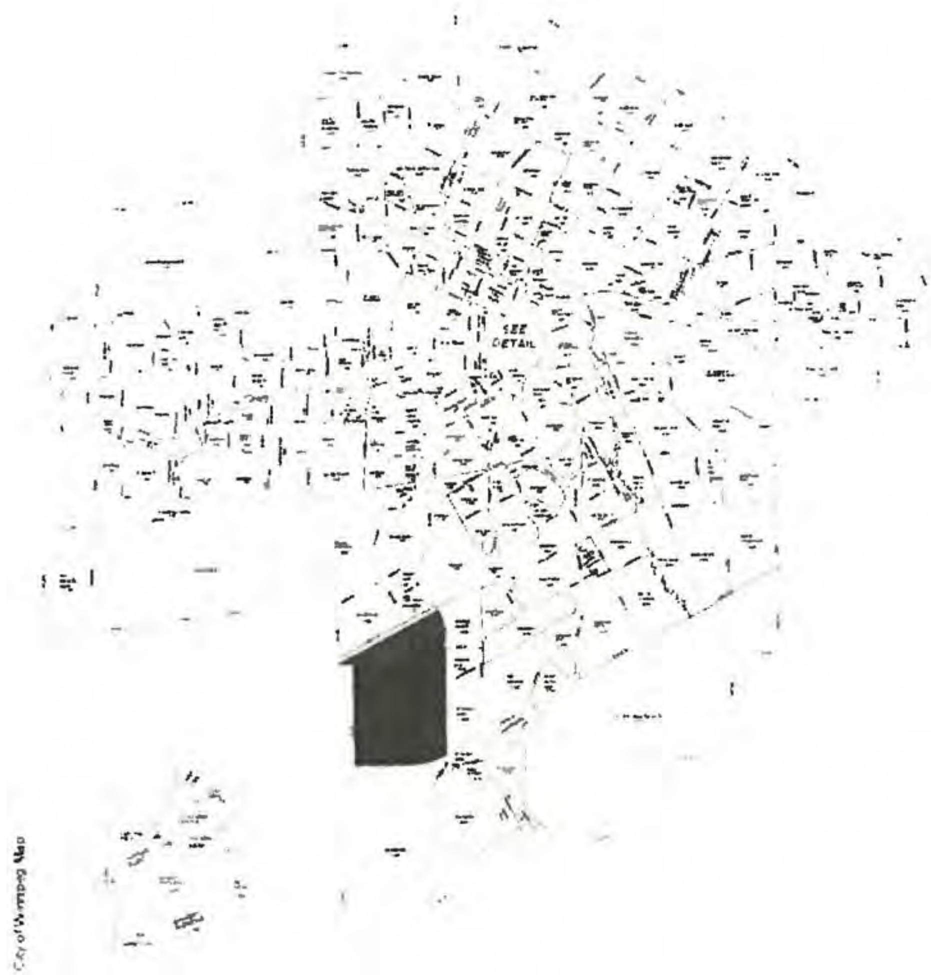
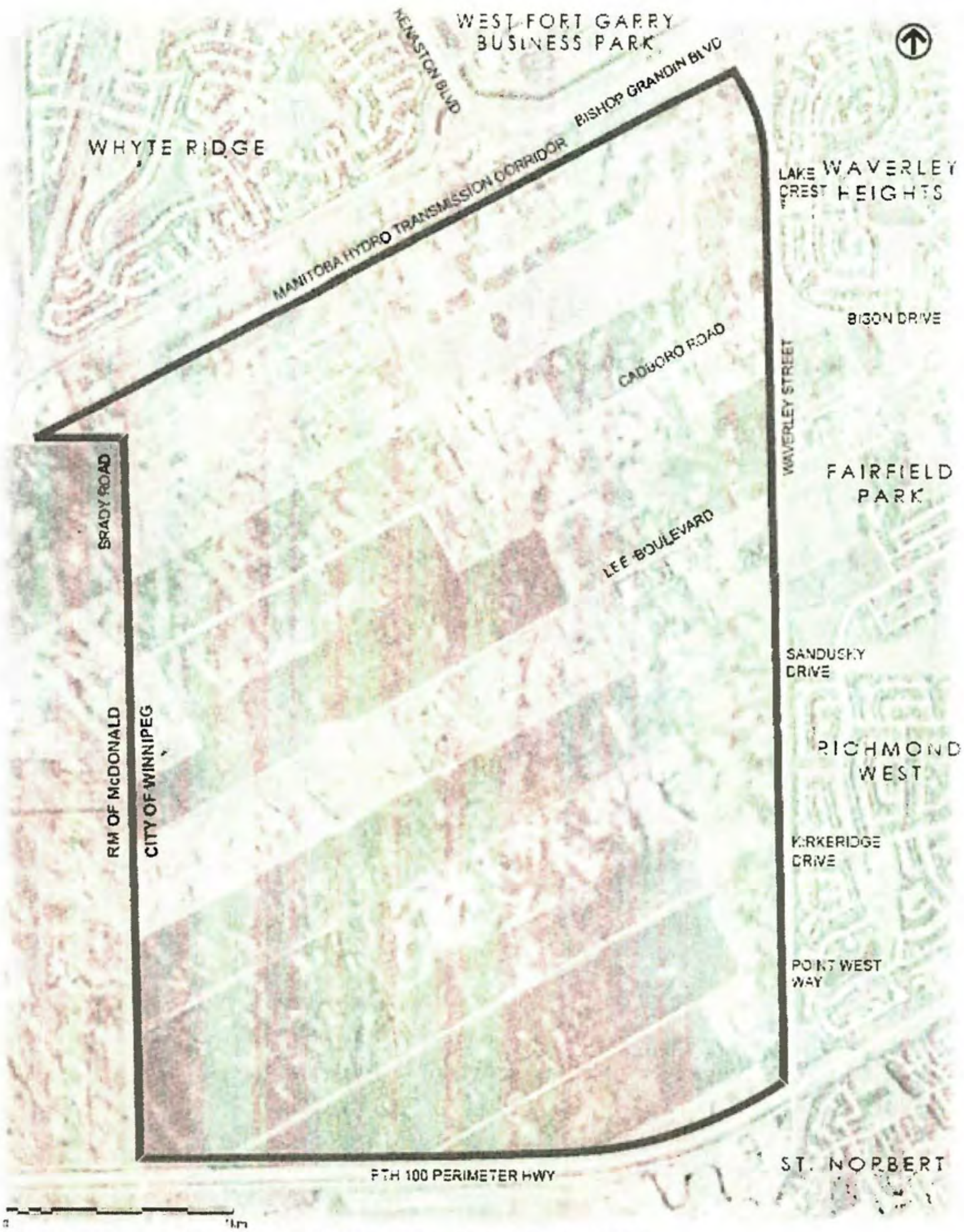


Figure 2 : Waverley West Planning Area Context

Waverley West Planning Area

AREA STRUCTURE PLAN - WAVERLEY WEST



This map is conceptual only. No measurements of distances or areas should be taken from this map

Map 1 : Waverley West Planning Area

Waverley West Planning Area

3.0 WAVERLEY WEST VISION AND PLANNING PRINCIPLES

3.1 Vision of Waverley West

Waverley West at full development is a collection of residential neighbourhoods. The residential neighbourhoods are inter-connected by a linear greenway park system, with commercial areas providing a variety of services, retail needs and employment opportunities.

Waverley West is well serviced by a regional and local transportation network. Kenaston Boulevard is extended south to the Perimeter Highway (PTH 100), together with Bishop Grandin Boulevard, Waverley Street, and PTH 100 serving regional needs. Bison Drive is extended into the town centre of Waverley West, and Waverley Street curves west through to Brady Road.

Transit routes provide efficient transportation service to Waverley West residents. The routes provide access to the citywide network, including opportunity for a future linkage to the proposed Southwest Transit Corridor. Centralized transit nodes are strategically located in the Town Centre and in commercial areas to provide convenient access to public transit. Transit routes are located within walking distance of residences.

The residential neighbourhoods of Waverley West provide diverse opportunities for a variety of housing choices and options. The internal road network, recreation trail system, and pedestrian network interconnects schools, parks, recreation facilities, commercial areas and other neighbourhood amenities and nodes to one another, contributing to the walkability and community centred focus of Waverley West.

Commercial areas provide a variety of retail, employment and recreation services, are a hub of social activity and are integrated into the community. Multi-family housing is located within close proximity to commercial areas, to transit hubs or other neighbourhood focal points with good pedestrian linkages. Nearby transportation and pedestrian corridors provide easy access and mode choice to residents and shoppers alike.

A town centre serves as a focal point of the northern neighbourhoods of Waverley West. It is a multi-faceted, mixed-use centre, providing a variety of retail shopping and employment opportunities, office space, recreational, education and residential uses – all focused from a main street environment.

Waverley West raises environmental awareness and interest through environmental preservation and enhancement, and by demonstrating the potential for energy conservation. Tree stands and natural areas have been preserved where possible and even enhanced. The development incorporates the natural environment; natural drainage patterns are followed and enhanced, the Beaujolais Coulee is the drainage focus of southern Waverley West, community recreation facilities, including the inter-neighbourhood greenway/parkway, are naturalized areas providing many opportunities for outdoor recreation, both within Waverley West and beyond, connecting the neighbourhoods of Waverley West to surrounding neighbourhoods, to Fort Whyte Centre, to the Trans Canada Trail, and beyond.

Safe streets provide a great place to raise a family, housing choice provides opportunity to age in place, and the complete community environment of housing, recreation, employment, education, shopping and services, provides a unique choice for citizens of Winnipeg to live, work and play.

3.2 Waverley West Planning Principles

i. **Neighbourhoods:** To provide a framework for the creation of planned neighbourhoods that fulfill market demands and needs.

ii. **Pedestrian Connectivity:** To provide pedestrian linkages between and within the neighbourhoods of Waverley West, for recreation and alternative transportation purposes.

iii. **Town Centre – North:** To establish a town centre where mixed-use development can occur, providing opportunities for a combination of land uses.

iv. **Greenway System:** To create a linear greenway system linking the neighbourhoods of Waverley West to one another and beyond, where naturalized land drainage systems, pedestrian trails, parks, and open spaces can be created in shared corridors.

v. **Community Pathways:** To provide a system of pathways that effectively integrates the neighbourhoods and amenities.

vi. **Transportation System:** To provide a safe, efficient and functional transportation system including a hierarchy of public streets, provision of public transit and a community pedestrian network.

vii. **Primary Commercial Areas:** To provide commercial areas to service the surrounding neighbourhoods and beyond.

viii. **Community Recreational Facility:** To provide a community recreation facility that is centralized, and accessible to both vehicular and non-vehicular traffic.

ix. **Residential Development:** To provide a framework for housing development that is capable of meeting the needs and desires of the housing market.

x. **Commercial Development:** To establish a full range of retail and commercial services.

xi. **Mixed-Use Development:** To promote mixed-use development opportunities within the Town Centre, and primary commercial areas.

xii. **Emergency Services:** To provide fire, police and ambulance protection to meet the emergency service demands for the area.

xiii. **Environmental Awareness:** To raise an awareness of environmental conservation including the integration of existing sensitive areas into development plans, and through the use of environmental technologies where feasible.

xiv. **Park Space:** To provide outdoor recreation and park space to meet the needs of the local residents.

4.0 PLAN CONTEXT AND STRUCTURE

4.1 Plan Structure

The planning context for Waverley West has been illustrated on Map 1 Waverley West Planning Area. Planning for Waverley West is structured at two levels – the overall community level plan (i.e. this Area Structure Plan) and individual Neighbourhood level plans (Neighbourhood Area Structure Plans, see Section 1.0). The *Area Structure Plan - Waverley West* identifies the Neighbourhood Plan Areas, the community transportation components, the community greenway system, and community servicing components.

Due to the larger community scale of this level of planning, these items should be considered to be conceptual in nature. The specific nature and detail of these items shall be addressed through the *Neighbourhood Area Structure Plan* and development application processes, which will be prepared in accordance with this Area Structure Plan, the combination of which will establish a Plan for each neighbourhood and the community as a whole

4.2 Neighbourhood Plan Areas

Waverley West is to be comprised of seven Neighbourhoods or as referred to here as "Neighbourhood Plan Areas", which are illustrated on Map 2 (Neighbourhood Plan Areas A, B, C, D, E and F and the Town Centre Neighbourhood Plan Area).

The boundaries or divisions between Neighbourhood Plan Areas represent the logical extension of community access networks (primarily roadways), combined with the planning notion of creating a mixed-use town centre in the northern portion of Waverley West and land ownership patterns at the time of the establishment of this Plan. The boundaries between Neighbourhood Plan Areas are not intended to represent impermeable divisions. Where feasible, reasonable efforts should be provided at the Neighbourhood Plan Area level to help ensure that connections between Neighbourhood Plan Areas are created.

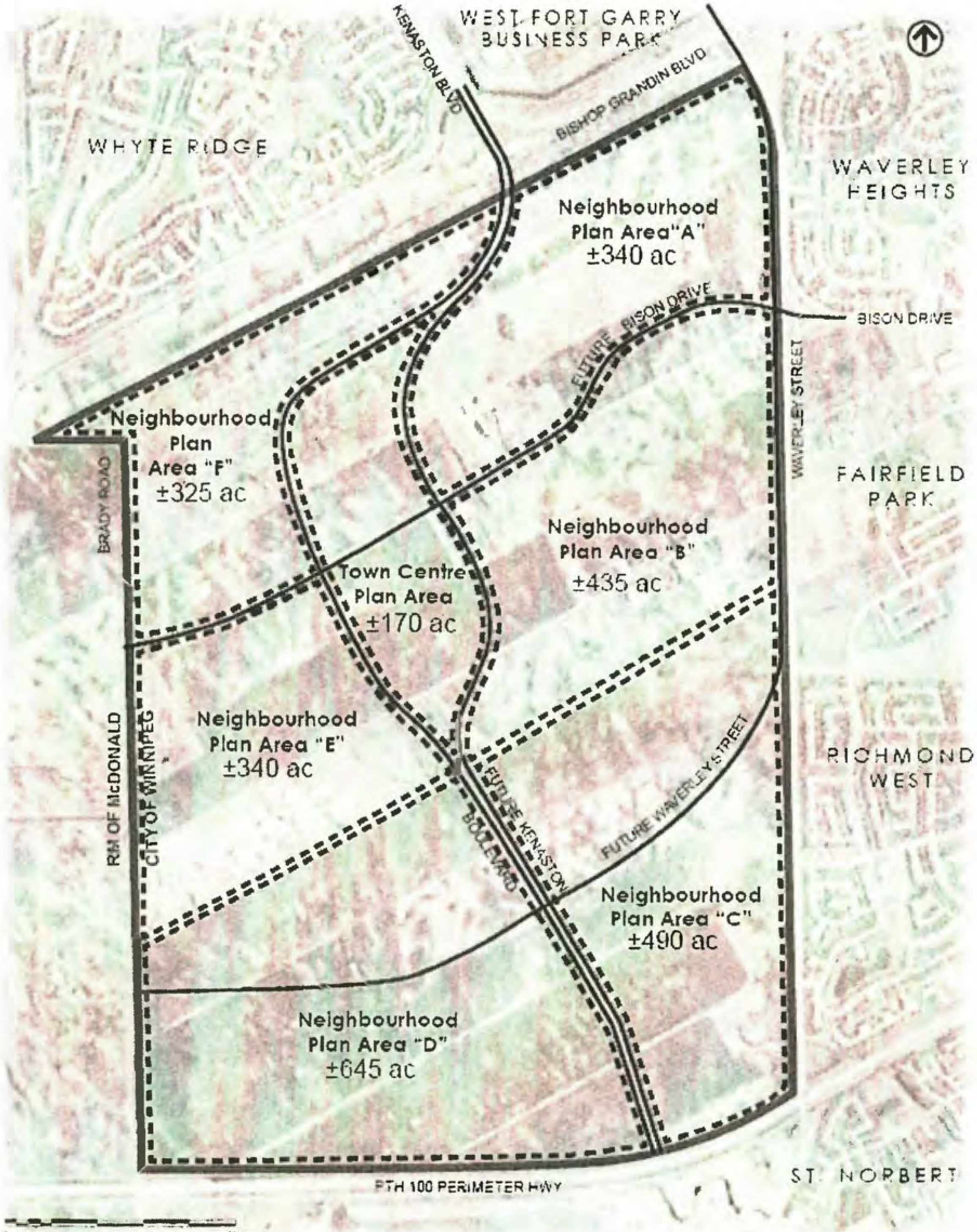
Neighbourhood Plan Area "B" has been identified as a "Special Planning Area", requiring specific attention towards the creation of a Neighbourhood Area Structure Plan. This area has multiple land ownership and will require additional consultation and attention to planning details to incorporate a number of existing residences and private land holdings into future development.

The Town Centre Neighbourhood Plan Area is intended as a mixed-use area (including a residential component) that provides services and amenities to adjacent Neighbourhood Plan Areas and to a wider region (see Section 13.2.3 for relevant policy).

Section 13.0 of this Plan outlines the content required for the establishment of policies for the Neighbourhood Plan Areas.

The following Sections of this Plan provide for broad policy direction governing land uses and the provision of a service infrastructure that is common to all neighbourhood plan processes in Waverley West.

AREA STRUCTURE PLAN - WAVERLEY WEST



This map is conceptual only. No measurements of distances or areas should be taken from this map

Map 2: Neighbourhood Plan Areas

- - - - - Neighbourhood Plan Area Boundaries

5.0 RESIDENTIAL USES

5.1 Residential Uses – General

Intent

It is intended that residential uses will be the predominant land use in Waverley West, with other non-residential support uses. Planning at the Neighbourhood Area Structure Plan (NASP) level may accommodate a variety of housing types in order to address a diverse range of housing needs.

Policies

5.1.1 With the possible exception of the Town Centre and other commercial areas, residential use shall be the predominant use of land within the Plan Area.

5.1.2 Each Neighbourhood Plan Area may accommodate a diversity of housing types including but not limited to single family and multi-family.

5.1.3 Higher density, multiple-family housing should be encouraged to locate along collector or higher roadways and community or neighbourhood focal points, to be defined through the NASP process.

5.1.4 The Town Centre Neighbourhood Plan shall incorporate higher density residential development.

5.1.5 The density of residential development shall be addressed through the NASP process in a manner consistent with Plan Winnipeg.

6.0 COMMERCIAL AND MIXED USE AREAS

6.1 Primary Commercial Areas

Intent

To create primary commercial areas that permit and may include a variety of retail, commercial, office, institutional, residential and mixed uses. The primary commercial areas may be integrated with higher density housing and community facilities and should include convenient vehicular and pedestrian connections to the surrounding areas.

Policies

6.1.1 A significant use of land within the primary commercial areas shall be retail commercial uses.

6.1.2 Retail, office, institutional, recreational, residential, higher density multi-family and mixed uses shall be permitted in the primary commercial areas.

6.1.3 The commercial component in the primary commercial areas should be compatible with Community-Scale Commercial Development.

6.1.4 The primary commercial areas should include convenient access to the transportation network including public transit and pedestrian walkways.

6.1.5 Multi-family housing shall be permitted on the periphery of the primary commercial areas.

6.1.6 Waverley West shall include primary commercial areas in the vicinity of the intersections of Kenaston Boulevard and Bison Drive, and at Kenaston Boulevard and the realigned Waverley Street.

6.1.7 The primary commercial areas at Kenaston Boulevard and Waverley Street shall be addressed in the Neighbourhood Area Structure Plans for neighbourhood planning areas "C" and "D" and the development application process. Any other proposed primary commercial areas, except the Town Centre shall be addressed in the applicable NASP and the development application process.

6.2 Town Centre

Intent

To create mixed-use areas in the northern half of Waverley West that will accommodate a variety of retail, commercial, office, institutional, and residential uses that will form a full service district where people can live, work and play.

6.2.1 Waverley West shall include a mixed-use town centre in the vicinity of the intersection of Kenaston Boulevard and Bison Drive.

6.2.2 A mixture of commercial, retail, office, institutional, multi-family and recreational uses may be permitted in or adjacent to the Town Centre neighbourhood.

6.2.3 The Town Centre shall be the subject of a Town Centre Area Structure Plan.

6.2.4 The Town Centre Area Structure Plan should provide broad site planning design guidelines.

6.3 Neighbourhood Commercial Areas

Intent

To create neighbourhood commercial areas that provide retail goods and services to the surrounding neighbourhoods.

6.3.1 Local Commercial uses may be permitted within the neighbourhood commercial areas at neighbourhood focal points.

6.3.2 The location of any neighbourhood commercial areas uses shall be addressed in the applicable Neighbourhood Area Structure Plan and the development application processes.

6.4 Perimeter Highway Commercial Areas

Intent

To provide for the establishment of commercial uses instead of or in addition to residential uses in the vicinity of the Brady Road Landfill.

6.4.1 Office, institutional, recreational, light industrial and business uses may be permitted along the north limit of the Perimeter Highway.

6.4.2 The location of any commercial uses in the vicinity of the Brady Road Landfill shall be addressed in the applicable Neighbourhood Area Structure Plan and the development application processes.

7.0 COMMUNITY SERVICES

7.1 Community Services - General

Intent

The physical planning of Waverley West will accommodate public service providers in the areas of education, recreation, health, and protection in order to ensure access to these services.

Threshold populations will be necessary for the construction of most community facilities.

Policy

7.1.1 Community services, locations, and sites, shall be identified and addressed within Neighbourhood Area Structure Plan processes, in consultation with specific service providers.

7.2 Schools and Education

Intent

To provide opportunities for school sites that meet the needs of Waverley West. The policies in this section were prepared through consultation with the Pembina Trails School Division and the Public Schools Finance Board.

Policies

7.2.1 School sites (K-6/8) shall be accommodated within each neighbourhood plan area, at a size and location to be defined through consultation with the School Division in the Neighbourhood Area Structure Plan and development application processes.

7.2.2 Planning for school sites (K-6/8) should take into consideration a central location within a neighbourhood, walkability, a location directly adjacent to a collector level street, and site planning criteria focusing on student safety.

7.2.3 The Waverley West Plan Area may accommodate two high school sites. The size and location of these potential High School sites shall be further defined through consultation with the School Division in the Neighbourhood Area Structure Plan and development application processes. One site may be provided in the northern part of Waverley West in Neighbourhood "B" and the second site may be provided in the southern part of Waverley West in Neighbourhood "D".

7.2.4 The location for high school sites should take into consideration a central location to the catchment area adjacent to an arterial level street, proximity to other higher density development, and accommodation of 1,000-1,500 students.

7.3 Community Leisure and Recreation

Intent

To accommodate within Waverley West, community and local level leisure/recreation facilities to serve the major active and passive recreational needs of the residents of Waverley West and southwest Winnipeg.

Policies

7.3.1 Decision-making for recreational facilities within the context of this plan or of Neighbourhood Area Structure Plans, should reflect current City of Winnipeg policy.

7.3.2 Development within Waverley West should accommodate the possible future construction of a major community leisure/recreation centre to service the Waverley West plan area as well as adjacent residential neighbourhoods.

7.3.3 The siting of a major community leisure/recreation centre should take into consideration a centralized location within Waverley West to serve the community needs.

7.3.4 Community public facilities shall be sited to have access to public transit and be located within a reasonable distance of the community greenway or a recreation pathway/corridor.

7.3.5 Community public facilities shall be located, and sized to meet recreational requirements identified through the NASP process within later Neighbourhood Plan Area phases.

7.4 Emergency Services

Intent

Emergency service facilities for police, fire and paramedic services may be necessary within Waverley West. Specific requirements, demand and locations for any necessary facilities are to be evaluated through the NASP process.

Policies

7.4.1 Emergency service facilities (fire, ambulance, police) should be located within the Waverley West Plan Area in accordance with the needs of the emergency service providers.

7.4.2 The planning for Waverley West shall accommodate potential emergency services facilities, to be further defined at the NASP level in consultation with the Winnipeg Fire and Paramedic Services, and the Winnipeg Police Service.

7.4.3 Where feasible and warranted, public facilities planning at the NASP level in Waverley West should take into account opportunities for the joint use of sites and buildings.

7.5 Health Care Services

Intent

Health care services may be necessary within Waverley West. Specific locations for any necessary services should be evaluated through the NASP process, in particular in relation to the Town Centre and other commercial areas.

Policies

7.5.1 Any significant health care facilities within Waverley West should generally be directed to the Town Centre and/or the primary commercial area in the vicinity of Kenaston Boulevard and Waverley Street.

7.5.2 The planning for the Town Centre and other commercial areas may accommodate possible future health facilities as further defined at the Neighbourhood Area Structure Plan and development application processes, in consultation with healthcare authorities.

8.0 REGIONAL TRANSPORTATION NETWORK

8.1 Regional Roadway Network

Intent

To provide for a regional roadway network to service Waverley West that is functional, safe and efficient. The regional roadway network is a key element in the determination of neighbourhood plan area configurations.

The internal network defined in the ASP-WW includes the arterial and higher roadways within Waverley West, which are Kenaston Boulevard, Waverley Street, and Bison Drive. The general locations of these roadways and related intersections are illustrated in Map 3, and are summarized as follows.

Kenaston Boulevard: Kenaston Boulevard, which currently ties directly into Bishop Grandin Boulevard, will be extended south through Waverley West. Kenaston Boulevard will enter Waverley West at the north end as a four-lane divided roadway, split into a one-way couplet in the northern portion of Waverley West, transition back to a four-lane divided roadway through the southern portion of Waverley West and connect to the Perimeter Highway. The connection to the Perimeter Highway will be an at grade intersection until such time as a grade separated interchange is warranted. Right-of-way is anticipated to be reserved to allow for three travel lanes per direction. A Town Centre is planned for the land located within the Kenaston Boulevard one-way couplet. Kenaston will function as an expressway with an anticipated posted speed limit of 80 kilometres per hour, with a limited number of at-grade intersections and no direct access from adjacent private lands.

Waverley Street: Waverley Street, which currently runs in a north-south direction along the eastern edge of Waverley West and intersects with the Perimeter Highway, will be realigned to pass through the south end of Waverley West. The existing intersection at the Perimeter Highway will be closed, and Waverley Street will curve into Waverley West beginning at approximately Sandusky Drive and extend in the southwest/west direction to intersect with Kenaston Boulevard and eventually terminate at Brady Road. Waverley Street will function as a four-lane divided roadway through Waverley West. Waverley Street from Bishop Grandin Boulevard to Sandusky Drive is anticipated to have a posted speed limit of 70 kilometres per hour, while Waverley Street from Sandusky Drive to Brady Road is anticipated to have a posted speed limit of 60 kilometres per hour.

ah ***Bison Drive:*** Bison Drive, which currently terminates at Waverley Street, will be extended southwest through Waverley West and eventually terminate at or near Brady Road. ~~Bison Drive is expected to overpass the one-way couplet portions of Kenaston Boulevard.~~ Bison Drive will function as a four-lane divided roadway, likely with a posted speed limit of 60 kilometres per hour through Waverley West.

Policies

8.1.1 The Waverley West area shall be provided with a hierarchical network of streets.

8.1.2 The conceptual arterial street network as illustrated on Map 3 shall not be amended without a Secondary Plan amendment.

8.1.3 Each Neighbourhood Area Structure Plan shall provide for and plan the relevant portions of the arterial street network as illustrated on Map 3.

8.1.4 Specific right-of-way requirements for the arterial and higher road network shall be further defined at the Neighbourhood Area Structure plan and development application processes.

8.1.5 Kenaston Boulevard shall function as an expressway with a limited number of at-grade intersections, and no direct access from adjacent private lands.

8.1.6 The network of existing and proposed arterial and higher streets shall serve as a means of delineating the Neighbourhood PlanAreas within Waverley West (see also sections 4.2 and 13.1)

8.1.7 The City of Winnipeg shall have the ability to acquire additional right-of-way through standard dedication practices to accommodate the regional roadway network.

8.1.8 Phasing and Staging of roadway infrastructure shall be carried out generally in accordance with the Waverley West General Phasing Scheme (see also section 14.2), to be revised and updated at each subsequent Neighbourhood Plan process.

8.2 Grade Separated Locations

Intent

To identify where future grade-separated intersections and flyovers may be required within the Waverley West Plan Area.

The major arterial intersections within Waverley West have been investigated. Based on forecast future traffic volumes for full build-out scenarios of Waverley West, grade separations are necessary at the following locations within Waverley West to maintain the expressway function of Kenaston Boulevard as per City of Winnipeg policy (illustrated in Map 3):

ak

- ~~***Northbound Kenaston Boulevard and Bison Drive:*** A flyover shall be necessary at the intersection of northbound Kenaston Boulevard and the future configuration of Bison Drive. Kenaston Boulevard should underpass Bison Drive at this location.~~

AK

- ~~*Southbound Kenaston Boulevard and Bison Drive:* A flyover shall be necessary at the intersection of southbound Kenaston Boulevard and the future configuration of Bison Drive. Kenaston Boulevard should underpass Bison Drive at this location.~~

The major arterial intersections directly adjacent to Waverley West have been examined to determine where grade separations may be necessary in the future:

- ***Kenaston Boulevard and the Perimeter Highway:*** A grade-separated interchange is planned at the intersection of Kenaston Boulevard and the Perimeter Highway, to be funded by Manitoba Transportation & Government Services. A previous study completed by the Province of Manitoba (MTGS) has detailed the configuration of an interchange at this location.

Policies

8.2.1 Any future grade separated interchanges within Waverley West should be determined and defined through further study to be undertaken during the Neighbourhood Plan or development application processes.

AK

~~**8.2.2** Required flyovers shall be cost shared on a 50-50 basis between the City of Winnipeg and the developer, as further defined in the Waverley West Financial Cost Share Model (see also section 14.3).~~

8.2.2 ~~**8.2.3**~~ Phasing and Staging of roadway infrastructure shall be carried out generally in accordance with the Waverley West General Phasing Scheme (see also section 14.2), to be revised and updated at each subsequent Neighbourhood Plan process.

8.3 Neighbourhood Connections

Intent

To establish and define the inter-neighbourhood and external neighbourhood connection points in order to prevent neighbourhoods from becoming isolated from each other and to allow shared access to community facilities and recreational assets.

Policies

8.3.1 The Neighbourhood Plan Areas located within Waverley West shall be directly linked through the internal collector street system and the arterial street system as generally illustrated on Map 3.

8.3.2 The internal connections between Waverley West Neighbourhood Plan Areas may accommodate transit routing for travel between neighbourhoods within Waverley West (see also Section 9.1.5).

8.3.3 The location of collector street connections to the arterial street network shall be defined through the Neighbourhood Area Structure Plan and development application processes.

8.3.4 External connections to neighbourhoods located east of Waverley Street shall be provided through the Waverley West collector street system, and shall be defined through the Neighbourhood Area Structure Plan and development application processes.

8.3.5 The arterial street intersections of Bison Drive and realigned Waverley Street with Brady Road may provide for future linkages to the adjacent Rural Municipality of Macdonald.

8.4 Access to the Town Centre

Intent

To provide efficient and convenient access into the Town Centre while preserving the integrity of the expressway role of Kenaston.

Policy

8.4.1 Direct vehicular entry to the Town Centre from Kenaston Boulevard may be accommodated at the south end of the northbound couplet, and at the north end of the southbound couplet.

8.4.2 Direct vehicular egress shall not be permitted at either of the general locations as noted in Policy 8.4.1.

8.4.3 Access to the Town Centre may be provided directly from Bison Drive within the Town Centre, and from the two east-west collector streets that are planned to intersect with Kenaston Boulevard within the Town Centre as generally illustrated in Map 3.

8.4.4 Alternative transportation modes shall be provided with sufficient access to the Town Centre (see also 10.1.1).

8.4.5 Access to the Town Centre shall be further defined through the Neighbourhood Area Structure Plan and development application processes for the Town Centre.

8.5 Movement of Goods and Services

Intent

To provide for the efficient and safe movement of goods and services through and to the Waverley West Plan Area, and to recognize the role of Kenaston Boulevard (Route 90) as a vital link in the Province's transportation network for international trade. The presence and requirement for arterial streets allows for the movement of goods to proceed through the Plan Area without necessitating vehicles to cut through other lower category roadways. Planning for the arterial streets should consider possible noise mitigation strategies (see also Section 8.6).

Policy

8.5.1 The number of at grade intersections along Kenaston Boulevard within the Plan Area shall be as generally illustrated on Map 3.

8.5.2 The location of truck routes shall be defined by the City of Winnipeg through the City of Winnipeg Traffic By-law 1573/77.

8.6 Noise Attenuation and Buffering

Intent

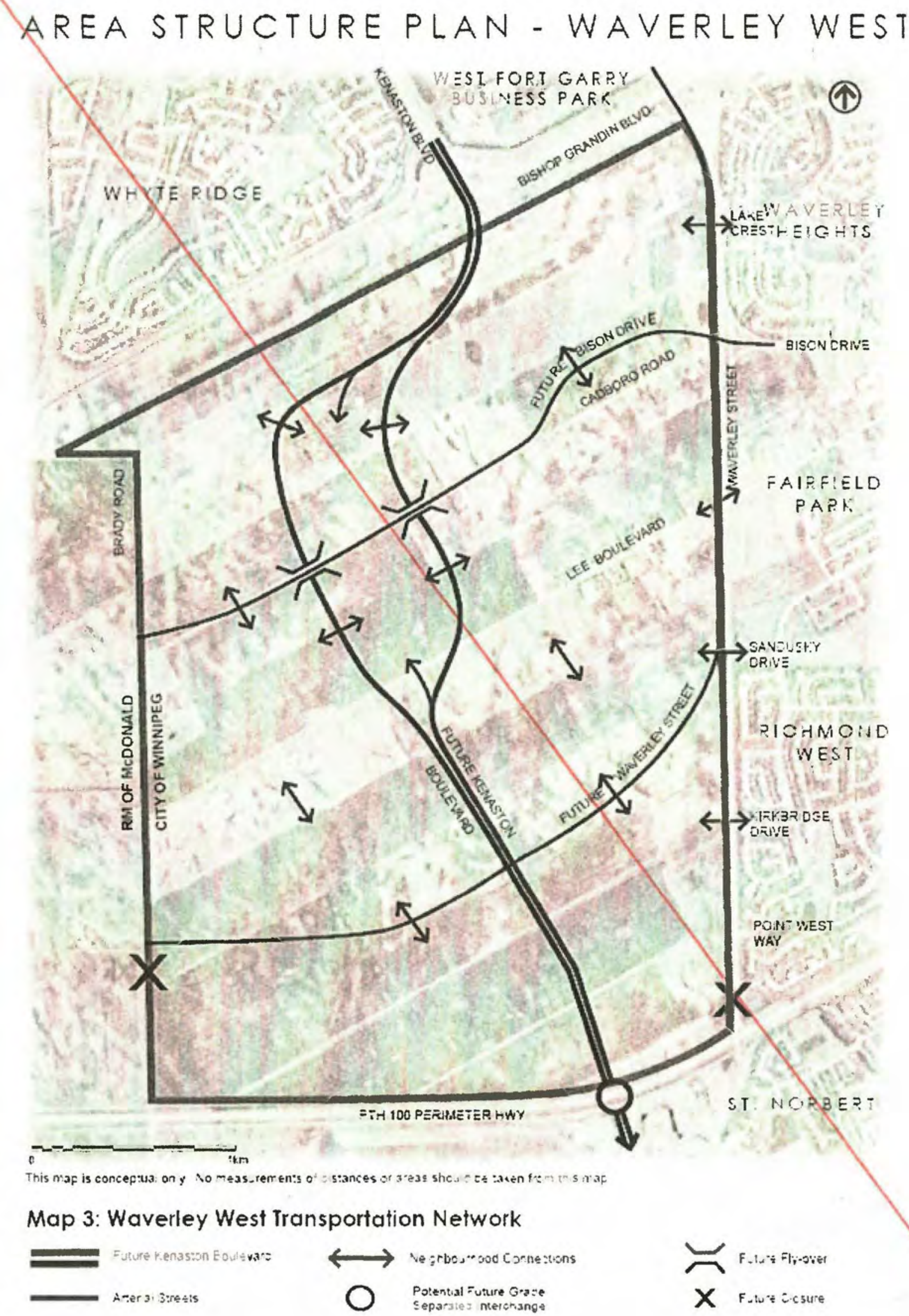
To provide buffering of residential areas which are located adjacent to regional roadways, to the City of Winnipeg standards. The City has established a noise level guideline for outdoor sound level limits for residential areas adjacent to a regional transportation facility. Extended setback distance, berming or fencing (or any combinations thereof) are the most common forms of noise attenuation for residential developments.

Policies

8.6.1 Any required noise prediction studies should be completed as part of the Neighbourhood Area Structure Plan and/or subdivision rezoning processes for planned residential areas that are adjacent to arterial and higher streets.

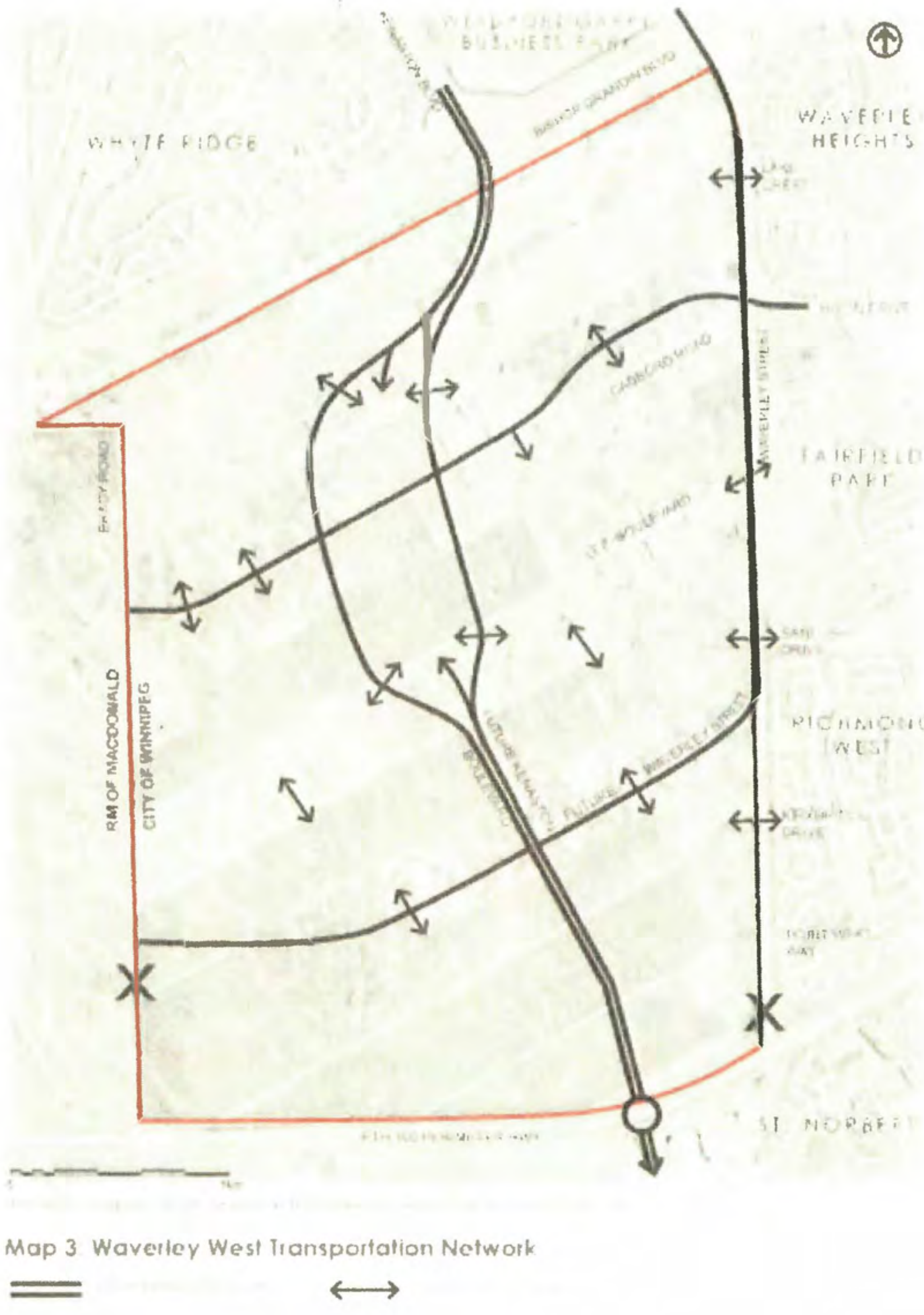
8.6.2 Noise prediction studies for arterial and higher streets, including Kenaston Boulevard, Waverley Street, Bison Drive, and the Perimeter Highway, should be based on estimated traffic volumes and vehicle mix, and should be forecasted and evaluated in relation to the standards noted in the *City of Winnipeg Motor Vehicle Noise Policies and Guidelines*.

8.6.3 If noise predictions studies indicate that noise levels will exceed the standards noted in the *City of Winnipeg Motor Vehicle Noise Policies and Guidelines* by five decibels or more, appropriate noise attenuation measures shall be implemented.



Map 3: Waverley West Transportation Network

AREA STRUCTURE PLAN - WAVERLEY WEST



Map 3: Waverley West Transportation Network

REVISED

9.0 TRANSIT SERVICE

9.1 Transit Service

Intent

Public transit service will be extended into the Waverley West area to coincide with the phased development of the community's residential neighbourhoods and commercial centres. The role of public transit, as emphasized in Plan Winnipeg Policy 3C-01 is seen as important to alleviating otherwise natural increases in vehicular traffic on downstream road networks and the reduction of greenhouse gas emissions. Under full development, bus transit service to and from Waverley West will consist of inter-neighbourhood routes connecting the Neighbourhood Plan Areas to the commercial centres, and express service to regional destinations in Winnipeg.

Kenaston Boulevard, the Bison Drive extension, and Waverley Street will serve as principal transit routes through the community. To provide direct access to the Town Centre for future rapid transit facilities, the Bison Drive right-of-way will be designed to include the ability to accommodate future transit lanes or a Rapid Transit corridor.

Policies

9.1.1 The Waverley West community shall be designed and developed in a manner that accommodates transit use.

9.1.2 The Town Centre shall be designed to accommodate a transit centre, and park-and-ride facilities.

9.1.3 The right-of-way for the Bison Drive street extension shall be designed to be capable of accommodating future transit lanes or a Rapid Transit corridor.

9.1.4 Neighbourhood Area Structure Plans shall give consideration to transit access in the design of collector roads such that residences have access to transit stops in accordance with City of Winnipeg transit policies.

9.1.5 Neighbourhood Area Structure Plans shall give consideration to accommodating interconnections between neighbourhoods that can be accessed by City of Winnipeg Transit.

9.1.6 Locations of transit routes and facilities, and integration into the physical design of the residential and commercial development areas shall be further defined at the Neighbourhood Area Structure Plan and the development application processes.

10.0 COMMUNITY GREENWAY SYSTEM

10.1 Community Greenway System

Intent

The community greenway system of Waverley West will be designed and built to accommodate walking and cycling as a mode of transportation. As conceptually illustrated on Map 4, a key component of the community greenway system will be a greenway corridor, providing interconnections between the Neighbourhood Plan Areas. The community greenway system will provide connections to commercial centres, to other facilities and features such as schools, parks, woodlots and land drainage systems, through a hierarchy of pathways, trails and sidewalks.

The routing of the community greenway system will allow for future connections to the adjacent residential communities and beyond, to major destination points including the Fort Whyte Centre, the Assiniboine Forest and Park, the future Trans Canada Trail and La Barriere Park (see also Section 12.0 Outdoor Recreation and Environmental Considerations).

Policies

10.1.1 Where feasible, Neighbourhood Area Structure Plans shall accommodate a community greenway system.

10.1.2 Neighbourhood and community land drainage systems may be incorporated into the community greenway system.

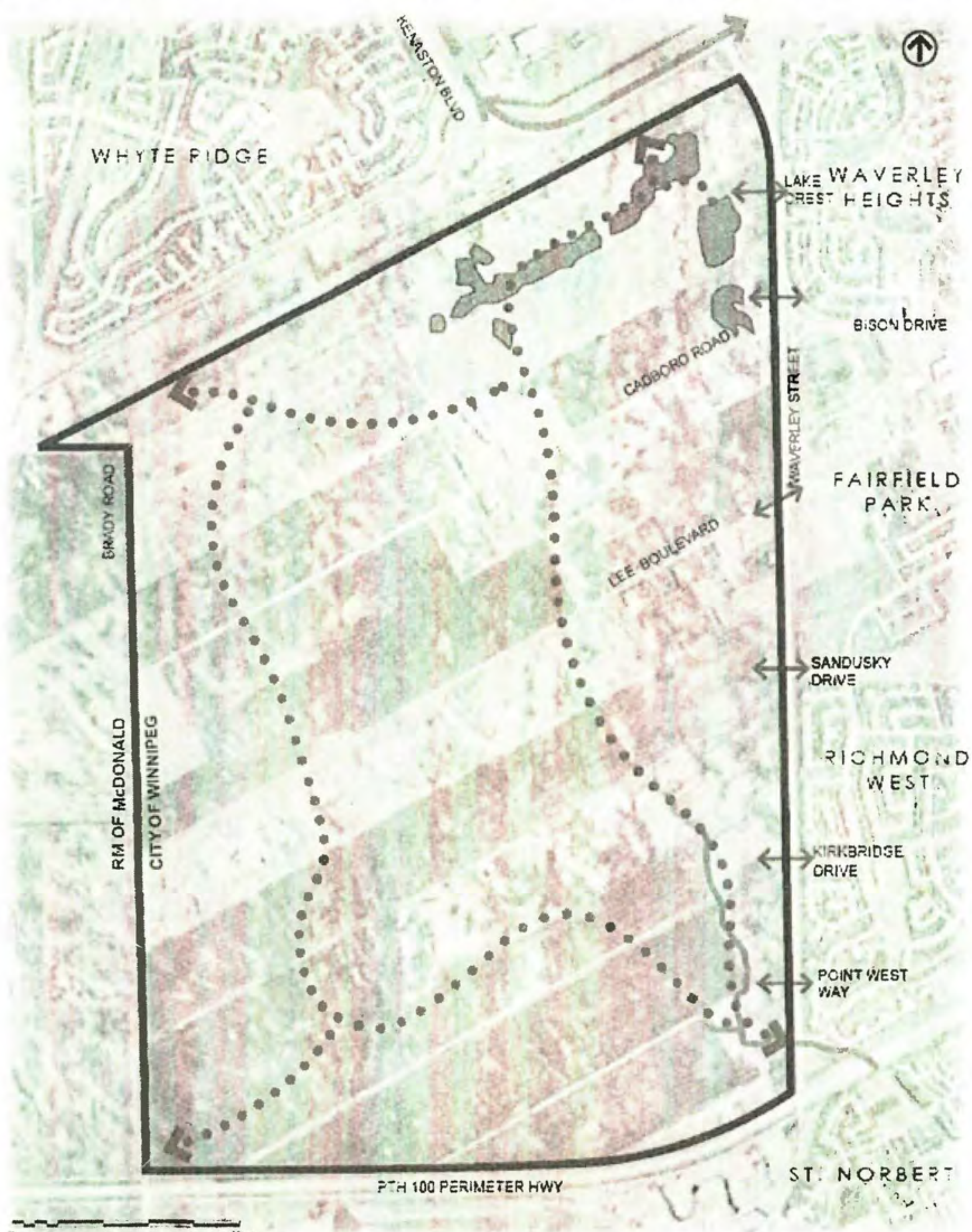
ak ~~**10.1.3**~~

10.1.3 ~~**10.1.4**~~ The community greenway system should be designed to link neighbourhood and community-level facilities including schools, parks and community centres, and may be incorporated into the land drainage system, as well as environmental areas (see also section 12.1.4).

10.1.4 ~~**10.1.5**~~ The community greenway system should accommodate modes of active transportation where feasible.

10.1.5 ~~**10.1.6**~~ The routing, alignment and details of the community greenway system shall be further defined in the Neighbourhood Area Structure Plan and development application processes, but shall generally reflect the greenway corridor concept as illustrated in Map 4.

AREA STRUCTURE PLAN - WAVERLEY WEST



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Map 4 : Community Greenway & Environmental Considerations

Environmental Areas
Former Land Fill Sites
Conceptual Green Corridor
Proposed Trans Canada Trail
Possible Neighbourhood Pedestrian Connection

11.0 SERVICING POLICIES

11.1 Water Distribution System

Intent

Waverley West will be provided with water services sized to meet local residential and commercial demand and flow requirements necessary for fire suppression. Feedermains exist within the Waverley Street right-of-way (see Map 5), and will be extended in a phased fashion into Waverley West as development progresses.

Policies

11.1.1 Water supply shall be provided as required to service the staged development of Waverley West, according to plans derived in consultation with the Water and Waste Department. Any necessary rights-of-way shall be provided to the City of Winnipeg when requested to ensure the timely extension of the water distribution system.

11.1.2 Routing and alignment details shall be further defined through the Neighbourhood Area Structure Plan and development application processes. A conceptual alignment of the Water Distribution System is provided in Map 5.

11.2 Wastewater Collection System

Intent

Waverley West will be provided with wastewater interceptor sewers sized to accommodate sewage discharge from the area. Two options for providing wastewater service will be examined. The first option proposes to service the entire Waverley West plan area by extending an interceptor sewer southward from the existing interceptor sewer in Bishop Grandin Boulevard. The second option, as conceptually illustrated on Map 5, proposes two separate interceptors to service the plan area. In the northerly part of Waverley West, Neighbourhood Plan Areas "A", "B", "E" and "F", and the Town Centre Planning Area, would be serviced similarly to the first option, by extending an interceptor sewer to the existing Bishop Grandin Interceptor. Neighbourhood Plan Areas "C" and "D" in the southerly part of Waverley West would be serviced by extending an interceptor sewer eastward from the Plan Area, to the existing interceptor sewer in Killarney Avenue.

The Interceptor sewers would be extended into the plan area in a phased logical manner, as development proceeds, providing connection points for the local system of wastewater sewers. Further, in order to allow full development of Waverley West the upgrading of the D'Arcy Pumping Station or an additional interceptor sewer, which crosses the Red River, parallel to the Perimeter Highway and continues eastward to the South End Water Pollution Control Centre, may be required. Future detailed analysis will determine the proposed route.

Policies

11.2.1 Wastewater interceptors and local sewers shall be provided as required to service Waverley West.

11.2.2 Catchment areas, routing and alignment details shall be further defined through the Neighbourhood Area Structure Plan and development application processes. A conceptual alignment of the Wastewater Collection System in Waverley West is provided in Map 5.

11.3 Land Drainage System

Intent

Waverley West will be provided with land drainage services sufficient for the removal of surface runoff from the plan area, at pre-development rates in accordance with City of Winnipeg policies. Three drainage districts have been identified based upon the capacity limitations of the existing land drainage system and have been illustrated in Map 5.

The land drainage system in Waverley West is expected to consist of a series of linear retention lakes interconnected by a combination of surface streams and underground pipes. The intent is for the land drainage system to serve engineering, environmental and aesthetic objectives. In the interests of the environment, the lakes and streams can be managed as natural systems to filter run-off and provide riparian habitat for indigenous wildlife. As a community environmental and recreational feature, the community greenway system may border the lakes, ponds and streams.

Policies

11.3.1 Waverley West shall be provided with a land drainage system to manage storm water runoff and spring melt in an environmentally sound manner, in accordance with plans prepared in consultation with the Water and Waste Department.

11.3.2 Routing, alignment and other details of the land drainage system shall be further defined through the Neighbourhood Area Structure Plan and the development application processes. A conceptual alignment of the Land Drainage System in Waverley West is provided in Map 5.

11.3.3 Detailed planning through the Neighbourhood Area Structure Plan processes should encourage the use of wetland systems for stormwater detention, and incorporate best practices and technologies to mitigate the release of nutrients and improve the quality of runoff.

11.3.4 Where feasible, the land drainage system may provide an opportunity for connection to the community greenway system, and may provide a linkage between neighbourhoods, to be defined through Neighbourhood Area Structure Plan processes (see also section 10.1).

11.4 Utilities

Intent

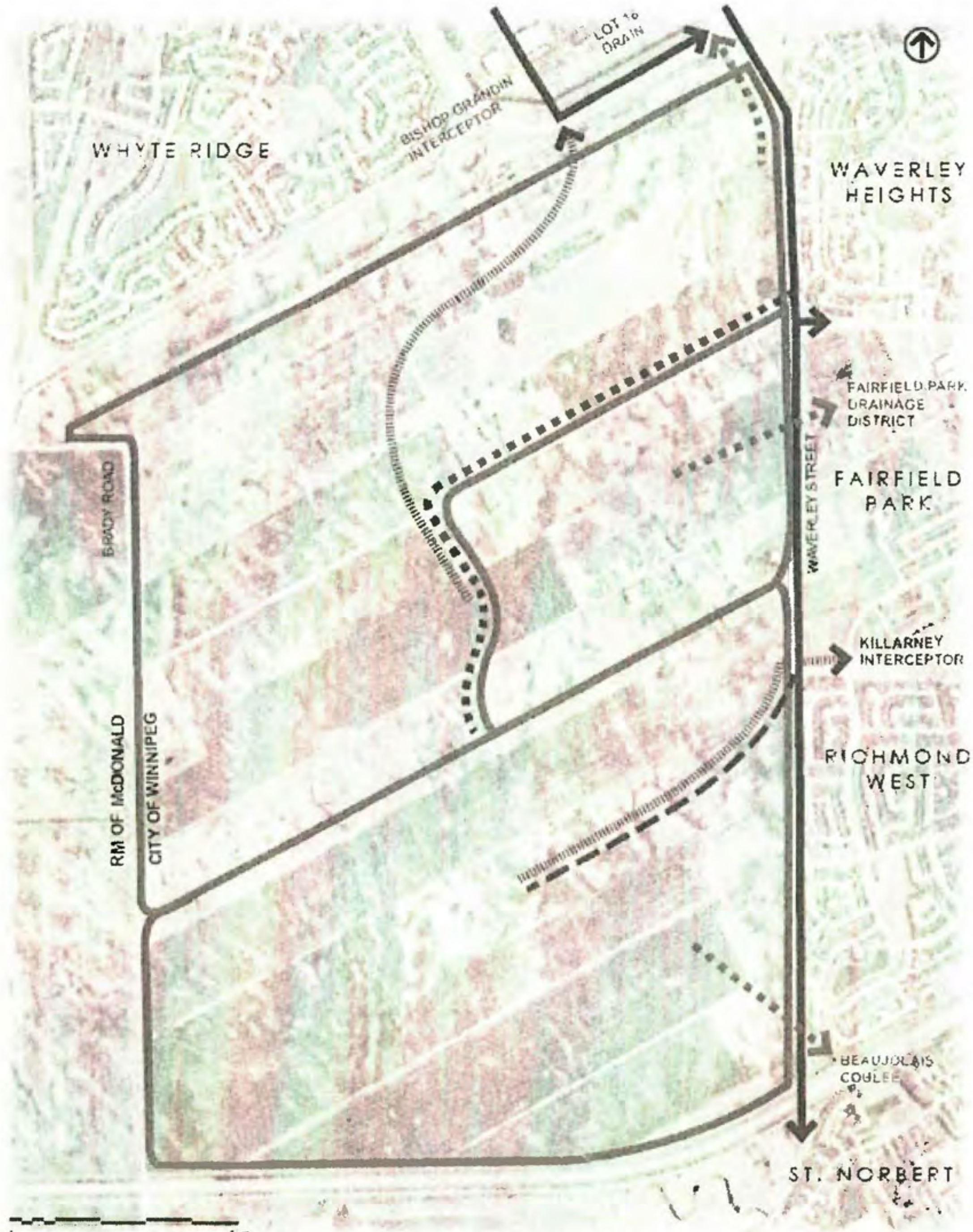
Waverley West will be provided with appropriate utilities sufficient to service the plan area. Utility corridors and rights-of-way should follow community street alignments or as mutually agreed to by the City, the landowner and the utility companies.

Policies

11.4.1 Rights-of-way and easements shall be provided to accommodate utilities as determined necessary.

11.4.2 Routing, alignment and other details of the utility system shall be further defined through the Neighbourhood Area Structure Plan and the development application processes.

AREA STRUCTURE PLAN - WAVERLEY WEST



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Map 5: Conceptual Servicing Plan

Existing Interceptor Sewer
Proposed Interceptor Sewer
Existing Water Feedermain
Proposed Water Feedermain
Proposed Water Connection
Land Drainage District Boundary
Proposed Land Drainage Direction

12.0 OUTDOOR RECREATION AND ENVIRONMENTAL CONSIDERATIONS

12.1 Parks and Open Spaces

Intent

The planning of Waverley West should take into account the needs of future residents for active and passive parkland recreation within convenient walking and cycling distances from residential areas. The recreational needs of residents may include active outdoor recreational fields and facilities, and opportunities for experiencing and learning from natural habitat areas, open spaces and features.

Policies

12.1.1 All neighbourhood plan areas shall include parks and open space elements.

12.1.2 Parks and open space elements within neighbourhood plan areas should provide for both active and passive recreation opportunities and should be interspersed throughout the plan area as feasible.

12.1.3 Where one neighbourhood plan area is over-dedicated in park space due to exceptional circumstances, which may include but not be limited to the location of natural environment areas, or the location of former land fill sites, a land dedication transfer credit enabling the transfer of dedication credits to other neighbourhood plan areas may be provided, subject to policy to be defined through the Neighbourhood Area Structure Plan process.

12.1.4 Recreation, parks and open space elements should be designed to link to the community greenway system (see also section 10.1).

12.1.5 Parks may, where possible, be developed in association with school sites through consultation with the School Division (see also section 7.2).

12.1.6 Where feasible and appropriate, parks and open spaces may be vegetated with a diverse mix of drought tolerant, low maintenance, native grasses, shrubs and trees to maximize the biodiversity and long-term sustainability of the parks an open spaces.

12.1.7 Parks and open spaces shall be further defined through the Neighbourhood Area Structure Plan and the development application processes.

12.2 Environmental Areas

Intent

Planning for Waverley West will where opportunities arise and where feasible, incorporate and enhance environmental areas (as identified previously on Map 4).

Policies

12.2.1 Environmental areas as illustrated on Map 4 shall – where feasible and appropriate – be preserved, enhanced, and incorporated into the parks, open space, and greenway network of Waverley West.

12.2.2 Specific planning for environmental areas as illustrated on Map 4 should be further defined at the Neighbourhood Area Structure Plan or the development application processes.

12.3 Former Landfill Sites

Intent

The two decommissioned landfill sites within Waverley West have limited potential for development and need to be appropriately incorporated into the planning for Waverley West.

Policies

12.3.1 The two decommissioned landfill sites as illustrated in Map 4, shall be incorporated into the planning and policies of the Neighbourhood Area Structure Plan or the development application process, and designed to be used for parks, open space, recreation or greenway system purposes.

13.0 NEIGHBOURHOOD AREA STRUCTURE PLANS

13.1 Neighbourhood Area Structure Plan Areas

Intent

Each of the Neighbourhood Plan Areas as illustrated on Map 2 will be subject to more detailed planning in the form of a Neighbourhood Area Structure Plan (NASP).

Policies

13.1.1 Each Neighbourhood Plan Area as illustrated on Map 2 shall be subject to a Neighbourhood Area Structure Plan, which shall be in conformity with the Area Structure Plan for Waverley West.

13.1.2 The Special Planning Area (Neighbourhood Plan Area "B") shall be subject to a NASP in consultation with area landowners prior to further development. The staging of development in this area is independent from the other Neighbourhood Plan Areas due to the special nature of the area.

13.1.3 Until the approval of a Neighbourhood Area Structure Plan for the specific neighbourhood, any development application within such area shall be considered premature and will not be accepted. Exceptions to this may include low-intense uses or temporary uses that will not compromise future urban development.

13.2 Composition of Neighbourhood Area Structure Plans

Intent

The Neighbourhood Area Structure Plans for Neighbourhood Plan Areas "A", "B", "C", "D", "E" and "F" as shown on Map 2 must address a full range of planning considerations to ensure that neighbourhood plan areas are developed in keeping with the policies of Plan Winnipeg and the Area Structure Plan for Waverley West.

Policies

13.2.1 The Neighbourhood Area Structure Plans for Neighbourhood Plan Areas "A", "B", "C", "D", "E" and "F" and the Town Centre shall be in accordance with the Area Structure Plan for Waverley West.

13.2.2 The Neighbourhood Area Structure Plan for Neighbourhood Plan Areas "A", "B", "C", "D", "E" and "F" should provide for and include the following components:

(i) A description, vision and statement of planning principles that outline the expected character of the neighbourhood.

(ii) Residential use policies that reflect and accommodate the predominantly residential nature of Waverley West, with the exception of the Town Centre, and any other primary commercial areas.

(iii) Recreational, commercial, office and institutional use policies that fulfil the requirements of the Area Structure Plan for Waverley West.

(iv) The identification and planning for environmental assets where feasible.

(v) The identification of municipal infrastructure through consultation with the City of Winnipeg.

(vi) The identification of a conceptual phasing schedule (see also section 14.2.4).

(vii) The establishment of a cost-sharing model for developer related infrastructure requirements that benefit the catchment area (as further detailed in section 14.3 and generally defined in the Waverley West Financial Cost-Share Model Framework).

13.2.3 The Neighbourhood Area Structure Plan for the Town Centre Neighbourhood Plan Area should provide for a mixture of uses and a multi-functional development and should include the following components:

(i) A description, vision and a statement of planning principles that outline the expected character of the neighbourhood.

(ii) Retail commercial use and non-retail commercial employment use policies.

(iii) A commercial main street environment.

(iv) Residential use policies that integrate residential development with the non-residential uses and fulfil the requirement of the Area Structure Plan for Waverley West.

(v) Institutional use policies supported by market conditions and fulfil the requirement of the Area Structure Plan for Waverley West.

(vi) The identification of municipal infrastructure through consultation with the City of Winnipeg.

(vii) The identification of a conceptual phasing schedule (see also section 14.2.4).

(viii) The establishment of a cost-sharing model for developer related infrastructure requirements that benefit the catchment area (as further detailed in section 14.3 and generally defined in the Waverley West Financial Cost-Share Model Framework).

13.2.4 The process for preparing Neighbourhood Area Structure Plans shall include:

a. On-going consultation and discussions with relevant City of Winnipeg departments.

b. A public consultation process to gain feedback on draft plans from local residents and businesses. The public consultation process may also include specific discussions with local stakeholder groups.

14.0 PLAN IMPLEMENTATION AND GROWTH MANAGEMENT

14.1 Implementation

Intent

The implementation of the policies in this Plan can be achieved through a variety of planning initiatives, however the principal means of implementation will occur through the Neighbourhood Area Structure Plan processes.

Policy

14.1.1 Waverley West Neighbourhood Area Structure Plans shall be in conformity with the requirements of the Area Structure Plan for Waverley West.

14.2 Staging and Timing of Urban Growth

Intent

To ensure that development within Waverley West proceeds in an efficient and economical manner, through the timely provision of infrastructure guided by the preparation of Neighbourhood Area Structure Plans. The Waverley West General Phasing Scheme report provides conceptual staging, timing and phasing of development of Waverley West, however does not form a component of the ASP-WW or the Secondary Plan By-Law.

Policies

14.2.1 Growth in Waverley West shall commence generally in an east to west direction, initiated in Neighbourhood Plan Areas "A" and "C" as further described in Map 6. The letter designation for each neighbourhood is for reference purposes only, and does not imply staging or sequencing of development.

14.2.2 Situations may exist where this general development sequencing cannot be attained. The development sequencing may be adjusted without amendment of the Area Structure Plan for Waverley West under extenuating circumstances including, but not limited to the following:

- The availability of adequate infrastructure enables a neighbourhood to be developed out of the general sequence.
- A Neighbourhood Plan for the Special Planning Area has been prepared to the satisfaction of the area property owners and the City of Winnipeg.

14.2.3 The Waverley West General Phasing Scheme report presents additional information on the intended staging, timing and phasing of development and the extension of infrastructure to service Waverley West. This report does not form a component of the Area Structure Plan - Waverley West By-law, however shall be revised and updated periodically at each subsequent Neighbourhood Plan process.

14.2.4 Each Neighbourhood Area Structure Plan shall include a conceptual phasing schedule, consisting of estimated development phases, infrastructure staging requirements and traffic analysis.

14.3 Financing Urban Growth

Intent

To establish the foundation for the financing of infrastructure and services needed for the growth and development of Waverley West. Most infrastructure within Waverley West will be financed by the developers/landowners, by the future utility ratepayers within Waverley West and by the City of Winnipeg. It is important to establish a financial model that:

- Defines the developer/landowner costs and the City of Winnipeg costs; and
- Defines a framework for the sharing of developer related expenditures on an area or acreage basis to ensure that all developers/landowners contribute a fair share towards needed infrastructure requirements in Waverley West.

A framework for a Waverley West Cost Share Model has been prepared as a component of this planning process, however does not form a component of the ASP-WW or the Plan By-Law.

Policies

14.3.1 Community wide infrastructure shall be financed by the City of Winnipeg and by the developers/landowners and the Province of Manitoba in accordance with existing development agreement parameters, unless otherwise stated in this plan.

14.3.2 The principles and foundation of a cost-share model for developer/landowner related expenditures shall be established as part of the ASP-WW process (see the Waverley West Cost Share Model – framework document)

14.3.3 The cost-share model shall define developer and City of Winnipeg related financial obligations. Financial obligations and funding collected from acreage assessments can be redirected from the intended purpose towards other priority infrastructure improvements within Waverley West, through mutual agreement between the principal developer and the City of Winnipeg.

14.3.4 Specific acreage assessments shall be defined and established through the Neighbourhood Area Structure Planning processes, with assessments to be generally determined and applied separately for each of the two catchment areas defined herein as Waverley West North, and Waverley West South (as illustrated in Map 7).

14.3.5 Implementation of the acreage assessments shall be undertaken through the development application process.

14.3.6 Where a developer finances the costs of extending infrastructure that would normally be financed by the/an adjacent developer, a cost-recovery process in the form of an acreage assessment shall be applied to the adjacent developer.

14.3.7 Where a developer finances developer related infrastructure outside of the catchment area where development is taking place; full recovery from the acreage assessment collected from the benefiting catchment area will be applied. For example, where a developer in the Waverley West South Catchment Area front ends infrastructure that would otherwise be financed by the Waverley West North Catchment Area at a later date, funding collected through the North Catchment acreage assessment shall be appropriated to the developer in the South.

14.3.8 Infrastructure improvements or facilities financed by the City of Winnipeg shall be subject to the City of Winnipeg budgeting processes.

14.3.9 Where a developer finances the costs of extending infrastructure that would normally be financed by the City of Winnipeg, the City shall, subject to the City of Winnipeg budgeting processes, enter into a servicing and financing agreement that details the items to be financed and the method and timing of cost recovery to the developer.

14.4 Financing Kenaston Boulevard Development

Intent

Kenaston Boulevard is an important regional economic transportation route, a major truck route and it is the northern terminus of the Mid-Continent Trade Corridor. As such, there are significant economic benefits to the Province of Manitoba and the Capital Region as well as the City of Winnipeg in designating and developing Kenaston Boulevard as an expressway.

To establish a framework for the equitable distribution of costs associated with the development of Kenaston Boulevard that recognizes its significance as a major transportation facility.

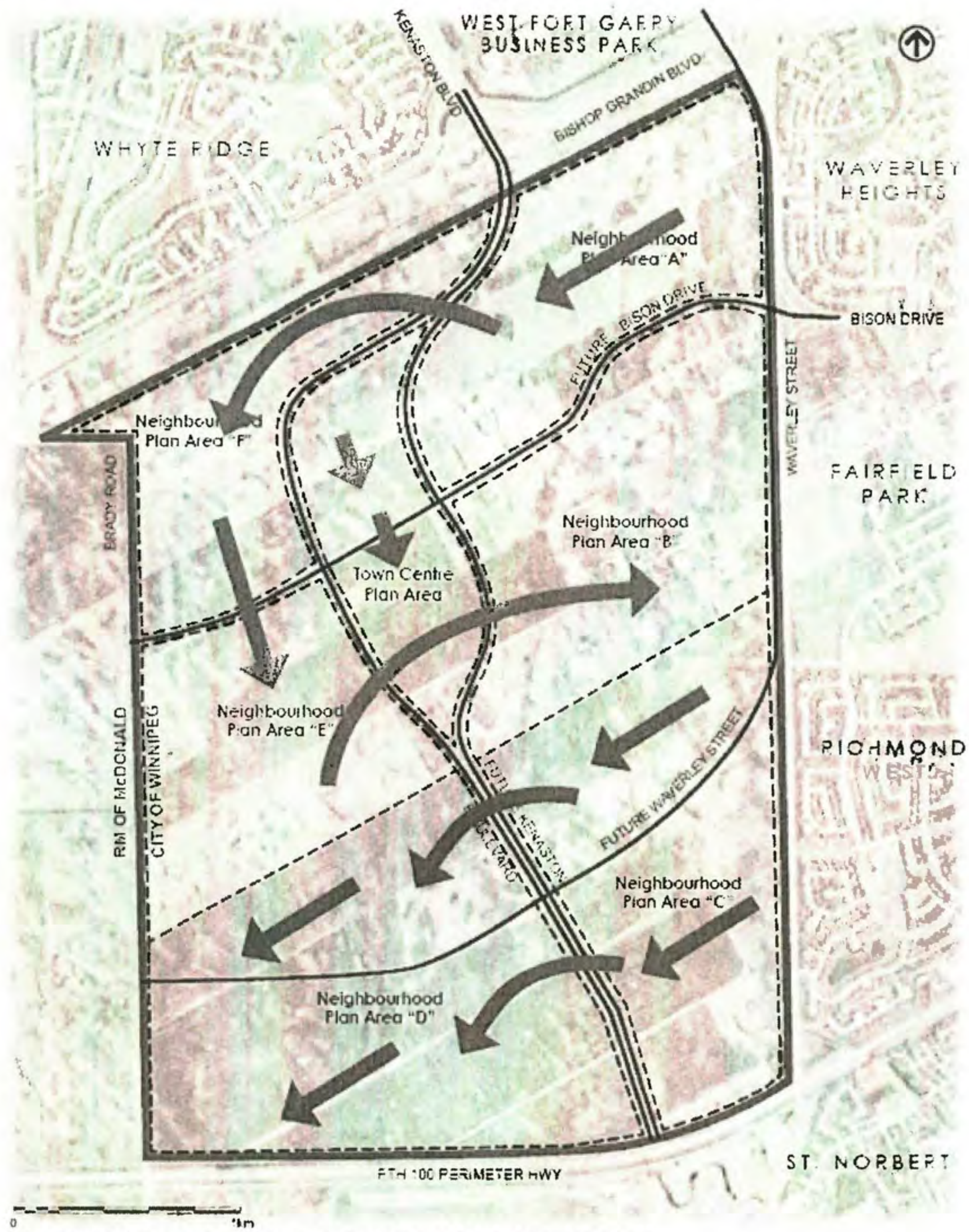
Policies

14.4.1 The extension of Kenaston Boulevard from Bishop Grandin Boulevard to the Perimeter Highway will be constructed to a conventional City of Winnipeg expressway road standard if the construction costs are equally shared by the City of Winnipeg and the Province of Manitoba (i.e., each contributing 50% of the costs).

14.4.2 Any additional costs associated with the proposed design of Kenaston Boulevard in a split one-way pair configuration including flyovers shall be the sole responsibility of the developers/landowners. in the north catchment area.

M.M.

AREA STRUCTURE PLAN - WAVERLEY WEST



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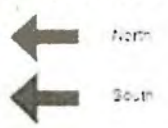
Map 6: Direction of Development



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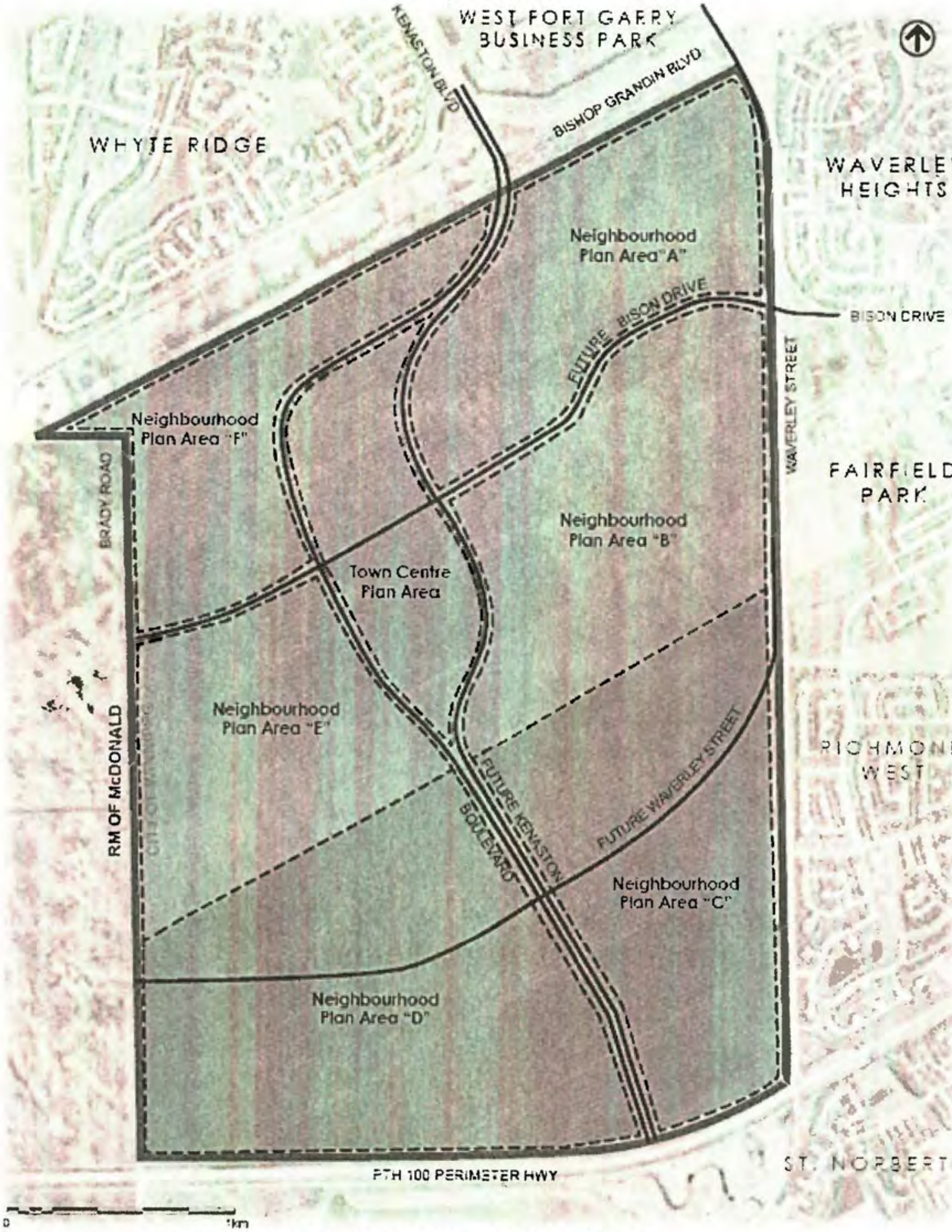

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Map 7: Waverley West Cost Share Catchment Areas

Waverley West North Catchment

Waverley West South

15.0 DEFINITIONS

Alternative Transportation: Means transportation methods other than the private automobile, and may include public transit, car-pooling, pedestrian or cycling.

Active Transportation: Means any method of travel that is human-powered, but most commonly refers to walking and bicycling.

Arterial: Means a roadway that carries a large volume of traffic and connects residential, employment, shopping and recreational areas. Arterials may be designated as full time or part time truck routes. Typically have a four-lane cross-section, and traffic volumes are approximately 20,000 or more vehicles per day.

Arterial and higher roadway: Means arterial and expressway roads as classified by the City of Winnipeg.

Local Commercial uses: Means the use of land, buildings or structures for the purpose of providing retail goods and services to primarily employees and residents in the surrounding neighbourhood.

Community Scale Commercial Development: Means commercial development which provides a wide variety of goods and services to an area beyond the immediate neighbourhoods and which may include office and other non-commercial uses.

Community Greenway Corridor: Means the inter-neighbourhood, community scale recreation corridor that serves to link the neighbourhoods of Waverley West, as conceptually illustrated on Map 4 of the ASP-WW.

Community Greenway System: Means a network of paths, trails, sidewalks, parks, and open spaces that provide linkages to the greenway corridor

Consideration: Where referenced in this plan as "should take into consideration", means that the idea or concept identified should be given forethought prior to or during the next level of planning.

Development Application: Means an application under the City of Winnipeg Charter in connection with a development or an approval, which allows or would allow a development to proceed. In the context of the ASP-WW, development applications primarily refer to subdivision and rezoning applications.

Development agreement parameters: Means the development agreement parameters of the City of Winnipeg in effect at the time of development.

Environmental awareness: A general understanding of environmental issues.

Expressway: Means a roadway that can accommodate large traffic volumes at high speeds and under relatively unimpeded flow conditions. Expressways are intended to serve longer trips including intra-urban travel and trips destined to major centres of activity. Expressways are full time truck routes. Direct access to adjacent lands is prohibited. Generally, only arterial and higher classification roadways intersect this type of facility. At a minimum, expressways feature a four-lane divided cross-section. Signalized intersections are widely spaced (generally a minimum of 800 metres between intersections). Traffic volumes are greater than 20,000 vehicles per day. Kenaston Boulevard within Waverley West is defined as an expressway.

Flyover: Where one road crosses over another, without any direct ingress or egress between the two.

Focal Points

- **Community:** A community focal point or node is considered to be an area that is of significance to all of Waverley West and surrounding communities. Two principal examples of "community focal points" are the Town Centre and the Kenaston/Waverley core commercial area.

- **Neighbourhood:** A neighbourhood focal point or node is considered to be an area that is of significance to the surrounding neighbourhood. A focal point may include a transit stop, a meeting place for surrounding residents such as a park or a school. A focal point may include the convergence of roads and pedestrian pathways, and should have strong pedestrian and transportation connectively. The focal point should be a focus of neighbourhood activity.

Health care services: Includes institutional public health care facilities. Personal care facilities are also considered to be multiple-family housing and would not be restricted to only commercial areas or the Town Centre.

Higher density multiple-family housing: Means multiple-family housing that is greater than three storeys in height.

Innovative: Means alternative standards or to introduce new ideas, technologies or methods to what is commonplace at the time of approval of the ASP-WW.

Mixed Use: Means the grouping of complementary uses either within a geographic area, on a particular site, or within a specific building.

Non-retail commercial: Means commercial, office and other uses that do not directly provide goods and services to an end-user.

Pedestrian Connectivity: Means the ability for pedestrians to move between one area and another.

Promote: Means to raise awareness to or publicise an idea or concept.

Town Centre: Means the mixed-use district within the divided north-south couplet of Kenaston Boulevard in the vicinity of Bison Drive.

Transit Centre: Refers to a facility where bus routes converge to facilitate transfers between routes; may include rider amenities such as shelters, furniture and route information.

WAVERLEY WEST

GENERAL PHASING SCHEME

1.0 INTRODUCTION

Utilizing development projections, historic market take-up, along with existing development conditions, the full build out of Waverley West is anticipated to take between 20 – 25 years. For the purpose of this general phasing scheme, a twenty-five year development timeframe has been used, projecting the progression of neighbourhood development, the transportation requirements, and the servicing requirements.

As these are projections, subject to many factors and influences over time, this overall phasing scheme will change. The general phasing of infrastructure and related planning should be updated from time to time through the Neighbourhood Area Structure Plan and subdivision and rezoning processes.

2.0 STAGING AND TIMING

In addition to the twenty five-year full build-out scenario, the arterial and greater road networks and underground servicing needs were determined for the estimated five-year, ten-year, fifteen-year and twenty-year development conditions.

Various road configurations were tested for each development scenario in order to adequately service the anticipated traffic volumes and provide acceptable levels of service at each intersection. Underground service needs will require specific detail and study through the Neighbourhood Area Structure Plan and subdivision and rezoning processes, however for the purposes of this schematic, service extensions are projected to generally follow the roadway network and development conditions. .

Internal collector streets and local services will be required as part of each neighbourhood, and are assumed to be in place. The road networks recommended for the interim development scenarios were based on assumed levels of development and projected traffic growth rates. The timing for roadway additions or upgrades and extensions of underground services should be based on actual development and the associated demands, which are dependent upon a number of factors.

2.1 Five-Year Development Scenario

The five-year Waverley West development scenario including neighbourhood growth, road network and servicing requirements is conceptually illustrated in Map 1.

Neighbourhood Growth: It is anticipated that after the first five years of development in Waverley West, Neighbourhood Plan Area "A" will be at or near completion. Neighbourhood Plan Area "C" will be well underway, and approaching three-quarters completion.

Transportation Network: Bison Drive will be extended west of Waverley Street into Neighbourhood Plan Area "A" including a reconfigured at-grade intersection at Waverley Street. Waverley Street will be upgraded to four lanes along the eastern boundary of Waverley West, and will be realigned and commence passing through Neighbourhood

Plan Area "C". The intersection of Waverley Street with the Perimeter Highway will remain until such time as the initial phase of the Kenaston extension reaches the Perimeter Highway where the at-grade intersection will shift from Waverley to Kenaston, which is not expected to occur in the initial five years.

Servicing Systems: The water distribution system will be extended in the northern portion of Waverley West from Waverley Street into the neighbourhood generally following the alignment of Bison Drive. In the southern portion of Waverley West, the water distribution system will extend west, generally following the alignment of Waverley Street, providing service to the initial development of Neighbourhood Plan Area "C". Wastewater sewer systems will be extended south from the Bishop Grandin Interceptor to service Neighbourhood "A", and an extension to the Killarney Interceptor sewer will service Neighbourhood "C". The land drainage systems will drain into the Lot 16 drain in the north from Neighbourhood "A" and to the Beaujolais Coulee in the south from Neighbourhood "C" generally following the natural drainage course of the coulee.

2.2 Ten-Year Development Scenario

The ten-year Waverley West development scenario including neighbourhood growth, road network and servicing requirements is conceptually illustrated in Map 2.

Neighbourhood Growth: It is anticipated that within the next five years of growth in Waverley West, development in the north half will be well underway in Neighbourhood "F", and may have commenced in the north east portion of Neighbourhood "E", and potentially portions of the Town Centre. Development in the south half of Waverley West is anticipated to be complete in Neighbourhood "C" and progressed westward into Neighbourhood "D".

Transportation Network: The initial linkage of Kenaston Boulevard to the Perimeter Highway from Waverley Street is expected to be constructed, including an at-grade intersection at the Perimeter (with concurrent decommissioning of the existing Waverley/Perimeter intersection, with Waverley no longer connecting to the Perimeter Highway). Eventually, two lanes of Kenaston Boulevard will be constructed the full length from Bishop Grandin Boulevard to the Perimeter Highway. Only the eastern portion of the one-way couplet (the ultimate northbound link) around the Town Centre will be constructed initially.

Bison Drive will be extended further west through the Town Centre and into Neighbourhood "F". Waverley Street will be extended further west through Neighbourhood "C", past Kenaston Boulevard and into Neighbourhood "D".

Servicing Systems: The water distribution system will continue to be extended in the northern portion of Waverley West along Bison Drive, and will advance south along Kenaston Boulevard to provide service to the southern portion of Waverley West. Wastewater sewer systems will continue to be extended at the pace of development. An interceptor sewer linkage to the South End Water Pollution Control Centre may also be completed during this timeframe. Land drainage systems continue to be extended at the pace of development

2.3 Fifteen-Year Development Scenario

The fifteen-year Waverley West development scenario including neighbourhood growth, road network and servicing requirements is conceptually illustrated in Map 3.

Neighbourhood Growth: It is anticipated that within the next five years of growth in Waverley West, development within Neighbourhood "F" will be complete, and Neighbourhood "E" should be half way finished, as will the Town Centre. Development in the south half of Waverley West is anticipated to well established in Neighbourhood "D".

Transportation Network: The full Kenaston linkage could be completed to two travel lanes in each direction. Bison Drive will be extended west through Neighbourhood "F" and connected to Brady Road, and Brady Road will be upgraded north of Bison Drive. Waverley Street would continue to be extended westward at the pace of development.

Servicing Systems: The water distribution, wastewater collection system and land drainage networks continue to be extended at the pace of development.

2.4 Twenty-Year Development Scenario

The twenty-year Waverley West development scenario including neighbourhood growth, road network and servicing requirements is conceptually illustrated in Map 4.

Neighbourhood Growth: It is anticipated that within the next five years of growth in Waverley West, development within Neighbourhood "E" will be complete, and Neighbourhood "D" and the Town Centre should be nearing three-quarters completion. During this timeframe, development within Neighbourhood "B" will commence (Special Planning Area). Note that development may commence earlier in Neighbourhood "B" should special initiatives take place including active leadership and participation from property owners, including the preparation of a Neighbourhood Area Structure Plan. For the purposes of this study, it is assumed that market forces would dictate development commencing in this area towards the latter period of development in Waverley West, primarily due to the difficulties associated with the development of land that is under multiple ownership.

Transportation Network: Waverley Street will be extended west to connect with Brady Road, and the remaining portion of Brady Road adjacent to Waverley West will be upgraded.

Servicing Systems: The water distribution, wastewater collection system and land drainage networks will continue to be extended at the pace of development. Extensions of the water distribution and wastewater collection systems into Neighbourhood "B" would occur, and a connection of the land drainage system eastward into the Fairfield Park system would be made.

2.5 Twenty Five-Year Development Scenario

The twenty five-year Waverley West development scenario would see full completion of all development within Waverley West including development of all remaining lands, and full extensions of all services. This is conceptually illustrated in Map 5.

Neighbourhood Growth: Full development of the Town Centre, Neighbourhood "D" and Neighbourhood "B" would be expected to occur during the final five years.

Transportation Network: All internal road extensions will have occurred prior to the final five years of Waverley West growth. Roadway improvements including possible widening of Kenaston to a six-lane roadway may occur during this period.

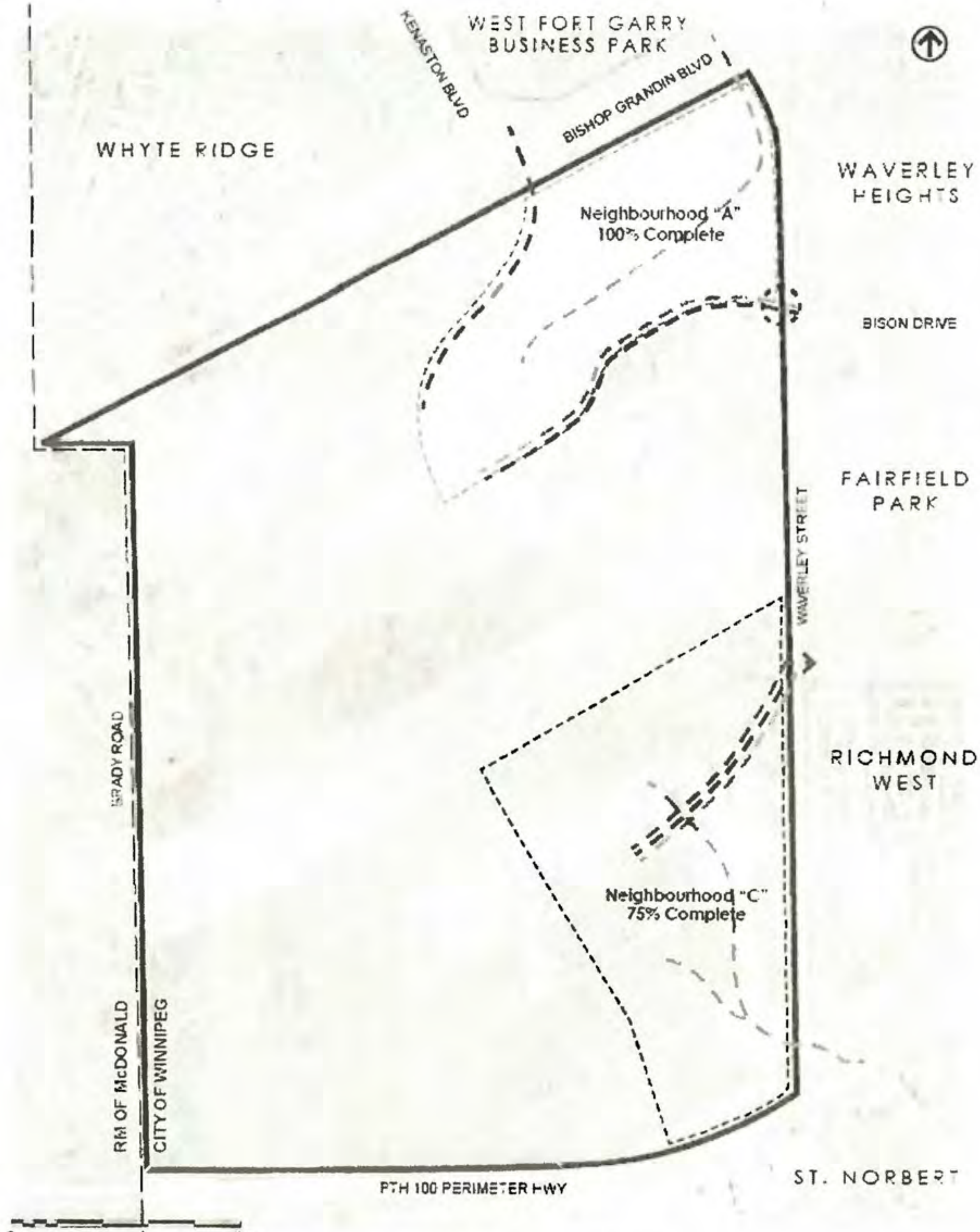
Servicing Systems: All services would be in place for final build out of Waverley West and extensions beyond the boundaries could be possible for future development.

Table 1: General Phasing Schedule

Time Frame	Neighbourhood Growth	Transportation Network	Services
TO YEAR 5	Neighbourhood "A" near completion; Neighbourhood "C" well established.	Bison Drive: extended west of Waverley Street into Neigh. "A" including a reconfigured at-grade intersection at Waverley Street. Waverley Street: upgraded to four lanes along the eastern boundary of Waverley West. Will be realigned and commence passing through Neigh. "C" (intersection at Perimeter Highway remains open.	Water distribution systems: extended in the WW North from Waverley Street into the neighbourhood generally following the alignment of Bison Drive. In WW South extended west, generally following the alignment of Waverley Street to provide service to the initial phases of Neighbourhood Plan Area "C". Wastewater sewer systems: extended south from the Bishop Grandin Interceptor to service Neigh. "A". Extension to the Killarney Interceptor sewer will service Neigh. "C". Land drainage systems: WW North will drain into the Lot 16 drain from Neigh. "A" and to the Beaujolais Coulee in WW South from Neigh. "C" generally following the natural drainage course of the coulee.

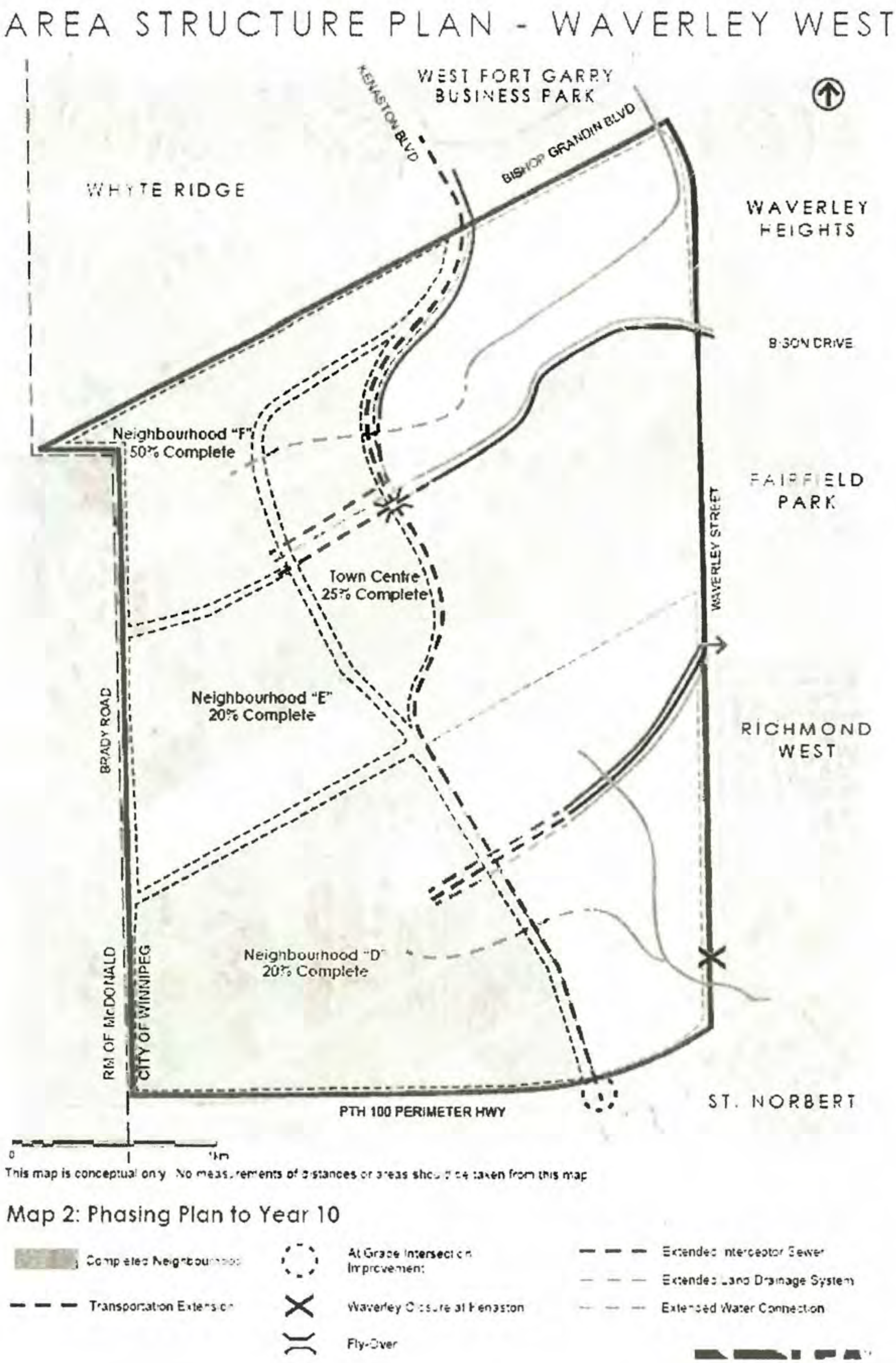
TO YEAR 10	Neigh. "A" and "C" completed; development commenced in Neigh. "D", "F" and small portion of "E".	Kenaston Boulevard: linkage to the Perimeter Highway expected, initially an at-grade intersection (with concurrent decommissioning of the existing Waverley and Perimeter intersection). Eventually, two lanes of Kenaston Boulevard to be constructed the full length from Bishop Grandin Boulevard to the Perimeter Highway. The eastern portion of the one-way couplet (the ultimate northbound link) around the Town Centre would be constructed. Waverley Street: connection to Perimeter Highway closed. Waverley extended west to Kenaston and into Neigh. "D". Bison Drive: extended further west through the Town Centre and into Neigh. "F".	Water distribution systems: The water distribution system will continue to be extended in WW North along Bison Drive. The water distribution system will advance south along Kenaston Boulevard to provide service to the remaining portions of WW South. Wastewater sewer systems: Wastewater sewer systems will continue to be extended at the pace of development. An interceptor sewer linkage to the South End Water Pollution Control Centre may also be completed during this timeframe. Land drainage systems: Land drainage systems continue to be extended at the pace of development
TO YEAR 15	Neigh. "F" completed; development well established in Neigh. "D" and "E", and commenced in the Town Centre.	The full Kenaston linkage could be completed to two travel lanes in each direction. Bison Drive will be extended west through Neighbourhood "F" and connected to Brady Road, and Brady Road will be upgraded north of Bison Drive. Waverley Street would continue to be extended westward at the pace of development	All systems continue to be extended at the pace of development.
TO YEAR 20	Neigh. "E" complete; Neigh. "C" and the Town Centre approaching build out, and development commencing in Neigh. "B".	Waverley Street will be extended west to connect with Brady Road, and the remaining portion of Brady Road adjacent to Waverley West will be upgraded.	Water distribution systems: continue to be extended at the pace of development. Extension into Neigh. "B". Wastewater sewer systems: continue to be extended at the pace of development. Extension into Neigh. "B". Land drainage systems: continue to be extended at the pace of development. Extension to the Fairfield Park system.
TO FULL BUILDOUT	All development complete in Waverley West.	All internal road extensions will have occurred prior to the final five years of Waverley West growth. Roadway improvements including possible widening of Kenaston to a six-lane roadway may occur during this period	All services would be in place for final build out of Waverley West and extensions beyond the boundaries could be possible for future development

AREA STRUCTURE PLAN - WAVERLEY WEST



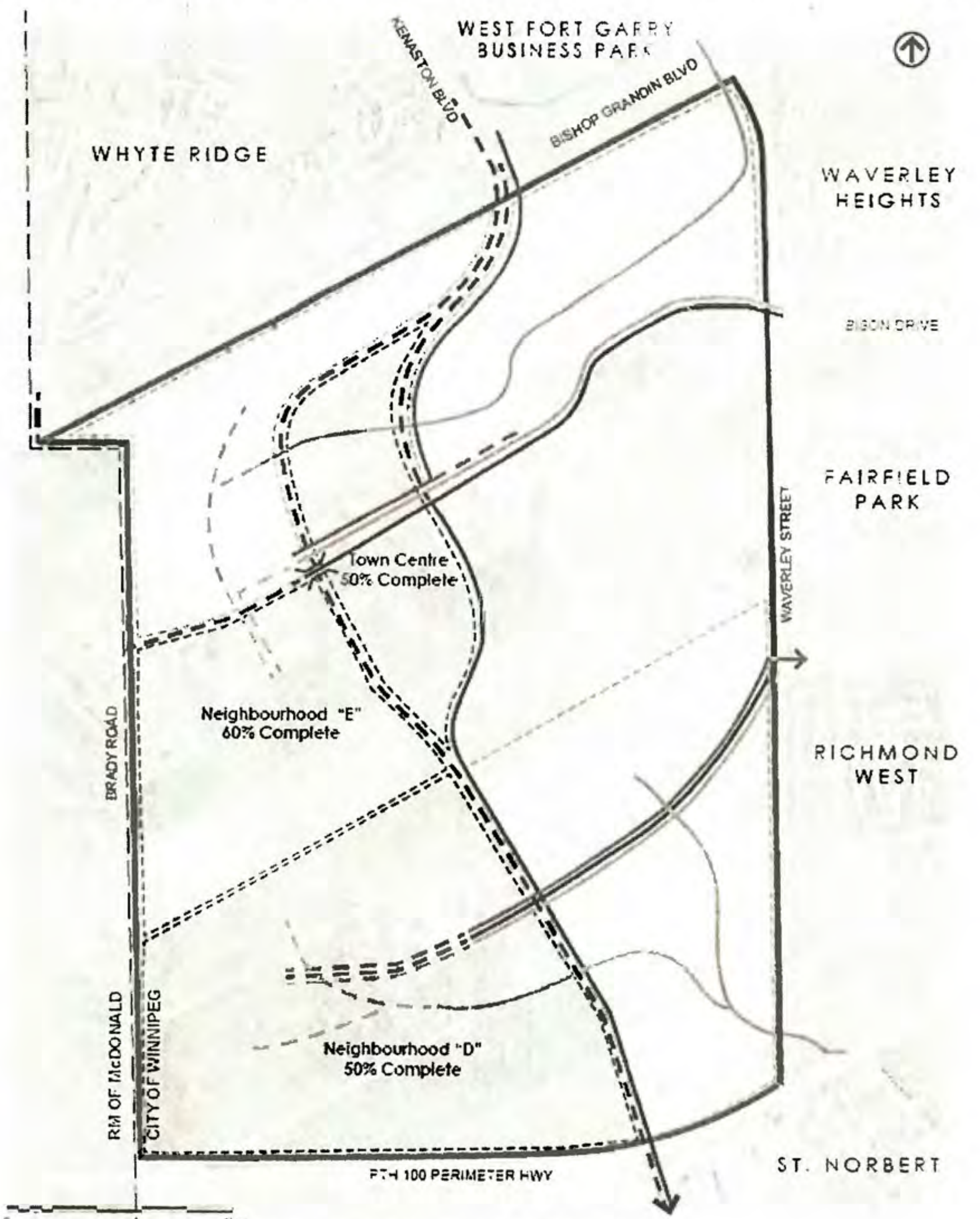
This map is conceptual only. No measurements of distances or areas should be taken from this map

Map 1: Phasing Plan to Year 5



Map 2: Phasing Plan to Year 10

AREA STRUCTURE PLAN - WAVERLEY WEST

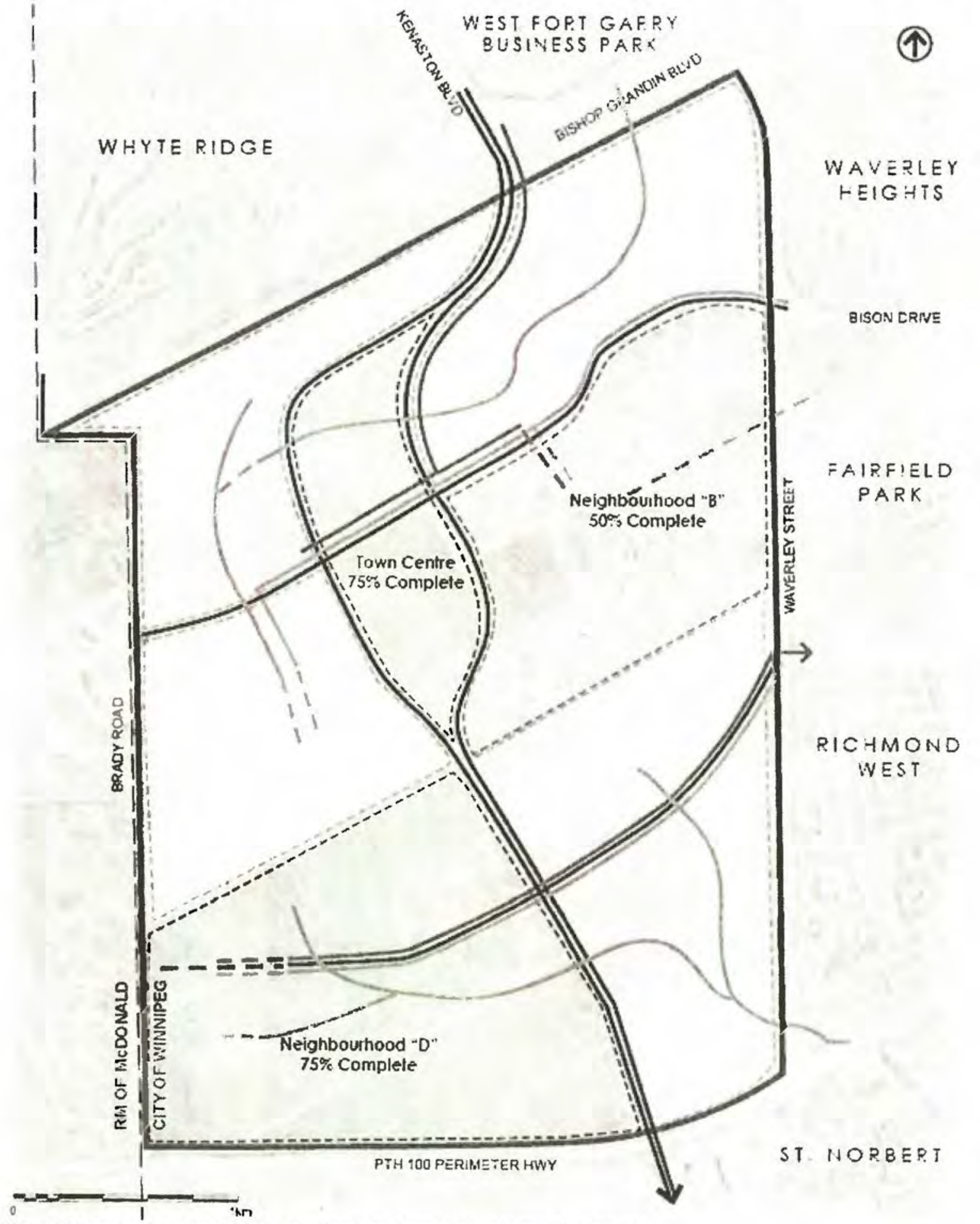


This map is conceptual only. No measurements of distances or areas should be taken from this map.

Map 3: Phasing Plan to Year 15

- Completed Neighbourhood
- Transportation Extension
- Fly-Over
- Extended Interceptor Sewer
- Extended Land Drainage System
- Extended Water Connection

AREA STRUCTURE PLAN - WAVERLEY WEST

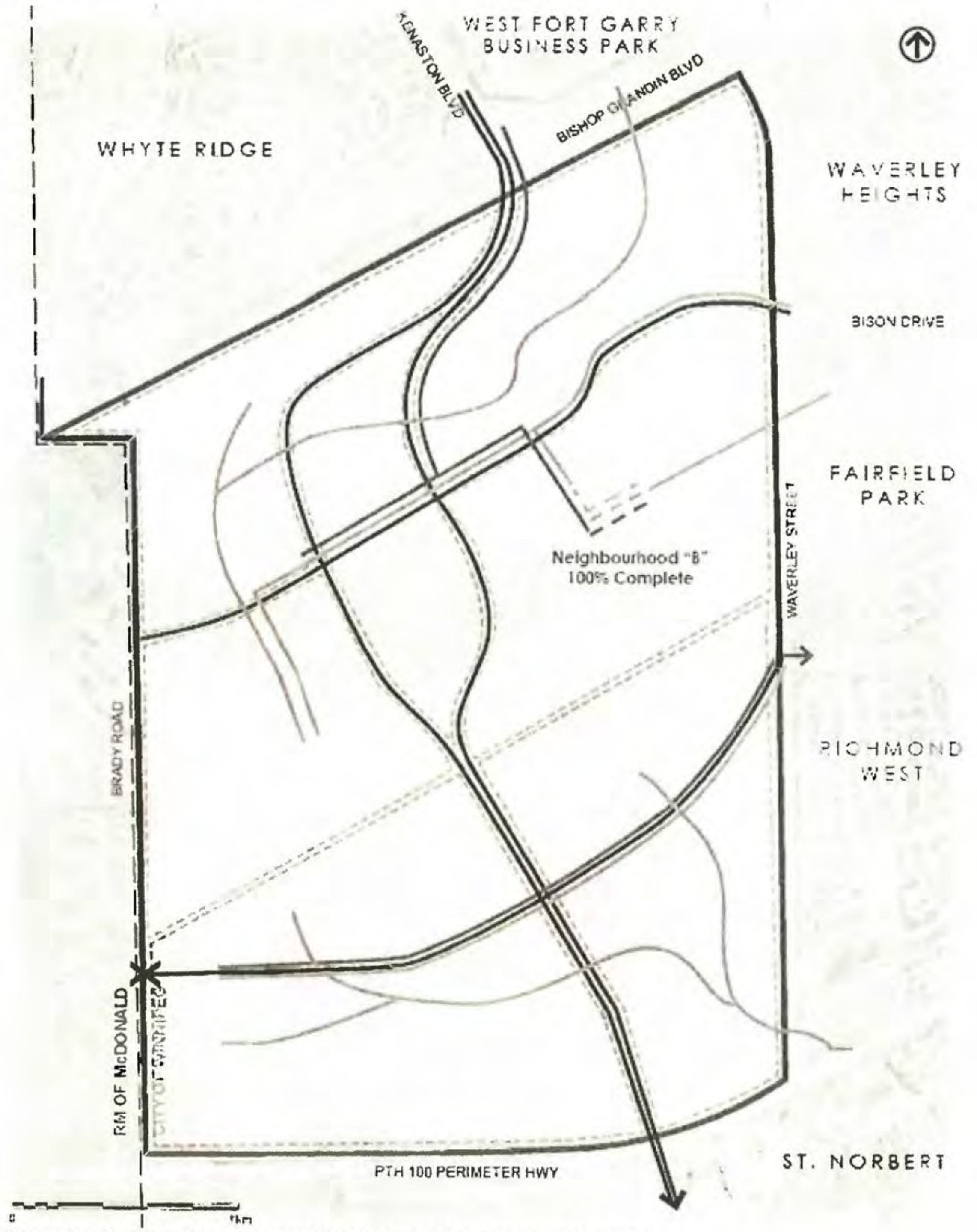


This map is conceptual only. No measurements of distances or areas should be taken from this map

Map 4: Phasing Plan to Year 20

Completed Neighbourhood
Transportation Extension
Extended Interceptor Sewer
Extended Land Drainage System
Extended Water Connection

AREA STRUCTURE PLAN - WAVERLEY WEST



This map is conceptual only. No measurements of distances or areas should be taken from this map

Map 5: Phasing Plan to Year 20

Completed Neighbourhood
Transportation Extension
Brady Road Closure
Extended Interceptor Sewer
Extended Land Drainage System
Extended Water Connection

WAVERLEY WEST
FINANCIAL COST SHARE MODEL – FRAMEWORK

The following Waverley West Financial Cost Share Model establishes the initial framework for financing infrastructure related to development in Waverley West. This model is based on existing development agreement parameters and agreements to be entered into between the City of Winnipeg and the two primary landowners in Waverley West and/or the City of Winnipeg and the Province of Manitoba. This information is intended to establish the principles and foundation towards establishing an acreage assessment for developer/landowner related costs, to ensure equity for all landowners that benefit from infrastructure improvements. This cost share model is to be revised and updated periodically from time to time. Specific acreage assessment charges are to be defined and established through the Neighbourhood Area Structure Planning processes, with assessments to be generally determined for each of the two catchment areas defined as Waverley West North, and Waverley West South (See section 14.0 of the ASP-WW). Implementation of the acreage assessments shall be undertaken through development application processes.

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
A	**Kenaston Boulevard**				
	Roadway/Pavements	Expressway road classification	City of Winnipeg 50% Province of Manitoba 50% Additional roadway/pavement for split one way pair Developer 100%		
	Land ROW	Land dedicated to the City by adjacent landowners	Developer 100%	YES – for value of land	North and/or South (depending on location)
	ROW for amenity features	Any additional land for more than a standard roadway requirement	Developer 100%		
	At-grade intersection – Town Centre	Town Centre (four at grade intersections)	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	North
	At-grade intersection – Kenaston/Waverley	Kenaston / Waverley	Developer 100%	YES – developer related costs associated with the-at grade intersections to be shared amongst all property owners/developers	South
	Flyovers	Bison Drive flyovers of Kenaston	Developer 100%	YES – developer related cost for flyover to be shared amongst all property owners/developers	North
	Interim at-grade intersection – Kenaston and Perimeter	Temporary at-grade intersection at Kenaston and Perimeter	Province of Manitoba 100%		

	Highway	Highway Includes simultaneous closure of existing Waverley and Perimeter Highway intersection			

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
	Kenaston Boulevard cont.				
	Grade separated interchange at Kenaston and Perimeter Highway	Ultimate configuration of a grade separated interchange Province of Manitoba has plans for such interchange at this location Timing is indefinite.	Province of Manitoba		
	Land ROW for Kenaston and Perimeter Highway interchange	Land to the Province for interchange	Province of Manitoba (MTGS) to acquire for fair market value		
B	**Waverley Street**				
	Roadway/Pavements: North limit of WW to south limit of North Catchment Area	Adjacent to Neigh Plan Area A and B	Developer 1 lane of concrete	YES	North
	Roadway/Pavements: Waverley through WW South	Realigned Waverley through to Brady Road	City 2 lanes; developer 2 lanes	YES	South
	Land ROW	Widening and new ROW, dedication by landowner/developer	Developer 100%	YES – for value of land	North and/or South (depending on location
	At-grade Intersection – Waverley/Bison Drive	Multi direction upgrade and signalization	Developer front ends 100% with future recoveries – 25% from the City of Winnipeg for Waverley Heights; - 25% from future development at SE corner of intersection	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	North
	At-grade Intersection – Waverley/Lakecrest	Intersection improvements to existing Lakecrest and Waverley intersection	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	North
	At-grade Intersection – Waverley/Lee Boulevard	Intersection improvements to the existing Lee Boulevard and Waverley intersection	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
	Waverley Street Cont.				
	At-grade Intersection – Waverley/Sandusky	Intersection improvements to existing Sandusky and Waverley intersection	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	South
	At-grade Intersections Waverley Street extension – collector connections	All future intersections with realigned Waverley Street through WW South	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	South
C	**Bison Drive**				
	Roadway/Pavements	City/Developer 50/50	City 2 lanes, developer 2 lanes	YES	North
	Land ROW	Land dedicated to the City by adjacent landowners	Developer 100%	YES – for value of land.	North
	Transit ROW	Additional land for possible future transit ROW to boundary of WW, dedicated by the adjacent landowners	Developer 100%	YES – for value of land	North
	Transit facility capital cost	Possible future transit linkage along Bison Drive within WW	City 100%		
	At-grade Intersections Bison Drive extension – collector connections	All future intersections with extension of Bison Drive through WW North	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	North
D	**Brady Road**				
	Roadway/Pavements	Developer responsible for upgrading Brady through WW to one lane of concrete at an urban cross-section or equivalent	Developer 1 lane of concrete	YES	North and/or South (depending on location)
	Land ROW	Land dedicated for widening to the City by adjacent landowners	Developer 100%	YES – for value of land.	North and/or South (depending on location)

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
E	**Transit facilities**				
	Land for transit centres	Land for transit centres provided to the City by landowners	Developer 100%	YES – for value of land	North and/or South (depending on location)
	Capital costs	Capital costs for any transit facility including park and rides, transit centres etc.	City 100%		
F	**Water and Sanitary Sewer Mains**	Standard practices through development agreement parameters for local services. Regional/mains funded by City utility.			
G	**Land Drainage**	Standard practices through development agreement parameters; TSR application		YES – through TSR process	North and/or South (depending on location)
H	**Community Greenway**	Pedestrian and active transportation linkages throughout WW	Developer 100%	YES – for land and construction	North and/or South (depending on location)
I	**Community Services**				
	Recreation/Community Centre	Land provided for facility to service all of Waverley West (location to be determined through NSP process)	Developer 100%	YES – for land, if not included in parks dedication for neighbourhood it is located in	North or South (depending on location)
J	**Park Land Dedication**	Establish a process where equal compensation is provided for areas that over dedicate due to preservation of natural areas	Developer 100%	YES –define an area charge for areas that are over serviced with park dedication, from areas that are under dedicated	North and/or South (depending on location)
K	**Bishop Grandin/Kenaston Interchange (outside of geographic area of the ASP-WW)**	Intersection improvements including future grade separations	50% City of Winnipeg, 50% Province of Manitoba		

This is Exhibit "G" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

WAVERLEY WEST
FINANCIAL COST SHARE MODEL – FRAMEWORK

The following Waverley West Financial Cost Share Model establishes the initial framework for financing infrastructure related to development in Waverley West. This model is based on existing development agreement parameters and agreements to be entered into between the City of Winnipeg and the two primary landowners in Waverley West and/or the City of Winnipeg and the Province of Manitoba. This information is intended to establish the principles and foundation towards establishing an acreage assessment for developer/landowner related costs, to ensure equity for all landowners that benefit from infrastructure improvements. This cost share model is to be revised and updated periodically from time to time. Specific acreage assessment charges are to be defined and established through the Neighbourhood Area Structure Planning processes, with assessments to be generally determined for each of the two catchment areas defined as Waverley West North, and Waverley West South (See section 14.0 of the ASP-WW). Implementation of the acreage assessments shall be undertaken through development application processes.

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
A	**Kenaston Boulevard**				
	Roadway/Pavements	Expressway road classification	City of Winnipeg 50% Province of Manitoba 50% Additional roadway/pavement for split one way pair: Developer 100%		
	Land ROW	Land dedicated to the City by adjacent landowners	Developer 100%	YES – for value of land.	North and/or South (depending on location)
	ROW for amenity features	Any additional land for more than a standard roadway requirement	Developer 100%		
	At-grade intersection – Town Centre	Town Centre (four at grade intersections)	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers.	North.
	At-grade intersection – Kenaston/Waverley	Kenaston / Waverley	Developer 100%	YES – developer related costs associated with the-at grade intersections to be shared amongst all property owners/developers	South
	Flyovers	Bison Drive flyovers of Kenaston.	Developer 100%	YES – developer related cost for flyover to be shared amongst all property owners/developers	North
	Interim at-grade intersection – Kenaston and Perimeter	Temporary at-grade intersection at Kenaston and Perimeter	Province of Manitoba 100%		

	Highway	Highway. Includes simultaneous closure of existing Waverley and Perimeter Highway intersection.			

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
	Kenaston Boulevard cont.				
	Grade separated interchange at Kenaston and Perimeter Highway	Ultimate configuration of a grade separated interchange. Province of Manitoba has plans for such interchange at this location. Timing is indefinite.	Province of Manitoba		
	Land ROW for Kenaston and Perimeter Highway interchange.	Land to the Province for interchange.	Province of Manitoba (MTGS) to acquire for fair market value		
B	**Waverley Street**				
	Roadway/Pavements: North limit of WW to south limit of North Catchment Area.	Adjacent to Neigh. Plan Area A and B	Developer 1 lane of concrete	YES	North
	Roadway/Pavements: Waverley through WW South	Realigned Waverley through to Brady Road	City 2 lanes; developer 2 lanes.	YES	South
	Land ROW	Widening and new ROW, dedication by landowner/developer	Developer 100%	YES – for value of land.	North and/or South (depending on location
	At-grade Intersection – Waverley/Bison Drive	Multi direction upgrade and signalization	Developer front ends 100% with future recoveries – 25% from the City of Winnipeg for Waverley Heights; - 25% from future development at SE corner of intersection	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers	North
	At-grade Intersection – Waverley/Lakecrest	Intersection improvements to existing Lakecrest and Waverley intersection	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers.	North
	At-grade Intersection – Waverley/Lee Boulevard	Intersection improvements to the existing Lee Boulevard and Waverley intersection	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers.	

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
	Waverley Street Cont.				
	At-grade Intersection – Waverley/Sandusky	Intersection improvements to existing Sandusky and Waverley intersection	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers.	South
	At-grade Intersections Waverley Street extension – collector connections.	All future intersections with realigned Waverley Street through WW South.	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers.	South
C	**Bison Drive**				
	Roadway/Pavements	City/Developer 50/50	City 2 lanes, developer 2 lanes	YES	North
	Land ROW	Land dedicated to the City by adjacent landowners	Developer 100%	YES – for value of land.	North
	Transit ROW	Additional land for possible future transit ROW to boundary of WW, dedicated by the adjacent landowners	Developer 100%	YES – for value of land.	North
	Transit facility capital cost	Possible future transit linkage along Bison Drive within WW.	City 100%		
	At-grade Intersections Bison Drive extension – collector connections.	All future intersections with extension of Bison Drive through WW North	Developer 100%	YES – developer related costs associated with the at-grade intersections to be shared amongst all property owners/developers.	North
D	**Brady Road**				
	Roadway/Pavements	Developer responsible for upgrading Brady through WW to one lane of concrete at an urban cross-section or equivalent.	Developer 1 lane of concrete	YES	North and/or South (depending on location)
	Land ROW	Land dedicated for widening to the City by adjacent landowners	Developer 100%	YES – for value of land.	North and/or South (depending on location)

	Item	Description	Financial Obligation	Acreage Assessment for Developer Costs	Catchment Area (North or South)
E	**Transit facilities**				
	Land for transit centres	Land for transit centres provided to the City by landowners.	Developer 100%	YES – for value of land.	North and/or South (depending on location)
	Capital costs	Capital costs for any transit facility including park and rides, transit centres etc.	City 100%		
F	**Water and Sanitary Sewer Mains**	Standard practices through development agreement parameters for local services. Regional/mains funded by City utility.			
G	**Land Drainage**	Standard practices through development agreement parameters; TSR application.		YES – through TSR process	North and/or South (depending on location)
H	**Community Greenway**	Pedestrian and active transportation linkages throughout WW.	Developer 100%	YES – for land and construction	North and/or South (depending on location)
I	**Community Services**				
	Recreation/Community Centre	Land provided for facility to service all of Waverley West (location to be determined through NSP process)	Developer 100%	YES – for land, if not included in parks dedication for neighbourhood it is located in.	North or South (depending on location)
J	**Park Land Dedication**	Establish a process where equal compensation is provided for areas that over dedicate due to preservation of natural areas.	Developer 100%	YES –define an area charge for areas that are over serviced with park dedication, from areas that are under dedicated.	North and/or South (depending on location)
K	**Bishop Grandin/Kenaston Interchange (outside of geographic area of the ASP-WW)**	Intersection improvements including future grade separations	50% City of Winnipeg; 50% Province of Manitoba		

This is Exhibit "H" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Minute No. 414
Report – Standing Policy Committee on Property and Development – May 7, 2013

Item No. 5 **Subdivision and Rezoning – Waverley West – Southwest Neighbourhood (Neighbourhood Plan Area "D") (St. Norbert Ward) File DASZ 33/2012 [c/r SP 3/2012]**

COUNCIL DECISION:

Council concurred in the recommendation of the Standing Policy Committee on Property and Development and adopted the following:

1. That the plan of subdivision under File DASZ 33/2012 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 33/2012 dated March 26, 2013 (with such minor changes as may be required) and registration in phases in the Winnipeg Land Titles Office, subject to the following:

   A. That the Developer enter into a Development Agreement with the City containing all the conditions outlined in the report of the Administrative Coordinating Group dated April 3, 2013 attached as Schedule "B" to this report, with the following amendments, namely:

      C. Agreement Conditions

      i. Condition 13: Delete the words "including within the service islands of frontage roads,"

      ii. Condition 15. c. and d.: Replace the word "west" with the word "east"

      iii. Delete condition 35 in its entirety, and renumber the remaining conditions accordingly

      iv. Add the following new condition 46.

         "46. Up to 1200 units may be developed, until such a time school construction begins in the Waverley West area."

Report - Standing Policy Committee on Property and Development – May 7, 2013

COUNCIL DECISION (continued):

2. That The Winnipeg Zoning By-law No. 200/2006 be amended by rezoning the planned area as shown on Schedule "A" for File DASZ 33/2012 dated March 26, 2013 to an "R1-M" Single-Family District, an "RMF-S" Residential Multi-Family District, an "RMF-M" Residential Multi-Family District, a "C3" Commercial District, and a "PR1" Parks and Recreation 1 District, subject to the following:

   A. That the applicant enter into a Zoning Agreement with the City pursuant to Section 240 (1) of The City of Winnipeg Charter for each phase of the development, which Agreement shall contain the following conditions:

      i. That, for the development of any building, and/or accessory parking area and/or signage within the lands zoned "RMF-S" or "RMF-M" Residential Multi-Family, or "C3" Commercial, plans shall be submitted showing the location and design of the proposed buildings, the location and design of accessory parking areas, private approaches, garbage enclosures, fencing, landscaping and signage to the Director of Planning, Property and Development and the Riel Community Committee for plan approval prior to the issuance of any building or development permit, and thereafter all to be maintained to the satisfaction of the Director of Planning, Property and Development.

      ii. The Developer shall, at no expense to the City, construct within the rear yards of all single and two-family lots abutting Waverley Street, Kenaston Boulevard and the Perimeter Highway, a uniform fence 2.0m in height, to the satisfaction of the Director of Public Works. Future owners of the individual building lots along this fencing shall be responsible for maintaining this fencing to the satisfaction of the Director of Public Works;

      iii. That, where single-family or two-family residential lots back onto Waverley Street, the said lots shall be established with minimum rear yards of 15.24 metres;

      iv. That, the Developer shall ensure that single-family and two-family residential lots which back onto Kenaston Boulevard or the Perimeter Highway are of sufficient depth to provide a minimum rear yard to achieve the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65dBA in the typical outdoor recreation area of those lots;

Report - Standing Policy Committee on Property and Development – May 7, 2013

COUNCIL DECISION (continued):

v. That, the Developer shall, at no expense to the City, erect uniform continuous fencing for properties backing onto park space, or where trails or play equipment is anticipated to be within 10 feet of residential property line to the satisfaction of the Director of Public Works and the Director of Planning, Property and Development. Said fence shall be located within private property and future owners of the individual building lots along this fencing shall be responsible for maintaining this fencing to the satisfaction of the Director of Public Works and the Director of Planning, Property and Development;

vi. That, the Developer and all successors in title to the seven (7) "C3" Commercial-zoned lots located at the northwest corner of the Waverley Street and Kenaston Boulevard intersection in the subdivision shall enter into, and register and maintain in perpetuity by way of caveat or master or declaratory easement against the titles to the lots, private cross-access agreements with the owners of the other lots so as to ensure access to every lot at all times, via streets or internal roads, by vehicles, including but not limited to City emergency service vehicles and transit buses. The Developer and owners must submit the agreements or easements to the City Solicitor for approval prior to execution.

vii. That, the Developer and all successors in title to the seven (7) "C3" Commercial-zoned lots located at the southwest corner of the Waverley Street and Kenaston Boulevard intersection in the subdivision shall enter into, and register and maintain in perpetuity by way of caveat or master or declaratory easement against the titles to the lots, private cross-access agreements with the owners of the other lots so as to ensure access to every lot at all times, via streets or internal roads, by vehicles, including but not limited to City emergency service vehicles and transit buses. The Developer and owners must submit the agreements or easements to the City Solicitor for approval prior to execution.

viii. That the address number of every building on the "C3" Commercial-zoned properties (and the name of the building, if applicable) shall be physically attached to the building or otherwise posted on the subject property lot on which the building is located, so as to be clearly visible from the street or internal road on which the building is located.

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COUNCIL DECISION (continued):

3. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

4. That in the event the matter is not proceeded with expeditiously and the by-law is not passed within two (2) years after adoption of the report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the two (2)-year period and Council approves the extension.

5. That the Director of Legal Services and City Solicitor be requested to prepare the necessary by-law in accordance with the above.

6. That the subdivision section of the by-law shall come into force and effect upon execution by the City of Winnipeg of the Development Agreement.

7. That the zoning section of the by-law shall come into force and effect for each phase when:

   A. the block plan of subdivision for that phase and the lot plan of subdivision for that phase are both registered in the Winnipeg Land Titles Office; and

   B. the Zoning Agreement for that phase is registered in the Winnipeg Land Titles Office by caveat against the subject land,

   provided that the said effective date occurs within ten (10) years from the date the by-law is passed.

8. That all block plans of subdivision and all lot plans of subdivision:

   A. may be approved and signed by the Director of Planning, Property and Development within ten (10) years from the date the by-law is passed;

   and

   B. may be registered in the Winnipeg Land Titles Office within ten (10) years from the date the by-law is passed,

Report - Standing Policy Committee on Property and Development – May 7, 2013

COUNCIL DECISION (continued):

failing which the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the ten (10)-year period and Council approves the extension.

9. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.

Report – Standing Policy Committee on Property and Development – May 7, 2013

DECISION MAKING HISTORY:

Moved by Councillor Browaty,

That the recommendation of the Standing Policy Committee on Property and Development be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On May 15, 2013, the Executive Policy Committee concurred in the recommendations of the Standing Policy Committee on Property and Development and the Riel Community Committee, and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On May 7, 2013, the Standing Policy Committee on Property and Development concurred in the recommendation of the Riel Community Committee and submitted the matter to the Executive Policy Committee and Council.

COMMUNITY COMMITTEE RECOMMENDATION:

On April 8, 2013, the Riel Community Committee concurred in the recommendation of the Winnipeg Public Service, with the following amendments:

- Recommendation 1. A., add the following after the words "Schedule "B" to this report":

  ", with the following amendments, namely:

  C. Agreement Conditions

  i. Condition 13: Delete the words "including within the service islands of frontage roads,"

  ii. Condition 15. c. and d.: Replace the word "west" with the word "east"

  iii. Delete condition 35 in its entirety, and renumber the remaining conditions accordingly

Report – Standing Policy Committee on Property and Development – May 7, 2013

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

iv. Add the following new condition 46.

"46. Up to 1200 units may be developed, until such a time school construction begins in the Waverley West area.""

and forwarded to the Standing Policy Committee on Property and Development.

RE:	**Subdivision and Rezoning – Sixth of Seven Neighbourhood Plan Area in Waverley West Area (St. Norbert Ward) File DASZ 33/2012 [c/r SP 3/2012]**
For submission to:	**The Standing Policy Committee on Property and Development**
Prepared by:	**Rochelle Viray, Clerk Riel Community Committee**
Report date:	**April 10, 2013**

COMMUNITY COMMITTEE RECOMMENDATION:

On April 8, 2013, the Riel Community Committee concurred in the recommendation of the Winnipeg Public Service, as amended, and recommends to the Standing Policy Committee on Property and Development:

1. That the plan of subdivision proposed under File DASZ 33/2012 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 33/2012 dated March 26, 2013 (with such minor changes as may be required) and registration in phases in the Winnipeg Land Titles Office, subject to the following:

   A. That the Developer enter into a Development Agreement with the City containing all the conditions outlined in the report of the Administrative Coordinating Group dated April 3, 2013 attached as Schedule "B" to this report, ***with the following amendments:***

      C. Agreement Conditions

      i. Condition 13: Delete the words "including within the service islands of frontage roads,"

      ii. Condition 15. c. and d.: Replace the word "west" with the word "east"

      iii. Delete condition 35 in its entirety, and renumber the remaining conditions accordingly

iv. ***Add the following new condition 46.***

"46. Up to 1200 units may be developed, until such a time school construction begins in the Waverley West area."

2. That The Winnipeg Zoning By-law No. 200/2006 be amended by rezoning the planned area as shown on Schedule "A" for File DASZ 33/2012 dated March 26, 2013 to an "R1-M" Single-Family District, an "RMF-S" Residential Multi-Family District, an "RMF-M" Residential Multi-Family District, a "C3" Commercial District, and a "PR1" Parks and Recreation 1 District, subject to the following:

   A. That the applicant enter into a Zoning Agreement with the City pursuant to Section 240 (1) of The City of Winnipeg Charter for each phase of the development, which Agreement shall contain the following conditions:

      i. That, for the development of any building, and/or accessory parking area and/or signage within the lands zoned "RMF-S" or "RMF-M" Residential Multi-Family, or "C3" Commercial, plans shall be submitted showing the location and design of the proposed buildings, the location and design of accessory parking areas, private approaches, garbage enclosures, fencing, landscaping and signage to the Director of Planning, Property and Development and the Riel Community Committee for plan approval prior to the issuance of any building or development permit, and thereafter all to be maintained to the satisfaction of the Director of Planning, Property and Development.

      ii. The Developer shall, at no expense to the City, construct within the rear yards of all single and two-family lots abutting Waverley Street, Kenaston Boulevard and the Perimeter Highway, a uniform fence 2.0m in height, to the satisfaction of the Director of Public Works. Future owners of the individual building lots along this fencing shall be responsible for maintaining this fencing to the satisfaction of the Director of Public Works;

      iii. That, where single-family or two-family residential lots back onto Waverley Street, the said lots shall be established with minimum rear yards of 15.24 metres;

iv. That, the Developer shall ensure that single-family and two-family residential lots which back onto Kenaston Boulevard or the Perimeter Highway are of sufficient depth to provide a minimum rear yard to achieve the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65dBA in the typical outdoor recreation area of those lots;

v. That, the Developer shall, at no expense to the City, erect uniform continuous fencing for properties backing onto park space, or where trails or play equipment is anticipated to be within 10 feet of residential property line to the satisfaction of the Director of Public Works and the Director of Planning, Property and Development. Said fence shall be located within private property and future owners of the individual building lots along this fencing shall be responsible for maintaining this fencing to the satisfaction of the Director of Public Works and the Director of Planning, Property and Development;

vi. That, the Developer and all successors in title to the seven (7) "C3" Commercial-zoned lots located at the northwest corner of the Waverley Street and Kenaston Boulevard intersection in the subdivision shall enter into, and register and maintain in perpetuity by way of caveat or master or declaratory easement against the titles to the lots, private cross-access agreements with the owners of the other lots so as to ensure access to every lot at all times, via streets or internal roads, by vehicles, including but not limited to City emergency service vehicles and transit buses. The Developer and owners must submit the agreements or easements to the City Solicitor for approval prior to execution.

vii. That, the Developer and all successors in title to the seven (7) "C3" Commercial-zoned lots located at the southwest corner of the Waverley Street and Kenaston Boulevard intersection in the subdivision shall enter into, and register and maintain in perpetuity by way of caveat or master or declaratory easement against the titles to the lots, private cross-access agreements with the owners of the other lots so as to ensure access to every lot at all times, via streets or internal roads, by vehicles, including but not limited to City emergency service vehicles and transit buses. The Developer and owners must submit the agreements or easements to the City Solicitor for approval prior to execution.

viii. That the address number of every building on the "C3" Commercial-zoned properties (and the name of the building, if applicable) shall be physically attached to the building or otherwise posted on the subject property lot on which the building is located, so as to be clearly visible from the street or internal road on which the building is located.

3. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

4. That in the event the matter is not proceeded with expeditiously and the by-law is not passed within two (2) years after adoption of the report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the two (2)-year period and Council approves the extension.

5. That the Director of Legal Services and City Solicitor be requested to prepare the necessary by-law in accordance with the above.

6. That the subdivision section of the by-law shall come into force and effect upon execution by the City of Winnipeg of the Development Agreement.

7. That the zoning section of the by-law shall come into force and effect for each phase when:

   A. the block plan of subdivision for that phase and the lot plan of subdivision for that phase are both registered in the Winnipeg Land Titles Office; and

   B. the Zoning Agreement for that phase is registered in the Winnipeg Land Titles Office by caveat against the subject land,

   provided that the said effective date occurs within ten (10) years from the date the by-law is passed.

8. That all block plans of subdivision and all lot plans of subdivision

   A. may be approved and signed by the Director of Planning, Property and Development within ten (10) years from the date the by-law is passed;

   and

   B. may be registered in the Winnipeg Land Titles Office within ten (10) years from the date the by-law is passed,

   failing which the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the ten (10)-year period and Council approves the extension.

9. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.

Note: The wording in bold and italics denotes amendments made by the Community Committee.

The Riel Community Committee provided the following supporting reason(s) for its recommendation:

1. The Riel Community Committee agreed with the administrative comments contained in the report of the Planning and Land Use Division dated March 26, 2013.

2. This is consistent with previous development in the area, and we put suitable conditions in place to ensure that the community is well looked after.

PUBLIC HEARING SUMMARY

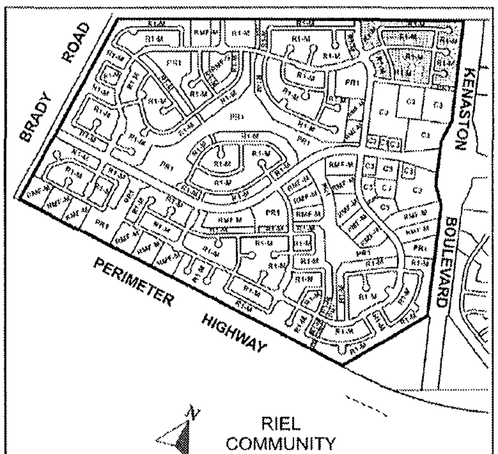
File: DASZ 33/2012

Before: Riel Community Committee
Councillor Swandel, Chairperson
Councillor Mayes
Councillor Vandal

Public Hearing: April 8, 2013
Council Building, 510 Main Street

Applicant: Landmark Planning and Design (Donovan Toews)

Subject:



APPLICANT : LANDMARK PLANNING & DESIGN
FILE : DASZ 33/12
PROPOSAL: An application for the approval of the plan of subdivision shown outlined above as may be determined by Council and for a proposed zoning change to By-law No. 200/2006 by rezoning the land shown outlined above from an "A" AGRICULTURAL DISTRICT to an "R1-M" RESIDENTIAL SINGLE-FAMILY DISTRICT, "RMF-M" RESIDENTIAL MULTI-FAMILY DISTRICT, "C3" COMMERCIAL CORRIDOR DISTRICT and "PR1" PARKS AND RECREATION 1 DISTRICT to facilitate the development of the Waverley West Southwest Neighbourhood through the creation of lots, block plans and public right-of-ways. **For information, phone Mr. R. Kostiuk, Planner, at 204-986-7367.**
DEMANDEUR : LANDMARK PLANNING & DESIGN
N° DE RÉFÉRENCE : DALZ 33/12
PROJET : Demande d'approbation par le Conseil du plan de lotissement indiqué ci-dessus et proposition de modification du Règlement municipal no 200/2006 visant à changer le zonage des sols délinéés ci-dessus qui passeraient de la catégorie A(SECTEUR AGRICOLE) à la catégorie R1-M (SECTEUR D'HABITATIONS UNIFAMILIALES MOYENNES), à la catégorie RMF-M (SECTEUR D'HABITATIONS MULTIFAMILIALES MOYENNES), à la catégorie C3 (SECTEUR DE COULOIR COMMERCIAL) et à la catégorie PR1 (SECTEUR DES PARCS ET DES LOISIRS 1) afin de faciliter l'aménagement du quartier sud-ouest de Waverley Ouest par la création de lots, de plans de masse et d'emprises publiques. **Pour plus de renseignements, veuillez communiquer avec M. R. Kostiuk, urbaniste, au 204-986-7367.**

Premises Affected: Sixth of Seven Neighbourhood Plan Area in Waverley West area

Exhibits Filed:

1. Application dated November 23, 2012
2. Notification of Public Hearing dated March 8, 2013
3. Manitoba Status of Titles 2328796/1; 2328802/1; 2328804/1; 2328809/1; 2328858/1; 2517771/1; 2517781/1; 2517785/1; 2517795/1; 2517839/1 and 2524667/1
4. Letter of authorization dated October 22, 2012 from Ladco Company Limited to Landmark Planning and Design Inc.
5. Surveyor's Building Location Certificate and sketch
6. Plan
7. Report from the Planning and Land Use Division dated March 26, 2013
8. Letter of Authorization dated April 4, 2013, from Warren Borgford, Technical Services Engineer, Manitoba Infrastructure and Transportation to the City of Winnipeg
9. Revised Plans (3 pages)
10. Inspection Report
11. Presentation dated April 8, 2013, submitted by Mark Cohoe at the public hearing, in opposition to the application
12. Audio Recording of representations of public hearing

REPRESENTATIONS:

In Support:

Donovan Toews, Landmark Planning and Design
Michael Carruthers
Tyler Smith
David Borger

In Opposition:

Mark Cohoe, Bike to the Future

For Information:

Nil

For the City:

Mr. M. Pittet, Manager of Land Development, Geomatics, and Land Information Services, Planning, Property & Development Department
Mr. R. Kostiuk, Planner, Planning, Property and Development Department
Mr. K. Kowalke, Planner, Planning, Property and Development Department
Mr. K. Raban, Land Development Administrator, Planning, Property and Development Department

Exhibit "7" referred to in File DASZ 33/2012

ADMINISTRATIVE REPORT

Title: DASZ 33/2012 – Waverley West – Southwest Neighbourhood (Neighbourhood Plan Area "D") Public Hearing

Issue: An application for consideration at the Public Hearing to subdivide and rezone approximately 636 acres of land in the Waverley West – Southwest Neighbourhood (Neighbourhood Plan Area "D")

Critical Path: Riel Community Committee – Standing Policy Committee on Property and Development – Executive Policy Committee – Council as per the *Development Procedures By-law* and *The City of Winnipeg Charter*.

AUTHORIZATION

Author	Department Head	CFO	CAO
B. Smith	N/A	N/A	

RECOMMENDATIONS

1. That the plan of subdivision proposed under File DASZ 33/2012 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 33/2012 dated March 26, 2013 (with such minor changes as may be required) and registration in phases in the Winnipeg Land Titles Office, subject to the following:

   A. That the Developer enter into a Development Agreement with the City containing all the conditions outlined in the report of the Administrative Coordinating Group dated April 3, 2013 attached as Schedule "B" to this report.

2. That The Winnipeg Zoning By-law No. 200/2006 be amended by rezoning the planned area as shown on Schedule "A" for File DASZ 33/2012 dated March 26, 2013 to an "R1-M" Single-Family District, an "RMF-S" Residential Multi-Family District, an "RMF-M" Residential Multi-Family District, a "C3" Commercial District, and a "PR1" Parks and Recreation 1 District, subject to the following:

   A. That the applicant enter into a Zoning Agreement with the City pursuant to Section 240 (1) of The City of Winnipeg Charter for each phase of the development, which Agreement shall contain the following conditions:

i) That, for the development of any building, and/or accessory parking area and/or signage within the lands zoned "RMF-S" or "RMF-M" Residential Multi-Family, or "C3" Commercial, plans shall be submitted showing the location and design of the proposed buildings, the location and design of accessory parking areas, private approaches, garbage enclosures, fencing, landscaping and signage to the Director of Planning, Property and Development and the Riel Community Committee for plan approval prior to the issuance of any building or development permit, and thereafter all to be maintained to the satisfaction of the Director of Planning, Property and Development.

ii) The Developer shall, at no expense to the City, construct within the rear yards of all single and two-family lots abutting Waverley Street, Kenaston Boulevard and the Perimeter Highway, a uniform fence 2.0m in height, to the satisfaction of the Director of Public Works. Future owners of the individual building lots along this fencing shall be responsible for maintaining this fencing to the satisfaction of the Director of Public Works;

iii) That, where single-family or two-family residential lots back onto Waverley Street, the said lots shall be established with minimum rear yards of 15.24 metres;

iv) That, the Developer shall ensure that single-family and two-family residential lots which back onto Kenaston Boulevard or the Perimeter Highway are of sufficient depth to provide a minimum rear yard to achieve the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65dBA in the typical outdoor recreation area of those lots;

v) That, the Developer shall, at no expense to the City , erect uniform continuous fencing for properties backing onto park space, or where trails or play equipment is anticipated to be within 10 feet of residential property line to the satisfaction of the Director of Public Works and the Director of Planning, Property and Development. Said fence shall be located within private property and future owners of the individual building lots along this fencing shall be responsible for maintaining this fencing to the satisfaction of the Director of Public Works and the Director of Planning, Property and Development;

vi) That, the Developer and all successors in title to the seven (7) "C3" Commercial-zoned lots located at the northwest corner of the Waverley Street and Kenaston Boulevard intersection in the subdivision shall enter into, and register and maintain in perpetuity by way of caveat or master or declaratory easement against the titles to the lots, private cross-access agreements with the owners of the other lots so as to ensure access to every lot at all times, via streets or internal roads, by vehicles, including but not limited to City emergency service vehicles and transit buses. The Developer and owners must submit the agreements or easements to the City Solicitor for approval prior to execution.

vii) That, the Developer and all successors in title to the seven (7) "C3" Commercial-zoned lots located at the southwest corner of the Waverley Street and Kenaston Boulevard intersection in the subdivision shall enter into, and register and maintain in perpetuity by way of caveat or master or declaratory easement against the titles to the lots, private cross-access agreements with the owners of the other lots so as to ensure access to every lot at all times, via streets or internal roads, by vehicles, including but not limited to City emergency service vehicles and transit buses. The Developer and owners must submit the agreements or easements to the City Solicitor for approval prior to execution.

viii) That the address number of every building on the "C3" Commercial-zoned properties (and the name of the building, if applicable) shall be physically attached to the building or otherwise posted on the subject property lot on which the building is located, so as to be clearly visible from the street or internal road on which the building is located.

3. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

4. That in the event the matter is not proceeded with expeditiously and the by-law is not passed within two (2) years after adoption of the report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the two (2)-year period and Council approves the extension.

5. That the Director of Legal Services and City Solicitor be requested to prepare the necessary by-law in accordance with the above.

6. That the subdivision section of the by-law shall come into force and effect upon execution by the City of Winnipeg of the Development Agreement.

7. That the zoning section of the by-law shall come into force and effect for each phase when:

   (a) the block plan of subdivision for that phase and the lot plan of subdivision for that phase are both registered in the Winnipeg Land Titles Office; and

   (b) the Zoning Agreement for that phase is registered in the Winnipeg Land Titles Office by caveat against the subject land,

   provided that the said effective date occurs within ten (10) years from the date the by-law is passed.

8. That all block plans of subdivision and all lot plans of subdivision

   (a) may be approved and signed by the Director of Planning, Property and Development within ten (10) years from the date the by-law is passed;

   and

   (b) may be registered in the Winnipeg Land Titles Office within ten (10) years from the date the by-law is passed, failing which the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the ten (10)-year period and Council approves the extension.

9. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.

REASON FOR THE REPORT

- The applicant is proposing to develop the planned area into a mixed-use suburban community. In order to create the community, the applicant is proposing to subdivide the 636 acre site into lots, blocks, streets, and park land and rezone the planned area from "A" Agricultural to: "R1-M" Residential Single-Family Medium; "RMF-S" Residential Multi-Family Small; "RMF-M" Residential Multi-Family Medium; "C3" Commercial Corridor; and, "PR1" Parks and Recreation 1 (Neighbourhood).
- Subdivisions and rezonings require a Public Hearing as per the *Development Procedures By-law* and *The City of Winnipeg Charter.*
- The Report is being submitted for the Committee's consideration of the development application at the Public Hearing.

IMPLICATIONS OF THE RECOMMENDATIONS

- If the recommendations of the Urban Planning Division are concurred in, the subject site will be subdivided and rezoned consistent with the drawing provided in Schedule "A" of this report.

HISTORY

Summary of Major By-laws and Subdivision and Rezonings Adopted and Approved in Waverley West

- On April 27, 2005, Council adopted By-Law No. 50/2004 (see file PW 2/2003), which amended Plan Winnipeg 2020 in order to designate the lands south of the westerly extension of Bishop Grandin Boulevard, east of Brady Road, north of the Perimeter Highway, and west of Waverley Street (lands commonly known as "Waverley West"), from Rural Policy Area to Neighbourhood Policy Area.
- On July 26, 2006, Council adopted the *Waverley West Area Structure Plan* under By-Law No. 10/2006 (see file SP 4/2005). This secondary plan guides all development in the Waverley West area.

- On December 6, 2006, Council adopted the *Waverley West Northeast Neighbourhood Area Structure Plan* under By-Law No. 210/2006 (see file SP 5/2005). This area structure plan adheres to the requirements of the *Waverley West Area Structure Plan* and specifically guides development in the *Northeast Neighbourhood*.
- On January 24, 2007, Council adopted By-Law No. 20/2007 (see file DASZ 1/2006), allowing the rezoning and subdivision of 360 acres of land in the *Waverley West Northeast Neighbourhood* from an "A.5" Agricultural District to an "R1-3" Residential District, an "R1-4" Residential District, an "RM-3" Multiple-Family District, and a "PR1" Parks and Recreation District under Zoning By-Law No. 6400/94. This subdivision was guided by the *Waverley West Northeast Neighbourhood Area Structure Plan.* A portion of the northeast part the Kenaston Boulevard extension was opened under this subdivision and rezoning application.
- On April 25, 2007, Council adopted By-Law No. 88/2007 (see file DASZ 1/2007), allowing the rezoning and subdivision of 22 acres of land of land in the *Waverley West Northeast Neighbourhood* from an "A" Agricultural District to an "R1-3" Residential District and an "R1-4" Residential District under Zoning By-Law No. 6400/94. This subdivision was guided by the *Waverley West Northeast Neighbourhood Area Structure Plan.* The northernmost portion of the Kenaston Boulevard extension was opened under this subdivision and rezoning application.
- On November 21, 2007, Council adopted the *Waverley West Southheast Neighbourhood Area Structure Plan* under By-Law No. 140/2007 (see file SP 2/2007). This area structure plan adheres to the requirements of the *Waverley West Area Structure Plan* and specifically guides development in the *Southeast Neighbourhood*.
- On April 23, 2008, Council adopted By-Law No. 82/2008 (see file DASZ 22/2007), allowing the rezoning and subdivision of 495 acres of land in the *Waverley West Southeast Neighbourhood* from an "A" Agricultural District to an "R1-3.5" Residential District, an "RM-2" and an "RM-4" Multiple-Family Districts, a "C2" Commercial District, and a "PR1" Parks and Recreation District under Zoning By-Law No. 6400/94. This subdivision was guided by the *Waverley West Southeast Neighbourhood Area Structure Plan.* The southern portion of the Kenaston Boulevard extension was opened under this subdivision and rezoning application.
- On December 17, 2008, Council adopted By-Law No. 186/2008 (see file DASZ 16/2008), allowing the rezoning and subdivision of 3 acres of land in the *Waverley West Northeast Neighbourhood* from an "A" Agricultural District to an "R1-S" Residential Single-Family District. This subdivision was guided by the *Waverley West Northeast Neighbourhood Area Structure Plan.* During the time of application for file DASZ 1/2006, this land was the site of a soils and aggregate business. The land was sold and 22 single-family lots were created under this application along with the opening of the remnant piece of Appletree Crescent.
- On March 25, 2009, Council adopted By-Law No. 45/2009 (see file DASZ 27/2008), allowing the rezoning and subdivision of 36.3 acres of land in the *Waverley West Northeast Neighbourhood* from an "A" Agricultural District to an "R1-M" Residential District, and a "PR1" Parks and Recreation District under Zoning By-Law No. 200/2006. This subdivision was guided by the *Waverley West Northeast Neighbourhood Area*

Structure Plan. Approximately 8 acres of land was used to create the right-of-way for the extension of Bison Drive to the west.

- On September 30, 2009, Council adopted By-Law No. 35/2009 (see file SPA 1/2009), which amended the *Waverley West Northeast Neighbourhood Area Structure Plan.* The resulting amendments include: changes to the total acreage in the land use table (Section 5 of the *Plan*); a reduction of area dedicated for park space in the Northeast Neighbourhood (from 102 acres to 85 acres); text changes to the Parks Section (Section 5.5) that allow for active recreation opportunities on the former landfill site; and the requirement that the former landfill site be remediated to the satisfaction of the City of Winnipeg Water and Waste Department.
- On April 28, 2010, Council adopted By-Law No. 44/2010 (see file DASZ 3/2009) allowing the rezoning and subdivision of the southern portion of the Northeast Neighbourhood from an "A" Agricultural District, "PR1" Parks and Recreation 1 District, "R1-M" and R1-S" Residential Single-Family District to a "PR1" Parks and Recreation 1 District, "RMF-M" Residential Multi-Family District, and an "R1-M" Single-Family District. This application resulted from the applicant making an offer to purchase the former landfill site from the City of Winnipeg and remediate and redevelop the site at no cost to the City. Surrounding areas that had been rezoned and subdivided under file DASZ 1/2006 needed to be reorganized to rationalize drainage, circulation and land uses to tie into the redevelopment of the former landfill. The *Northeast Neighbourhood Secondary Plan* also needed to be amended to allow for this development (see By-Law No. 44/2010 – file SPA 1/2009 above).
- On July 21, 2010, Council adopted the *Waverley West Northwest Neighbourhood Area Structure Plan* under By-Law No. 37/2010 (see file SP 1/2010). This area structure plan adheres to the requirements of the *Waverley West Area Structure Plan* and specifically guides development in the *Northwest Neighbourhood.*
- On July 21, 2010, Council adopted the *Waverley West Town Centre Neighbourhood Area Structure Plan* under By-Law No. 38/2010 (see file SP 2/2010). This area structure plan adheres to the requirements of the *Waverley West Area Structure Plan* and specifically guides development in the *Town Centre Neighbourhood*.
- On July 21, 2010, Council approved DASZ 4/2010, allowing the rezoning and subdivision of all of the aforementioned Waverley West Northwest Neighbourhood and Town Centre, which combined equate to approximately 444 acres. The rezoning of the Northwest Neighbourhood was from "A" Agricultural to "R1-M" Residential Single-Family, "PR1" Parks and Recreation 1, and "PR2" Parks and Recreation 2. The rezoning for the Town Centre was from "A" Agricultural to "RMF-S" and "RMF-L" Multi-Family Districts, "C2" Commercial Community, "C3" Commercial Corridor, "CMU" Commercial Mixed-Use, "MMU" Manufacturing Mixed-Use, and "PR1" Parks and Recreation 1 Districts.
- On November 14, 2012, Council adopted the *Waverley West – West Neighbourhood Area Structure Plan* under By-Law No. 90/2012 (see file SP 1/2012). This area structure plan adheres to the requirements of the *Waverley West Area Structure Plan* and specifically guides development in the *West Neighbourhood (*Neighbourhood Plan Area "E").

- On November 14, 2012, Council approved DASZ 8/2012, allowing the rezoning and subdivision of all of the Waverley West – West Neighbourhood, which included approximately 349 acres of land. The rezoning of the West Neighbourhood was from "A" Agricultural to "R1-M" Residential Single-Family Medium; "RMF-M" Residential Multi-Family Medium; "RMF-L" Residential Multi-Family Large; "PR1" Parks and Recreation 1 (Neighbourhood) and "PR2" Parks and Recreation 2 (Community).
- On February 27, 2012, Council gave first reading to By-Law 4/2013 and allowed the Riel Community Committee to conduct a public hearing for the Waverley West Southwest Neighbourhood Area Structure Plan (SP 3/2012).

CONSULTATION

In preparing this report there was consultation with: N/A

SUBMITTED BY

Department	Planning, Property and Development
Division	Urban Planning
Prepared by:	Robert Kostiuk, MCIP
Date:	March 26, 2013
File No.	DASZ 33/2012

List of Schedules and Attachments

1.	Appendix A	Planning Discussion
2.	Schedule "A"	Recommended File No. DASZ 33/2012 Riel Community Committee, dated March 26, 2013
3.	Schedule "B"	Report of the Administrative Coordinating Group

APPENDIX 'A'

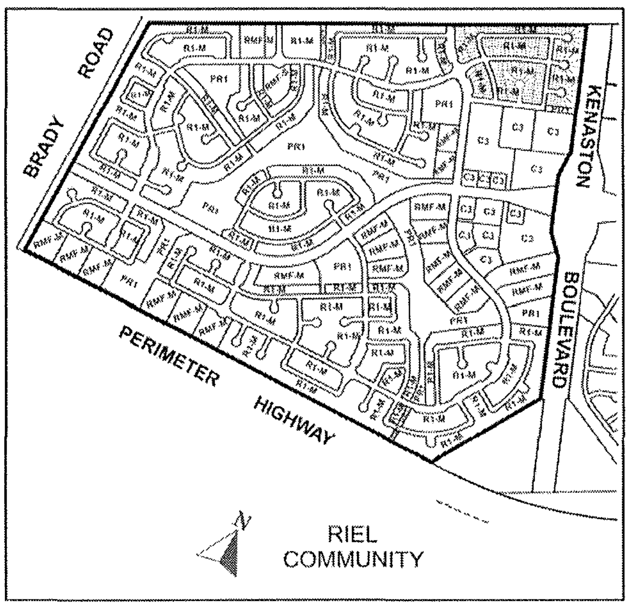
DATE: March 26, 2013

FILE: DASZ 33/2012
RELATED FILES: SP 3/2012 (c/r), SP 4/2005, PW 2/2003

COMMUNITY: Riel
NEIGHBOURHOOD #: 5.682 (Waverley West Plan Area D – Southwest Neighbourhood)

SUBJECT: The applicant is proposing to subdivide and rezone 636 acres of land in Waverley West for the development of a mixed-use neighbourhood.

LOCATION: Waverley West Neighbourhood Plan Area "D" (as shown in the Waverley West Area Structure Plan - By-law 10/2006, and in the picture below)



APPLICANT: Landmark Planning & Design Inc. (Donovan Toews)
298 Waterfront Drive
Winnipeg MB, R3B 0G5

OWNER(S): Ladco Company Ltd.
200-40 Lakewood Blvd.
Winnipeg, MB R2J 2M6

RECOMMENDATION: Approval with Conditions

REPORT SUMMARY

- The applicant is proposing to develop the planned area into a mixed-use suburban community. In order to create the community, the applicant is proposing to subdivide the 636 acre site into lots, blocks, streets, and park land and rezone the planned area from "A" Agricultural to: "R1-M" Residential Single-Family Medium; "RMF-S" Residential Multi-Family Small; "RMF-M" Residential Multi-Family Medium; "C3" Commercial Corridor; and, "PR1" Parks and Recreation 1 (Neighbourhood).
- The Urban Planning Division recommends supporting this application.

SITE DESCRIPTION

- The subject site is located between Brady Road, Kenaston Boulevard, the Perimeter Highway (PTH 100) and the Waverley West – West Neighbourhood (Neighbourhood Plan Area "E") in the South Pointe neighbourhood of the St. Norbert Ward.
- The site is vacant and is approximately **636 acres in area.**
- The site is located in the Areas of Stability – Recent Communities Policy Area under the Complete Communities Direction Strategy.
- The site is also identified as Neighbourhood Plan Area "D" under the Waverley West Area Structure Plan (By-law 10/2006) and is zoned "A" Agricultural.

Figure 1: Aerial photograph showing approximate area of the subject site (2012)

SURROUNDING LAND USES AND ZONING (See Figure 2)

North: The southern limit of Neighbourhood Plan Area "E" under the Waverley West Area Structure Plan. The Neighbourhood Area Structure Plan for Area "E" was recently approved under SP 1/2012. The corresponding subdivision and rezoning DASZ 8/2012 was also recently approved by Council. Virtually all of the land along the southern boundary of Neighbourhood Plan Area "E" is zoned R1-M.

South: The Perimeter Highway (PTH 100) and the Brady Landfill, which is zoned A.

East: The Kenaston Extension and Neighbourhood Plan Area "C" (Waverley West Southeast Neighbourhood – South Pointe).

West: Brady Road and the City of Winnipeg western boundary.

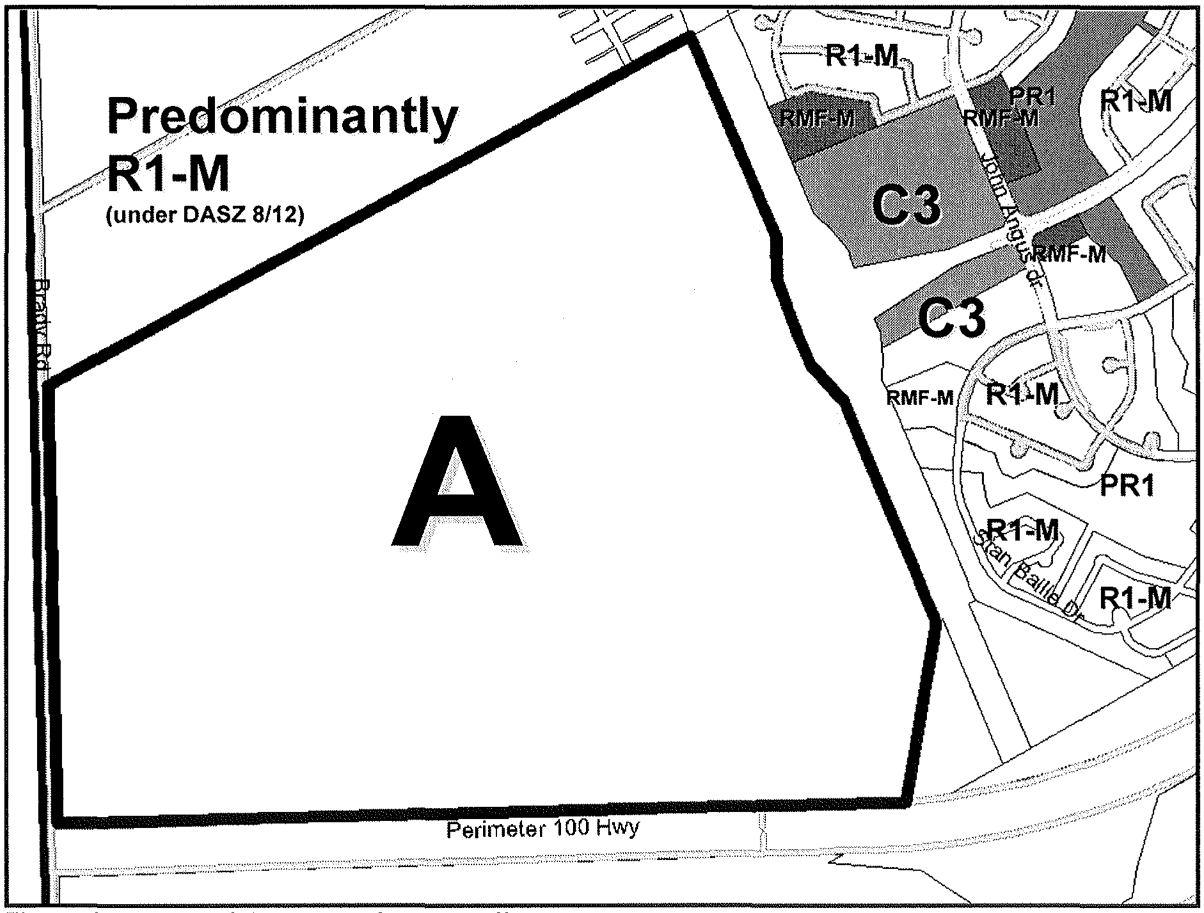


Figure 2: Zoning of the site and surrounding area.

DESCRIPTION OF THE PROPOSED DEVELOPMENT

- The applicant is proposing to develop the planned area into a mixed-use suburban community. In order to create the community, the applicant is proposing to subdivide the 636 acre site into lots, blocks, streets, and park land and rezone the planned area from "A" Agricultural to: "R1-M" Residential Single-Family Medium; "RMF-S" Residential Multi-Family Small; "RMF-M" Residential Multi-Family Medium; "C3" Commercial Corridor; and, "PR1" Parks and Recreation 1 (Neighbourhood).

Residential Development

- The proposed development is intended to be predominantly residential. In fact, about 471 acres of the 636 acre planned area (+/-74%) is intended for residential purposes. A mix of residential zoning that allows for detached single-family homes (R1-M) and multi-family developments (RMF-M and RMF-S) is being requested.
- The development is largely comprised of blocks zoned R1-M for detached single-family development. The associated Waverley West Southwest Neighbourhood Area Structure Plan (SP 3/2012) identifies that approximately 2,000 detached dwellings are to be developed in this neighbourhood.
- There are 20 blocks that are proposed to be rezoned to RMF-M and 1 block that is proposed as RMF-S to facilitate future multi-family development within the neighbourhood. These blocks are mostly located in the vicinity of the Primary Commercial area, with additional RMF blocks near southwest corner of the planned area and in the northern portion of the development near the proposed school site. The Waverley West Southwest Neighbourhood Area Structure Plan (SP 3/2012) states that between 1,400 and 2,100 multi-family dwelling units are projected for the planned area.

Commercial Development

- Approximately 60 acres of the planned area is to be allocated for commercial development. This area is identified as the Primary Commercial area of the Waverley West Southwest Neighbourhood Area Structure Plan and will be zoned C3.
- The C3 lands are made-up of 14 blocks and are located around the Kenaston/Waverley intersection.

Parks

- The proposed development includes about 56 acres of land to be rezoned for parks purposes (PR1).
- A key component of the organization of the park system is the proposed greenway system, which is comprised of a linear parkway that runs through the centre of the neighbourhood. The greenway system provides an active transportation network that connects helps connect the residential areas to larger parks and other parts of the neighbourhood.
- The park system includes larger sites intended to accommodate sports fields and playgrounds.
- The majority of dwellings will be within a 400 metre radius of a park.

Streets and Sidewalks

- The main point of access to the planned area is from Kenaston Boulevard, where Waverley Street will extend from the Southeast Neighbourhood towards Brady Road. Besides the Waverley arterial connection, the planned area will also connect to Neighbourhood Plan Area "E" (located to the north) with two collector connections that align with the north/south collectors at the southern extent of that neighbourhood.
- There are two main collector "loops" proposed in the neighbourhood. One loop runs through the north and the other runs through the south.
- Sidewalks are proposed on the collectors and arterial in the neighbourhood.

Transit

- Transit will service the neighbourhood via the collector roads and Waverley Street. Transit stops will be within approximately 400 metres of most dwellings.

School Site

- The applicant has consulted with the Pembina Trails School Division and identified a location for an elementary/middle years school (see associated file SP 3/2012).
- The school reserve will be a minimum of approximately 5 acres in area and will have frontage on a collector road. The proposed neighbourhood design also includes a park/pathway connection to the school site.
- The proposed school site abuts the 5 acre school site in Neighbourhood Plan Area "E" (located to the north).
- The proposed zoning for the school area is R1-M.
- Policies regarding the school site are included in the associated Neighbourhood Area Structure Plan (SP 3/2012).
- The applicant confirmed with the Pembina Trails School Division that a high school will not be required in this neighbourhood.

Servicing

- A full-range of municipal services (water, sewer, land drainage, and urban standard roadway) will be provided in the development.

ANALYSIS AND ISSUES

COMPLETE COMMUNITIES DIRECTION STRATEGY

- Under the *Complete Communities Direction Strategy* the proposed development is within the Areas of Stability – Recent Communities policy area. Key relevant policies guiding development within Areas of Stability include:
    - Support low to moderate change in low-density neighbourhoods through development and redevelopment that is complimentary to the existing scale, character and built form.

- Promote the form of buildings and spaces that are sensitive to the community context and address the transition between new and existing developments.
- Promote a quality public realm with a high level of accessibility to community services and amenities and opportunities for gathering and social interaction.
- Encourage intensification to occur at centres and along corridors.
- Focus housing growth to areas that have municipal service capacity to support intensification, in addition to commercial and recreational amenities.
- Support Complete Communities by ensuring a diverse and high quality housing stock.
- In order to meet the full life-cycle of housing needs within the community, promote a mix of housing type and tenure, such as duplexes, low rise apartments, secondary suites, semi-detached homes, townhouses.
- Provide opportunities to increase multi-modal connectivity when redevelopment occurs.
- Support a mix of commercial services and employment uses that serve the local community.
- Ensure that existing public open spaces meet the neighbourhood's current and future requirements.

WAVERLEY WEST AREA STRUCTURE PLAN

- The Waverley West Area Structure Plan provides the overall planning guidance for the development of Waverley West. This plan, under Sections 4.2 and 13, identifies that Waverley West is to be comprised of seven neighbourhoods (A, B, C, D, E, F and the Town Centre) and requires that all identified neighbourhoods be subject to Neighbourhood Area Structure Plans prior to intensification or development.
- The associated application SP 3/2012 Waverley West Southwest Neighbourhood Area Structure Plan has been submitted in conjunction with the subject subdivision and rezoning.
- The proposed subdivision and rezoning application is consistent with the Waverley West Area Structure Plan, and is consistent with the policies in the proposed Waverley West Southwest Neighbourhood Area Structure Plan (SP 3/2012).

ZONING

"A" Agricultural District

- The Agricultural district is intended for general agricultural activities. The minimum lot area is 40 acres, the minimum lot width is 300 feet, and the minimum front yard is 100 feet. The minimum rear and side yards are 25 feet and the maximum building height is 30 feet.

"PR1" Parks and Recreation 1 (Neighbourhood) District

- The PR1 district is intended for sites that are generally passive neighbourhood and community parks and facilities with predominantly pedestrian and cyclist access. These sites may provide unstructured drop-in play and recreation opportunities, including play structures, passive parks, plazas and natural areas. Generally, no parking facilities are associated with these uses. These parks and open spaces typically occur in a residential neighbourhood or riverbank context and are generally accessed by residential streets.

"R1-M" Residential Single-Family Medium District

- The R1-M district requires: a minimum lot width of 25 feet, a minimum lot area of 3,500 square feet, side yards of 4 feet, a front yard of 15 feet, and a rear yard of 25 feet. The maximum building height is 35 feet and the maximum lot coverage is 45%.

"RMF-S" Residential Multi-Family Small

- The RMF-S zone is intended to accommodate the development of multi-family units in neighbourhoods with medium to high residential densities. The dimensional standards for multi-family structures in the RMF-S zone are: a minimum front yard of 20 feet; a minimum rear yard of 25 feet; a minimum side yard of 4 feet and, a maximum building height of 35 feet. The minimum lot area is 9,000 square feet and the minimum lot area per dwelling unit is 1,250 square feet.

"RMF-M" Residential Multi-Family Medium

- The RMF-M zone is intended to accommodate the development of multi-family units in neighbourhoods with medium to high residential densities. The dimensional standards for multi-family structures in the RMF-M zone are: a minimum front yard of 25 feet; a minimum rear yard of 25 feet; a minimum side yard of 8 feet (where the building is more than one storey in height the required interior side yard increases by 2 feet for each storey above the ground floor to a maximum of 20 feet) and, a maximum building height of 60 feet. The minimum lot area is 9,000 square feet and the minimum lot area per dwelling unit is 800 square feet.

"C3" Commercial Corridor

- The C3 district is intended primarily for uses that provide commercial goods and services to residents of the community in areas that are dependent on automobile access and exposed to heavy automobile traffic. These commercial uses are subject to frequent view by the public and visitors to Winnipeg, and they should provide an attractive appearance with landscaping, sufficient parking, and controlled traffic movement. C3 districts are generally located along portions of arterial streets where lot depths are 200 feet or greater, or at arterial/arterial intersections.

LAND USE BY-LAW

Rezoning

- The A zoning district is intended for general agricultural activities. The applicant is proposing to rezone the land from A to PR1, R1-M, RMF-S, RMF-M, and C3 in order to create a fully-serviced suburban neighbourhood within Waverley West.

COMPATIBILITY WITH THE SURROUNDING AREA

- The proposed residential neighbourhood development is compatible with the surrounding area as it is consistent with the Waverley West Area Structure Plan and the proposed Waverley West Southwest Neighbourhood Area Structure Plan.
- The north/south park and collector roads connect the subject neighbourhood to Neighbourhood Plan Area "E" (located north) while the Waverley Street connects the site to Neighbourhood Plan Area "C" (east).
- For the most part, development near the northern extent of the site is zoned R1-M, which is the predominant zoning of the southern extent of Neighbourhood Plan Area "E" (DASZ 8/2012).
- The commercial development located at Waverley Street and Kenaston Boulevard connects with the commercially-zoned land to the east. This primary commercial area is stipulated as a requirement under sections 6.1.6 & 6.1.7 of the Waverley West Area Structure Plan.
- It should be noted that the Waverley West Area Structure Plan allows for the consideration of commercial/light industrial uses along the north limit of the Perimeter Highway near Brady Landfill. The applicant has investigated the feasibility of commercial development in this area and has decided to not pursue the commercial development in this location.
- The greatest potentially conflicting land uses involves the single-family and multi-family residential lands along the southern part of the site, which will be located closest to Brady Landfill. Berming and landscaping the southern portions of the multi-family sites should be key elements of the site design for these properties in order to help visually screen the properties from the landfill.
- The minimum Zone of Concern (Control Zone) buffer for development near Brady Landfill is 90 metres. All of the land included in the subject plan area is located beyond this 90 metre methane gas buffer.

SITE DESIGN

Streets and Sidewalks

- The proposed development is connected to the surrounding neighbourhoods via 2 collector roads that provide vehicular access to the site from the north (Waverley West –

West Neighbourhood) and by the Waverly Street Extension, which connects across Kenaston to the Southeast Neighbourhood.

- Sidewalks will be located on both sides of the collectors and the arterial (Waverley Street).

Parks and Active Transportation

- The greenway system is central to the design of the development. This greenway generally limits the number of street crossings and establishes a pathway system that connects the planned area to other amenities within the neighbourhood (ex. the school site and sports fields). However, there are mid-block crossings at Waverley Street that raise some concern. Dedicated crossings are being requested in the Report of the ACG for these areas to help reduce the potential of motorist/pedestrian conflict at these crossings.
- Most of the major open park space, or active park areas, are connected to the greenway system. These parks vary between 2-6 acres in size are distributed evenly throughout the neighbourhood.

Public Transit

- The planned area is designed so that most homes and businesses are located within a 5 minute walk of a collector or street that will include Transit service.

Density

- The Waverley West Financial Impact Analysis, which was prepared for the required Plan Winnipeg Amendment in 2004, was modeled off of 4,000 multi-family units and 7,000 single-family homes within all of Waverley West.
- The targeted number of single-family homes and multi-family dwelling units are approximately 2,000 and 1,750 respectively for the subject neighbourhood.
- It should be noted that 7 dwelling units per net acre is generally accepted as a standard to service a neighbourhood with on-street transit. Considering the zoning proposed and the proposed dwelling unit targets, the subject neighbourhood development should reach this number. In fact, using the density policies included in the associated Neighbourhood Area Structure Plan, it is likely that the number of dwelling units within the planned area will exceed 7 dwelling units per net acre.
- Proportionally the anticipated number of dwelling units also appears to be in line with the model used for dwelling units in the Waverley West Financial Impact Analysis.

Commercially-Zoned Sites

- The proposed C3 sites form the majority of the primary commercial area of the neighbourhood. These C3 sites are a continuation of what is found to the east in the Southeast Neighbourhood and are consistent with the Waverley West Area Structure Plan with regard to commercial development.
- Although the C3 areas are grouped with individual lots that all have frontage on a street, these lots will most likely function with an internalized road system. As such, the Public

Service is requesting that cross-access agreements for the lots are in place within the zoning agreement.

NEWSPAPER ADVERTISEMENT

- Although shown in the map portion of the newspaper advertisement, the one RMF-S zoned block was not explicitly mentioned in the text description as part of the zoning change. However, RMF-M was mentioned in the text description of the advertisement. Lands zoned RMF-M can be more intensely developed than lands zoned RMF-S.
- Council can approve a “down-zoning” or rezone lands to a lower-order zoning category than advertised, but can not approve an “up-zoning” if the lands were originally advertised as a lower order zoning category.
- The Public Service has no concerns regarding the advertisement error because: the RMF-S zone was shown on the map portion of the advertisement; and, the more intense multi-family category was described in the text portion of the advertisement.

PUBLIC CONSULTATION

- The applicant held a public open house in December that was attended by approximately 15 people. Of the people who provided feedback, all were supportive of the plan.

PHASING

- Although the applicant has submitted one plan of subdivision and rezoning application for review at the Public Hearing for the entire site, it is intended that the rezoning of each individual phase of the subdivision will come into force and effect when the block plans and lot plans are registered at the Winnipeg Land Titles Office via short-form subdivision (DASSF) applications through the City for each phase over a period not longer than ten (10)-years.
- The zoning of the subject land would remain zoned “A” until block plans and lot plans are registered at the Winnipeg Land Titles Office.
- The recommended conditions of approval listed at the beginning of this report reflect the above points. If the Riel Community Committee, and ultimately Council, concurs with these conditions, Council would then pass one by-law which would approve the plan of subdivision (in accordance with the mylars submitted for the entire planned area) and rezone all lands in the entire planned area. The by-law would state that the rezoning comes into force in phases, within ten (10) years, upon the applicant’s registration of block plans and lotting plans (each for a portion of the entire planned area) at the Winnipeg Land Titles Office (WLTO) and the zoning agreement caveats.

RECOMMENDED ZONING AGREEMENT

Plan Approval

- Building elevations and landscaping plans were not included in the subject application for the multi-family or commercially-zoned land. The Urban Planning Division is recommending that final plans be submitted to the Director of Planning, Property and Development and Riel Community Committee for the RMF-S, RMF-M and C3 zoned lots for review prior to the issuance of a development permit on the site. The inclusion of this clause will allow the Urban Planning Division and the Riel Community Committee to review final plans before development takes place for the proposed development and for any future developments on the site.
- The following guidelines should be used when evaluating future developments proposed on the RMF-S and RMF-M sites:
    - The site layout and building orientation should ensure that the buildings relate appropriately to the street and surrounding developments and create a cohesive visual identity for the neighbourhood.
    - Parking areas should be located behind or beside principal buildings and should be well-screened with landscaping.
    - Universally accessible connections should be linked to sidewalks.
    - Refuse storage areas and other building services should be internal to buildings or screened from view with appropriate fencing/landscaping.
    - The overall design should be made up of a distinctive, quality, architectural character and style that also avoids monotonous and featureless building massing and design.
    - Landscaping should enhance the overall development in key areas such as the development perimeter, corners, common areas, areas along pathways, and entryways.
- The associated Neighbourhood Area Structure Plan contains design guidelines for the lands within the Primary Commercial, which is predominantly made-up of the C3-zoned lands.

Fencing and Setback Requirements

- Fencing and setback requirements consistent with those requested in the report of the ACG have also been incorporated into the zoning agreement.

Cross Access

- As previously mentioned, the Public Service is requesting that cross access agreements be registered for the two groups of C3 zoned properties: one at the northwest corner of Kenaston and Waverley, and the other at the southwest corner of Kenaston and Waverley.

LAND DEDICATION

- When a developer rezones and/or subdivides a parcel of land, they are required to put in an application with the City of Winnipeg.
- As a condition of rezoning or subdivision, a developer is required to contribute a portion of the land to be developed to the City for parks purposes.
- The amount of land is not less than 10%.
- The developer is to provide land or 'cash in lieu' as determined by the Planning, Property and Development Department.
- Land dedication for this application is identified in the Report of the ACG.

RECOMMENDATION

The Urban Planning Division recommends **approval** for the following reasons:

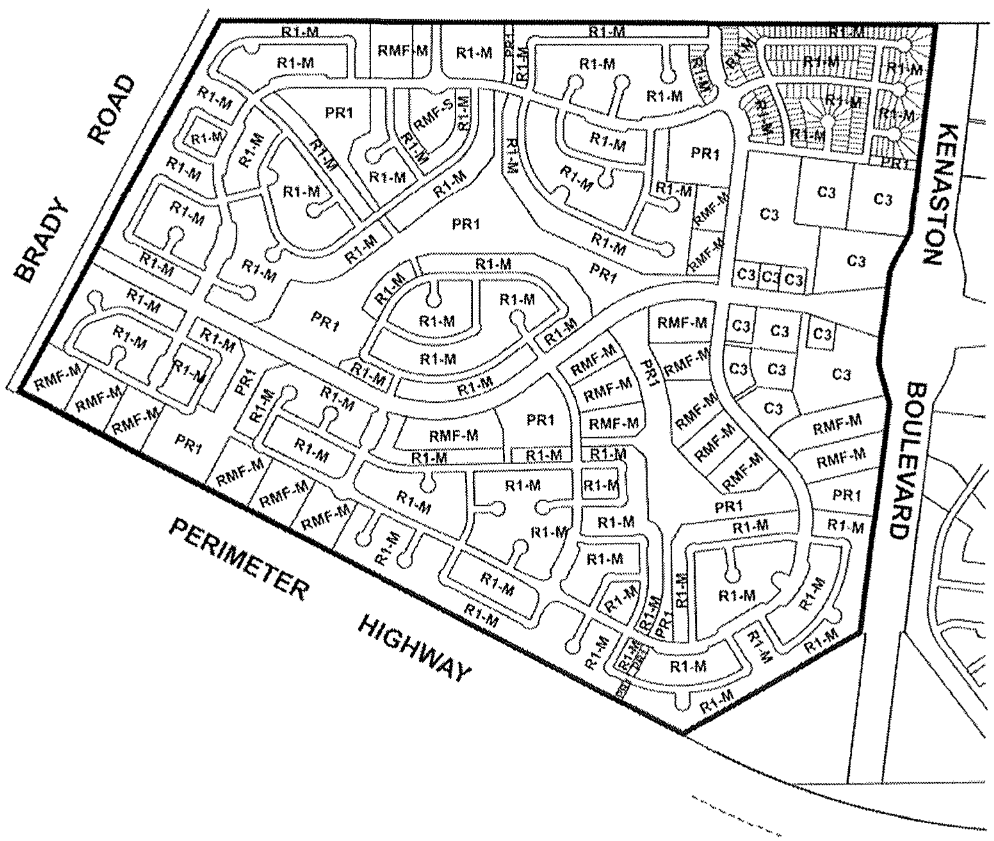
- The proposed development is consistent with the Complete Communities Direction Strategy, the Waverley West Area Structure Plan and the proposed Waverley West Southwest Neighbourhood Area Structure Plan (SP 3/2012).
- Proportionally the anticipated number of dwelling units appears to be in line with the model used for dwelling units in the 2004 Waverley West Financial Impact Analysis (2004).
- Considering the zoning proposed and the proposed dwelling unit targets, the subject neighbourhood development should reach a minimum of 7 dwelling units per net acre, which is generally accepted as a minimum standard to service a neighbourhood with on-street transit.
- The proposed road network is sufficiently connected to the other Waverley West Neighbourhoods.
- The greenway park system proposed for the development effectively connects the planned area to other amenities within the neighbourhood (ex. the school site and sports fields).
- Active park areas are evenly distributed throughout the neighbourhood.

This Report Submitted by:
Planning, Property and Development Department
Urban Planning Division

Report Prepared By: Robert Kostiuk, MCIP
PPD File # DASZ 33/2012

Schedule "A" for File No. DASZ 33/2012, Riel Community Committee, dated March 26, 2013

By-Law No.	File No. **DASZ 33/12**
Atlas Sheet No. **AO19 RIEL COMMUNITY**	Explanation An application for the approval of the plan of subdivision shown outlined below and for a proposed zoning change to By-law No. 200/2006 by rezoning the land located in Waverley West South Pointe West Neighbourhood from an "A" AGRICULTURAL DISTRICT to an "R1-M" RESIDENTIAL SINGLE-FAMILY DISTRICT, "RMF-S" & "RMF-M" RESIDENTIAL MULTI-FAMILY DISTRICT, "C3" COMMERCIAL CORRIDOR DISTRICT and "PR1" PARKS AND RECREATION 1 DISTRICT to facilitate the development of the Waverley West Southwest Neighbourhood through the creation of lots, block plans and public right-of-ways as shown outlined below.



THIRD READING :

EFFECTIVE DATE :

ZONING AGREEMENT : YES ☐ NO ☐

CAVEAT No.

SCHEDULE B

REPORT OF THE ADMINISTRATIVE CO-ORDINATING GROUP – April 3, 2013

RE: PROPOSED SUBDIVISION AND REZONING OF LAND LOCATED AT WAVERLEY WEST SOUTH POINTE WEST NEIGHBOURHOOD - DASZ 33/2012

It is recommended that the approval of DASZ 33/2012, if granted, be subject to the applicant entering into a Development Agreement addressing the following items:

A. Plan Considerations

1. The Developer shall dedicate and legally open property required for a 1.825m widening of the Brady Road right-of-way abutting the Planned Area, as determined by, and to the satisfaction of, the Director of Public Works.

2. The Developer shall dedicate and legally open property for right-of-way corner cut at the north east corner of Brady Road and Waverley Street.

3. The Developer shall dedicate and legally open, property for right-of-way corner cuts in all four corners of the intersection of the first collector street intersecting with Waverley Street, west of Kenaston Boulevard, as determined by and to the satisfaction of the Director of Public Works.

4. The Developer shall dedicate and legally open property for right-of-way corner cuts measuring 2.0m by 2.0m in each corner of the intersection of two streets measuring 22.0m in width or greater. Right-of-way corner cuts measuring 3.0m by 3.0m are to be provided at each corner of any intersection where the angle is less than 80o, to the satisfaction of the Director of Public Works.

5. The Developer shall provide minimum right-of-way widths of 9.0m for all proposed frontage roads, with frontage-road terminus points to be located and designed to the satisfaction of the Director of Public Works.

6. The Developer shall provide right-of-way to accommodate each cul-de-sac turnaround consistent with the dimensions shown on Streets and Transportation Drawing ST-90 (revised) or ST-90-A.

7. The Developer shall provide right-of-way widths of 6.25m for each public lane serving single or two-family residential development, and 7.25m for each public lane serving multi-family residential and commercial development, to the satisfaction of the Director of Public Works.

8. The Developer shall design intersections of local streets within the Planned Area such that the angle of intersection is no less than 70°, as measured in the quadrant with the acute angle.

9. The Developer shall ensure that, where two local residential streets intersect with a residential collector street on opposite sides of the collector, the centrelines of the local streets either coincide with one another at their intersection with the collector, or are offset by a minimum of 45.0m along the collector.

10. The Developer shall ensure that, where any local residential street is aligned to curve within 20.0m of its intersection with a residential collector street, that curve have a minimum centerline radius of 60.0m.

11. The Developer shall ensure that no cul-de-sac street exceeds 105m in length.

12. The Developer shall ensure that entrances and exits to/from proposed frontage roads along any collector street are coincident with, or a minimum of 20.0m from, intersections on the opposite side of the collector street, to the satisfaction of the Director of Public Works.

13. The Developer shall dedicate and legally open property for all street rights of way within the planned area including a 22.0 metre wide (collector width) right of way in the east-west street located on the north side of the proposed C3 zoned lands.

14. The Developer shall dedicate and legally open property required for the four proposed roundabouts at the intersections of collector streets within the Planned Area, all as determined by, and to the satisfaction of, the Director of Public Works.

15. The Developer shall design the plan of subdivision such that the linear PR1 land and the two proposed north-south streets at the north limit of the planned area align with the linear PR1 land and the two north south streets previously established at the south limit of the planned area of development application DASZ 8/2012.

B. Engineering Report and Servicing Criteria

1. The Developer shall provide, to the satisfaction of the Director of Water and Waste, a comprehensive servicing report, prepared by a qualified municipal engineer, outlining the provision of underground services for the planned area and adjacent lands.

2. The Developer shall submit, to the satisfaction of the Director of Water and Waste, servicing criteria sheets for water, wastewater, and land drainage facilities, including plans showing the current and ultimate service areas.

C. Agreement Conditions

1. The Developer shall construct, at no expense to the City, all wastewater sewers required to serve the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.

2. The Developer shall construct, at no expense to the City, all watermains required to serve the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.

3. The Developer shall construct, at no expense to the City, lot line services to service all lots within the Planned Area, as follows:

   a) The Developer shall, at no expense to the City, construct and install wastewater and water building services from the wastewater sewer and watermain, to service all lots within the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.

   b) The Developer shall ensure that each sewer service remains plugged from installation until the foundation excavation has been backfilled and the roof of the dwelling has been sheathed, after which the house sewer may be connected. The Developer hereby agrees to indemnify the City against all actions, claims, demands, damages, losses, and costs, including legal and court costs, suffered or incurred by the City arising out of any failure to do so.

   c) The Developer shall replace or repair any water or sewer service found to be defective within one year following the date the water is turned on for domestic use, and shall pay the City any cost incurred by the City arising out of any such defect.

4. The Developer shall, at no expense to the City, construct all land drainage sewers and stormwater retention facilities required to serve the Planned Area and adjacent lands, as determined by, and to the satisfaction of, the Director of Water and Waste.

5. The Developer shall dedicate all land and provide all easements necessary to accommodate the required stormwater retention and land drainage facilities, as determined by the Director of Water and Waste, in accordance with the City's Development Agreements Parameters.

6. The Developer shall pay its share of the cost of the regional land drainage system for the Planned Area If applicable, and as determined by the Director of Water and Waste and, the cost of regional land drainage facilities constructed by the Developer (including the value of the land for the stormwater retention basins) if applicable, shall be credited against this charge.

7. The Developer shall, at no expense to the City, provide a lot grading plan, prepared by a municipal engineer, for the Planned Area, and construct all drainage works necessitated by the design.

8. The Developer shall, at no expense to the City, construct all swales, catchbasins, and leads required to provide lot drainage prior to the issuance of building permits.

9. The Developer shall, at no expense to the City, provide all easements with respect to the installation, maintenance, and replacement of swales, catchbasins, and leads for lot drainage upon registration of the approved subdivision mylars in the Land Titles Office.

10. The Developer shall, at no expense to the City, construct portland cement concrete pavements to widths of 7.5 metres, 8.0 metres, and 10.0 metres, by 150 mm and 200 mm in thickness and all related works, including, but not limited to, street lighting, boulevard landscaping and land drainage facilities, in all streets within the Planned Area, all as determined by, and to the satisfaction of, the Director of Public Works.

11. The Developer shall, at no expense to the City, construct portland cement concrete pavements to a width of 5.0m by 150mm in thickness, in public lanes serving single or two family residential development and 6.0m by 150mm in thickness serving in public lanes multi-family residential and commercial development, within the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

12. The Developer shall, at no expense to the City, construct portland cement concrete pavements to a width of 6.0m by 150mm in thickness within the proposed frontage roads within the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

13. The Developer shall, at no expense to the City, construct a 1.5m in width by 100mm in thickness portland cement concrete sidewalk on the standard alignment, 0.3m off of the property line, along both sides of all streets within the Planned Area with rights-of-way measuring 22.0m in width or greater including within the service islands of frontage roads, and aligned with the collector street sidewalks, as determined by and to the satisfaction of the Director of Public Works.

14. The Developer shall, construct and/or pay to the City in cash, on demand, the cost of constructing in portland cement concrete pavement, eastbound and westbound left turn storage lanes and upstream transitions on Waverley Street at its intersection with the west most collector street, west of Kenaston Boulevard, as determined by the Director of Public Works.

15. The Developer shall, pay to the City in cash, on demand, its share of the cost of the following services to be installed in Brady Road along the length of the subject property abutting the east side of Brady Road, north of Waverley Street:

    a) a 4.0m in width by 200mm in thickness portland cement concrete lane of pavement and all related works;
    b) a 1.5m in width by 100mm in thickness portland cement concrete sidewalk;
    c) street lighting in the west boulevard;
    d) landscaping in the west boulevard;

    all as determined by the Director of Public Works.

16. The Developer shall, at no expense to the City , construct and/or pay to the City, in cash, on demand the full cost of the following permanent works on Waverley Street at and in the vicinity of its intersection with the first collector street west of Kenaston Boulevard:

    a) auxiliary lanes, transitions, median opening (modifications), channelization and all related works;
    b) traffic control signals and all related works including, but not necessarily limited to pedestrian and vehicular actuation and interconnection to adjacent traffic control signals and audible pedestrian signals;

    all as determined by and to the satisfaction of the Director of Public Works.

17. The Developer shall, at no expense to the City , construct and/or pay on demand the full cost of the following permanent works on Kenaston Boulevard at and in the vicinity of its intersection with Waverley Street:

    a) auxiliary lanes, transitions, median opening (modifications), channelization and all related works;
    b) traffic control signals and all related works including, but not necessarily limited to pedestrian and vehicular actuation and interconnection to adjacent traffic control signals and audible pedestrian signals;

    all as determined by and to the satisfaction of the Director of Public Works.

18. The Developer shall, at no expense to the City, construct the four proposed roundabouts at the four intersections of collector streets and provide any property required for right-of-way necessary to accommodate same, all as determined by and to the satisfaction of the Director of Public Works.

19. The Developer shall pay all costs associated with the installation of overhead sign structures for the dual eastbound left - turn storage lanes on Waverley Street at Kenaston Boulevard and for the dual southbound left-turn storage lanes on the first collector street west of Kenaston Boulevard at Waverley Street.

20. The Developer shall, at no expense to the City, sod, and plant trees on, all boulevards fronting the Planned Area, all in accordance with City specifications and guidelines and, where required, with concept plans prepared by the Developer and submitted to, and approved by, the Director of Public Works.

21. The Developer shall, at no expense to the City , maintain the boulevard improvements for one year, in accordance with specifications approved by the Director of Public Works.

22. The Developer shall construct paved cul-de-sac vehicular turnarounds at the terminus of each temporarily dead-ended street and provide any necessary right-of-way or easements therefore, all as determined by and to the satisfaction of the Director of Public Works.

23. The Developer shall, at no expense to the City, cause to be installed standard reflectorized permanent street name signs at all new street intersections being created as a result of the subdivision.

24. The Developer shall, at no expense to the City, cause underground electrical and telephone services to be installed to serve the proposed subdivision to the satisfaction of the Director of Public Works.

25. The Developer shall pay all costs associated with the relocation of streetlights and other utilities made necessary as a result of or required to accommodate works, which are to be constructed by the Developer to serve the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

26. The Developer shall, at no expense to the City, be responsible to control and to initiate the clean-up of litter and refuse from the contractors and builders for this development, both on-site and off- site, during the installation of services and construction of houses, until completion of all construction. The clean up of litter and refuse shall be done on a regular basis as determined by the Director of Public Works. This shall include initiating action and assuming all costs in remedying the situation to the satisfaction of the Director of Public Works.

27. The Developer shall, at no expense to the City, ensure that construction traffic uses routes as determined by the Director of Public works. The Developer shall maintain, at no expense to the City, the access routes in a clean dust free condition, free of dropped and tracked-on mud, and shall undertake regular cleaning of streets until building construction, including landscaping is complete, all as determined by and to the satisfaction of the Director of Public Works.

28. The Developer shall install signs at the entrances to the subdivision, upon which is displayed a plan of the subdivision showing thereon the locations of all proposed sidewalks, public lanes, active transportation facilities, community mail boxes, parks, land drainage retention facilities, natural tree stands and multiple

family sites, collector and arterial streets and Kenaston Boulevard, Waverley Street and Brady Road.

29. The Developer shall, at no expense to the City, construct within the rear yards of all one and two family lots abutting Waverley Street, Kenaston Boulevard and the South Perimeter Highway, a uniform fence 2.0m in height, to the satisfaction of the Director of Public Works. The Developer is to permit the City to file a caveat against the title of each of these proposed lots abutting Waverley Street, Kenaston Boulevard and the South Perimeter Highway requiring the owner(s) to maintain and/or repair or replace the fence as originally constructed, to the satisfaction of the Director of Public Works.

30. The Developer shall design the subdivision such that where single family and two family residential lots back onto Waverley Street, the said lots are to be established with a minimum depth to provide a minimum rear yard set back of 15.24m. The Zoning Agreement covering these lots is to stipulate a minimum rear yard of 15.24m.

31. The Developer shall design the subdivision such that where single family and two family residential lots back onto southbound Kenaston Boulevard and the Perimeter Highway, the said lots are to be established with a minimum depth to provide a minimum rear yard set back to achieve the City's Motor Vehicle Noise Policies and Guidelines sound level limit of 65 dBA in the typical outdoor recreation area of said residential lots. The Zoning Agreement covering these lots is to stipulate this minimum rear yard.

32. Private approaches

    a) The Developer shall design the subdivision such that there are no private approaches serving single or two family residential development off residential collector streets (i.e. rights-of-way measuring 22.0m or greater in width) except where frontage roads are provided.
    b) No private approaches serving single and two family residential development will be permitted off Waverley Street.
    c) No private approaches shall be permitted off Kenaston Boulevard and Brady Road.

33. The Developer shall, at no expense to the City, construct two crosswalks (pedestrian corridors) across Waverley Street to link the greenways north and south thereof, when and as determined by, and to the satisfaction of, the Director of Public Works.

34. The Developer shall dedicate as public open space at least 8% of the land contained within the overall development area and shall, at no expense to the City landscape and construct paths within the public open space all in accordance with plans and specifications approved by the Director of Public Works.

35. Partial credit only shall be granted for linear parks along retention ponds where the sloped grade limits multi-use options, the determination of which shall be to the satisfaction of the Director of Planning, Property and Development.

36. If the City deems that the provision of irrigation or water service to the public reserve is not required, the Developer shall provide compensation in the form of site amenities of predetermined equivalent value.

37. The developer shall, at no cost to the city, provide continuous fencing for properties backing onto park space, or where trails or play equipment is anticipated to be within 10' of residential property line. Said fence to be located within private property and established by caveat to be the responsibility thereafter of the private property owner.

38. Park space development should be undertaken by the time the build out has reached 80% and completed prior to 100% build out, within that phase of the development, unless an extension of time has been previously approved by the Director of Public Works.

39. The developer shall assume responsibility for all public reserve sites until they are developed and Final Acceptance has been issued by the Director of Public Works.

40. The Developer shall, at no expense to the City, maintain the public open space improvements for a period of two years in accordance with specifications approved by the Director of Public Works.

41. Securities for Public reserve improvements shall not be released until as-built drawings have been received and accepted as complete by the Director of Public Works.

42. The Developer shall, as deemed necessary by, and at no expense to, the City, supply and install trail network signage and trail related traffic signage, on pathways and Active Transportation corridors, consistent with standards and specifications applied to similar citywide networks, and as determined by, and to the satisfaction of, the Directors of Public Works and Planning, Property, and Development.

43. Following completion of all major construction works, the Developer shall, at its cost, have the locations of the survey monuments within the Planned Area verified and, where the survey monuments have been disturbed, moved, covered, mutilated, or destroyed, have them replaced by a Manitoba Land Surveyor, who shall provide the Director of Planning, Property and Development with a certificate that all survey monuments within the Planned Area have been verified and/or replaced.

44. The Developer shall pay the full cost of all design services, including preliminary engineering studies, servicing reports, servicing criteria, construction drawings and specifications, and grading and landscaping plans and specifications, to be provided by Consultants approved by the City, for the design of the municipal services, parklands, parkways and associated works required to serve the Planned Area;

45. The Developer shall pay the full cost of construction and landscaping supervision services provided by or on behalf of the City for field inspection, preparation of progress estimates, provision of as-built drawings by March 31 of the year following substantial performance of the work, and all other consulting services related to the installation and acceptance of municipal services, and all associated works to serve the Planned Area.

46. The Developer shall pay to the City, prior to the release of the subdivision mylars for registration in the Land Titles Office, $1,200.00 plus GST per acre of the Planned Area to defray the City's administration and related costs associated with the preparation and implementation of the Development Agreement.

THIS REPORT SUBMITTED BY:

Administrative Co-ordinating Group
File No. DASZ 33/2012
April 3, 2013

Original Signed by K.T. Raban, P.Eng.
K.T. Raban, P. Eng.,
Land Development Branch

Original Signed by L. Escobar, P.Eng.
Public Works Department, Transportation Division

Original Signed by F.C. Mazur, P.Eng
F. C. Mazur, P. Eng.
Water & Waste Department

Original Signed by K. McKim
[for] D. Beaton, MLArch.
Parks, Riverbanks, & Community Initiatives Branch

This is Exhibit "I" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

PRAIRIE POINTE MC COPY

Finance No. 466-14

DEVELOPMENT AGREEMENT AG 33/12
[The City of Winnipeg Charter, Sections 259(1) and 268(1)]
Riel Community
Council Approval: May 29, 2013

BETWEEN:

THE CITY OF WINNIPEG

- and -

LADCO COMPANY LIMITED

Contents

AG 33/12
DASZ 33/2012

Finance No. 466-14

THIS AGREEMENT made in duplicate effective May 29, 2013

BETWEEN:

THE CITY OF WINNIPEG
("City")

OF THE FIRST PART,

- and -

LADCO COMPANY LIMITED
duly registered to carry on business in Manitoba
("Developer")

OF THE SECOND PART.

WHEREAS:

a) The Developer represents that it is the owner or entitled to be the owner of certain lands located within the boundaries of the City of Winnipeg as described in Schedule "A" and shown outlined on subdivision plans attached as Schedule "B-1","B-2","B-3","B-4","B-5" and "B-6" (hereinafter called the "Planned Area");

b) The Developer and the City wish to establish development conditions for the Planned Area; and

c) The City has approved subdivision plans (Schedule "B-1","B-2","B-3","B-4","B-5" and "B-6") subject to this Agreement being entered into.

NOW THEREFORE, in consideration of those approvals and the sum of ONE DOLLAR ($1.00) paid by each party to the other, the receipt and sufficiency of which is hereby acknowledged, the City and the Developer covenant and agree as follows:

1. Definitions

Unless the context otherwise requires, where used herein:

a) "Developer-Owned Land" means all the land within the Planned Area owned by the Developer or in which a beneficial interest is held by the Developer, its successors, assigns, purchasers, or nominees at any time during the term of this Agreement;

b) "Director of Public Works", "Director of Water and Waste", "Director of Planning, Property and Development", and "City Solicitor" mean the Director of Public Works, Director of Water and Waste, Director of Planning, Property and Development, and City Solicitor of the City for the time being or such other persons designated by them;

Developer's Initials: DB

City's Initials: ____

c) "Letter of Credit" means a Letter of Credit in the form shown as Schedule "F" hereto, issued by a bank licensed to carry on business in Canada, or, at the option of the City Solicitor, some other security which, in the opinion of the City Solicitor, provides equivalent immediate cash protection and which may include but is not limited to a Letter of Credit by an institution other than a bank;

d) "Planned Area" means all the land described in Schedule "A" and outlined on the plan of subdivision attached as Schedule "B" hereto;

e) "Privately Owned Land" means all the land other than City-Owned or Developer-Owned land benefiting from services installed to serve the Planned Area; and

f) "Substantial Performance" means Substantial Performance as certified by a professional engineer having delivered a Certificate of Substantial Performance in accordance with The Builders' Liens Act (Manitoba).

2. Contract Documents

The Agreement comprises the following:

a) The main body consisting of 15 pages;
b) Schedule "A" – legal description of the Planned Area;
c) Schedule "B-1","B-2","B-3","B-4","B-5" and "B-6" – plans of subdivision outlining the Planned Area;
d) Schedule "C" - special terms regarding the installation of municipal services and fee payments;
e) Schedule "D" – construction, installation and maintenance specifications;
f) Schedule "E-1","E-2","E-3","E-4","E-5" – conceptual servicing drawings for the Planned Area;
g) Schedule "F" – form of Letter of Credit; and
h) Any written variation of, or amendment or addition to, this Agreement or any of the Schedules, signed by the Developer and by or on behalf of the Director of Public Works or the Director of Water and Waste or the Director of Planning, Property and Development, all of which are and shall be binding upon the parties hereto as fully and to the same extent as if set out herein.

3. Subdivision and Zoning

a) The Developer shall, at its own cost and expense, prepare and secure approval and registration of any plan(s) of subdivision.

b) Nothing herein contained shall constitute the approval by the City of any plan(s) of subdivision, or any zoning change, variance or conditional use desired by the Developer.

Developer's Initials: ______

City's Initials: ______

4. General Instructions

a) No development, including excavation, landscaping improvements and parkland development, shall take place within or to serve the Planned Area without application to and the approval of the Director of Public Works and the Director of Water and Waste and the Director of Planning, Property and Development.

b) Before commencing any work, the Developer shall familiarize itself with all the relevant City designs and specifications, and agrees that all materials and workmanship installed or carried out by the Developer shall conform to the requirements of this Agreement, including the documents described in the Schedules to this Agreement. If there is any conflict between those requirements and the requirements of the Director of Public Works, the Director of Water and Waste, or the Director of Planning, Property and Development under this Agreement, those Directors' requirements shall apply.

c) The Developer shall grant to the Director of Public Works and the Director of Water and Waste and their delegates free and uninterrupted access to any and all parts of the Planned Area for the purpose of making inspections and taking samples of materials used in the services being installed. If any material, design or installation does not conform to this Agreement or to the requirements of the Director of Public Works, the Director of Water and Waste, or the Director of Planning, Property and Development, the applicable Director(s) may stop any further work and order the removal and replacement of unsatisfactory works.

5. Taxes

Prior to the release of the approved plan of subdivision mylars, the Developer shall pay all municipal taxes including arrears, penalties and the commuted amount of all local improvement levies outstanding, on all Developer-owned lands within the Planned Area.

6. Approvals for City-Shared Services

The Developer shall, before doing any work or supplying any materials for which the City is required to pay, in whole or in part, obtain written authorization from the City, and the City will authorize the work to proceed and the materials to be supplied, at prices agreed upon by the Director of Public Works and/or the Director of Water and Waste. The prices agreed upon shall apply to all work to be done by the Developer and paid for by the City.

Developer's Initials: ____

City's Initials: ____

7. Controls Over Installation of Municipal Services and Landscaping

a) The Developer shall not proceed with the installation of any of the improvements, municipal services or landscaping within or to serve the Planned Area until:

i) the relevant plan(s) of subdivision has/have been approved by the City and registered in the Land Titles Office, unless the commencement of such installation prior to registration is approved by the Director of Planning, Property and Development, the Director of Public Works, and the Director of Water and Waste, and a release and indemnity is provided by the Developer in a form satisfactory to the City Solicitor; and

ii) detailed engineering drawings of and specifications for the municipal services and improvements to be constructed to serve the Planned Area have been approved by the City.

b) The Developer shall not proceed with the landscaping improvements within road allowances to serve the Planned Area until drawings of and specifications for the landscaping improvements have been released for construction or approved of by the Director of Public Works.

c) The Developer agrees that where any of the improvements, municipal services and/or works provided for in this Agreement will be installed across lands owned by the Developer or private owners, the Developer shall, at its sole cost and expense, at the request of the City, obtain and provide the City with easements in a form satisfactory to the City Solicitor, to enable the City to access said lands to service, repair and maintain such improvements, municipal services or works.

8. Privately Owned Lands

a) Where privately owned lands benefit from any improvement(s) to be provided by the Developer, the City agrees to, upon written request by the Developer, endeavour to pass (a) local improvement by-law(s) in respect of those lands for said improvement.

b) If the City passes (a) local improvement by-law(s) to levy taxes against the privately owned lands described in a) above, then, upon completion of the improvement(s) or within a reasonable time following Council's approval of capital funds for the improvement(s), the City shall pay the Developer the lesser of the cost to the Developer of improving privately owned lands and the amount calculated on the basis of the City's local improvement rate prevailing upon construction completion.

c) Where the Council does not pass (a) local improvement by-law(s), the Developer agrees, notwithstanding any petition(s) against the proposed by-law(s), to install the improvement at its cost, and the City agrees to endeavour, within its powers, not to allow the owner of the privately owned lands to utilize the improvement unless and until the owner has paid its proportionate share of the cost of any such improvement, which the City further agrees to pay to the Developer.

Developer's Initials: DB

City's Initials: ______

d) The Developer agrees not to petition against, or sign or support any petition against, any local improvement to be installed under the provisions of this Agreement.

e) The Developer acknowledges that in voting on any local improvement by-law, each Councillor must vote as he or she sees fit and that the City cannot assure the Developer that City Council will pass a Local Improvement By-law.

9. <u>Planned and Orderly Development</u>

a) In order to ensure an orderly development, the Developer agrees:

i) to install wastewater sewers, land drainage sewers, and watermains required to service the Planned Area, in an orderly sequence as directed by the Director of Water and Waste; and

ii) after installing the wastewater sewers, land drainage sewers and watermains, to install the street pavements, lane pavements, sidewalks, signage and lighting required to service the Planned Area, in an orderly sequence as directed by the Director of Public Works.

b) Before applying for a building permit for a single-family or two-family lot, the Developer shall complete the sewer and water connections from the street to the property line of such lot to the satisfaction of the Director of Water and Waste.

c) Until the Developer has installed pavement in accordance with this Agreement, the Developer shall be responsible, at its own expense, for gravelling and maintaining in a passable and usable condition each street within the Planned Area to be used as an access road or upon which buildings are being constructed. The Director of Public Works shall be the sole judge as to whether a street is in passable or usable condition. Nothing contained in this subparagraph shall affect the obligation of the Developer to pave the streets as provided in this Agreement, and nothing shall obligate the City to provide snow clearance for any unpaved street being used as an access road.

d) The Developer shall not permit occupancy of any building erected on any lot in the Planned Area until:

i) such building and lot have been serviced with wastewater sewer, land drainage sewer, and water, to the satisfaction of the Director of Water and Waste; and

ii) the street on which such lot is located has been surfaced, to the satisfaction of the Director of Public Works.

e) Ornamental street lighting and permanent street signs shall be ordered by the Developer for installation within three months of completion of the pavement of, or occupancy of any building on, any street, which ever shall occur first. If the Developer is unable to arrange for the timely installation of ornamental street lights, no lot or building within the Planned Area shall be occupied until temporary lighting

Developer's Initials: DB

City's Initials: JD

satisfactory to the Director of Public Works, has been installed on the street on which it fronts, and until the Developer has provided the Director of Public Works with written evidence satisfactory to the City, that it has concluded arrangements for the installation of a permanent system of ornamental street lights for that street.

10. Insurance

The Developer shall employ contractors licensed by the City for the construction of sewers, watermains, pavement and landscaping on City streets and lanes, and each contractor shall file with the City a Contractor's Liability Insurance policy to provide evidence of coverage in amount and form satisfactory to the City.

11. Letters of Credit

a) The Developer shall indemnify and save the City harmless from and against all loss, claims, costs (including court costs), expenses and professional fees paid or incurred by the City arising out of or related to any duty or obligation imposed on the City by The Builders' Liens Act (Manitoba) in respect of any work carried out by or on behalf of the Developer pursuant to this Agreement to serve the Planned Area.

b) The Developer shall provide to the City, prior to commencement of any work under this Agreement, an irrevocable Letter of Credit in favour of the City in an amount equal to 7.5% of the value of the work, services and materials to be done, provided or supplied in performance of its obligations under this Agreement as determined by the Director of Public Works and the Director of Water and Waste, in a form satisfactory to the City Solicitor, to guarantee performance of the Developer's obligations under The Builders' Liens Act (Manitoba).

c) To guarantee the installation of the municipal services, improvements and works and the performance of all other covenants and commitments of the Developer, including commitments to make payments "on demand", the Developer agrees to provide to the City, prior to the commencement of any work under this Agreement, (an) irrevocable Letter(s) of Credit, in favour of the City, in an amount determined by the Director of Public Works and the Director of Water and Waste, and in a form satisfactory to the City Solicitor.

d) If, within 30 days of the date of expiry of a Letter of Credit, there remains, in the opinion of the Director of Public Works, the Director of Water and Waste, or the Director of Planning, Property and Development, an outstanding covenant or obligation of the Developer, including the provision of approved as-built drawings, the City may draw the full amount of that Letter of Credit or any portion thereof, unless the Developer earlier provides a replacement Letter of Credit, in which case the provisions of this paragraph shall apply to that replacement Letter of Credit and all subsequent replacement Letters of Credit. It is agreed that failure by the Developer to provide a replacement Letter of Credit shall constitute a default under this Agreement and entitle the City to draw the full proceeds of the existing Letter of

Developer's Initials: ______

City's Initials: ______

Credit without notice under Paragraph 21, and any monies held in place of a Letter of Credit may be used as provided in this Agreement in the event of default.

e) In the event of any default under or termination of this Agreement for whatever cause, the City may use the proceeds of any Letter of Credit or the amount of approved equivalent security provided by the Developer, as it sees fit to ensure the orderly completion, repair, maintenance or operation of the works within and to serve the Planned Area. The City may, at its discretion, complete, repair, maintain and/or operate such works for the purpose of completing as far as possible, the development of the Planned Area as contemplated by this Agreement, and the City shall have the right to enter upon and use any lands within the Planned Area. The extent of the work to be done by the City and the time within which it shall be completed shall be at the sole discretion of the City.

12. Tidiness

Until development has been completed within the Planned Area, the Developer covenants and agrees to maintain, at all times, at its own expense, and to the satisfaction of the Director of Public Works and the Director of Water and Waste, all unserviced Developer-owned areas in a manner so that they will not be unsightly. Such maintenance shall include leveling same to the grade of the surrounding area and the cutting of grass and weeds thereon, removal of any debris and litter, and providing proper drainage for any water that may accumulate so as to ensure public safety until servicing or final landscaping is completed, in a manner not offensive to the public view.

13. Remedies Cumulative and Not Alternative

Notwithstanding and in addition to any other remedies provided by law or available to either party in this Agreement, the other party shall, in addition and at its option, as a cumulative and not an alternative remedy, be entitled to restrain any breach and enforce compliance with any term or condition by way of an injunction applied for in the Court of Queen's Bench, in the Province of Manitoba. All of the remedies of each party hereto shall, and are hereby deemed to be cumulative and not alternative, and either party hereto may exercise any one or all of the remedies available to it under the terms hereof, or available to it by law, at any time.

14. Maintenance and Indemnities

The Developer hereby further covenants, warrants, undertakes, and agrees:

a) that subject to any other provision of this Agreement or the Schedules attached hereto, the Developer shall maintain all municipal services, works or improvements installed by the Developer pursuant to the terms of this Agreement in good operating condition for a period of one year from the date of Substantial Performance or as

Developer's Initials: ______

City's Initials: ______

may otherwise be provided in Schedule "C", and any Letter(s) of Credit posted by the Developer shall provide for all such guarantees and warranties of maintenance;

b) during the term of this Agreement, to indemnify and save harmless the City from and against all public liability, property damage claims and personal damage claims arising in respect of the construction, installation, or manner or method of construction or installation of any improvement, service or work to be constructed by the Developer, or in respect of any defect therein or caused thereby, together with all costs, charges and expenses arising by reason of or in connection with any such claims. The Developer hereby agrees to procure and maintain, at its own expense, or if the City consents, to cause any contractor installing any such improvement, work or service, to procure and maintain at its own expense, a policy of public liability and property damage insurance in an amount satisfactory to the City, and to furnish to the City a copy of such policy, showing loss payable thereunder to the Developer, the contractor and the City, as their respective interests may appear.

15. General Indemnity by the Developer

Nothing in this Agreement shall make the Developer the agent of the City. The Developer shall execute and implement the improvements, works and services referred to in this Agreement on its own behalf, in a safe and prudent manner. Accordingly, the Developer indemnifies and saves harmless the City from and against all claims, demands, actions, sums, liabilities, obligations, losses, or suits of any nature, whether at law or equity, arising at any time during the currency of this Agreement out of any matter or obligation of the Developer under the terms of this Agreement. Nothing shall extend this indemnity to any act or omission of the City.

16. Performance by the City

All of the covenants, agreements, acts and obligations of the City under this Agreement shall be undertaken only within the limits of the powers of the City from time to time. Notwithstanding anything in this Agreement, the City shall be under no higher obligation or duty than to exercise its best efforts to undertake those covenants, agreements, acts and obligations within the limits of those powers. The City shall be under no liability to the Developer, or any other person, firm or corporation, for the City's failure or inability to undertake such covenant, agreement, act or obligation, if such failure or inability is beyond the control of the City or is caused by the operation of law, and the City shall not be liable for any losses or damages suffered by the Developer as a result of the failure or inability of the City to undertake such covenant, agreement, act or obligation.

17. Extensions

Subject to Paragraph 16, should the Developer be obstructed or delayed in the prosecution or completion of any of the works herein specified by reason of the act,

Developer's Initials: ______

City's Initials: ______

neglect, delay or default of the City or any of its employees or agents, or by reason of delays in obtaining materials due to strikes, lockouts, work stoppages, or delays in transit, or for any delay by reason of act of God, war, revolution, political disturbance, fire, flood or other cause beyond the Developer's control, then the time fixed in this Agreement for the completion of work or performance of duties shall be extended for a period equal to the time lost to the Developer by reason of any or all of the causes aforesaid, provided that the Developer shall inform the City not later than the 31st day of December in each year during the currency of this agreement, of any extension or extensions of time claimed for that year.

18. Term of the Agreement

The term of this Agreement shall be from the effective date of its signing until each and every covenant of the Developer has been performed to the satisfaction of the City, unless the Agreement is terminated as provided herein.

19. Arbitration Procedure

Should a dispute arise between the Developer and the City as to any of the terms, covenants, conditions or provisions contained herein or contained in the Schedules attached hereto, or as to their interpretation or applicability, or as to any sums payable hereunder (with the exception of those matters as set out in the Agreement which are to be completed to the sole satisfaction of or decided solely by the Director of Public Works and/or the Director of Water and Waste), then the matter shall be referred to a single arbitrator, if the parties can mutually agree upon one, otherwise to a board of three arbitrators, who shall be qualified engineers or, in the case of landscaping improvements and parkland development, landscape architects. One arbitrator shall be appointed by the Developer, one arbitrator shall be appointed by the City, and the third arbitrator shall be appointed by the first two appointed arbitrators.

Should arbitration under this Agreement become necessary, then such arbitration shall be conducted subject to the provisions of The Arbitration Act (Manitoba), as amended from time to time. In the event that the parties are unable to agree upon a sole arbitrator, if the first two named arbitrators are unable to agree on the third arbitrator, either may apply to any Judge of the Court of Queen's Bench in Manitoba, upon ten days' notice in writing to the other arbitrator, and said Judge shall appoint a third arbitrator. In the event that one of the parties to this Agreement refuses or neglects to appoint its arbitrator within 30 days of the appointment of the other's arbitrator and serves written notice upon the other party requiring an appointment to be made under the terms hereof, then the arbitrator first appointed shall, after the expiry of the said 30 day period, at the request of the appointing party, act as the sole arbitrator as if appointed by all parties for the purpose. The award or determination made by the arbitrator or majority of the arbitrators (including the

Developer's Initials: OK

City's Initials:

appointment and awarding of costs of the arbitration) shall be final and binding upon the parties hereto and their respective successors and assigns.

20. Authority and Capacity to Contract

a) This Agreement shall be of no force or effect until, if required by the City Solicitor, the Developer has delivered to the City Solicitor, in a form satisfactory to the City Solicitor, such certified copies of Land Titles Office searches or such other documents as may be necessary to satisfy the City Solicitor that the Developer owns the lands to be developed within the Planned Area or has a sufficient interest in them or is otherwise in a position to effectively deal with them.

b) The Developer agrees for itself and its successors and assigns, that it will not in any way, attempt to impeach the validity of this Agreement or any part hereof, or challenge or attempt to impeach the capacity of the City to enter into this Agreement and all the provisions herein contained, provided that nothing herein shall prevent either party hereto from litigating their respective rights under this Agreement subject to the provisions in this paragraph. In the event that, notwithstanding the provisions of this paragraph, any provision of this Agreement shall be found by a court of competent jurisdiction to be void, invalid or unenforceable, it shall be severable from the rest of the Agreement, and the rest and remaining portion of the Agreement shall be valid and shall remain in full force and effect.

21. Default by the Developer

If the Developer should default under any provision of this Agreement, the City shall give the Developer notice of the particulars of the default.

If, within ten days following delivery of such notice, the Developer fails to rectify the default described in the notice to the satisfaction of the City, then the City shall be entitled to draw upon the performance security provided by the Developer, remedy the default in whole or in part, and recover from the Developer any costs thereof in excess of that performance security to rectify such breach or default. Alternatively, the City shall be entitled to seek an injunction to restrain any breach, to enforce any term or condition of this Agreement, or to seek a declaration terminating this Agreement for non-performance, or any and all such remedies (which remedies are hereby acknowledged as being cumulative and not alternative), provided that if the Agreement is terminated by virtue of the Developer's default, the parties hereto agree that the City shall not be liable for any loss or damage that may be suffered by the Developer as a result of such termination. The parties hereto further covenant and agree that the City, in any such event, shall not be liable for any loss or damage suffered by any other person, firm or corporation by virtue of such termination, and the Developer for itself and its successors and assigns, indemnifies and saves harmless the City and its successors and assigns from any claim or demand from any person, firm or corporation which may suffer loss or damage by reason of the termination of this Agreement because of the Developer's failure or default.

22. General Provisions

a) This Agreement shall not be assignable by the Developer without the consent of the City first being obtained in writing, which consent shall not be unreasonably withheld.

b) Any party to this Agreement may waive the performance of any obligation to be performed for its benefit by the other party, provided that the waiver is in writing, and provided further that any such waiver shall extend only to the breach waived or performance excused, and shall in no way be deemed to be a continuing waiver of such provision or any other term or provision of this Agreement.

c) The headings of the paragraphs in this Agreement are inserted for convenience only, and shall in no way define, limit, restrict or describe the scope or intent of this Agreement, or affect its terms and provisions.

d) Any notice required to be given by either of the parties, except where otherwise specifically provided, shall be deemed to have been legally delivered if:

i) Delivered personally to the City at:

The City of Winnipeg
Legal Services Department
3rd Floor, 185 King Street
Winnipeg, Manitoba R3B 1J1
Attention: Director of Legal Services and City Solicitor

Delivered personally to the Developer at:
Ladco Company Limited
200-40 Lakewood Blvd.
Winnipeg, Manitoba R2J 2M6
Attention: Vice President, Development

or

ii) Faxed to the City or to the Developer at the following respective fax numbers:

City: 204 947 9155
Developer: 204 257 7824

or

iii) Sent by registered mail to the City or to the Developer at the above-noted addresses.

If personally delivered or faxed, notice will be deemed to have been received as of the date of such personal delivery or fax transmission.

If sent by registered mail, notice will be deemed to have been received on the fifth business day after the day of mailing.

Developer's Initials: ______

City's Initials: ______

e) This Agreement shall be read with such changes of number or gender as the context may require.

f) If the Developer is more than one person or entity, the covenants of the Developer shall be deemed joint and several.

g) This Agreement shall be interpreted under and is governed by the laws of the Province of Manitoba and of Canada as applicable, and except where provision for arbitration is specifically provided for in this Agreement, is subject to the exclusive jurisdiction of the courts of the Province of Manitoba.

h) Every provision of this Agreement by which the Developer is obligated in any way shall be deemed to include the words “at the expense of the Developer and at no expense to the City” unless the context otherwise requires.

i) References in this Agreement to any statute or any provision thereof include such statute or provision thereof as amended, revised, re-enacted and/or consolidated from time to time and any successor statute thereto.

j) This Agreement and the Schedules annexed to and forming a part of this Agreement, set forth all of the covenants, promises, agreements, conditions and understandings between the Developer and the City, and there are no covenants, promises, agreements, conditions or understandings, either oral or written, between them other than as set forth in this Agreement. Except as otherwise provided in this Agreement, no subsequent alteration, amendment, change or addition to this Agreement shall be binding upon the Developer or the City unless reduced to writing and signed by both of them. It is further understood and agreed that all of the agreements and provisions contained in this Agreement are to be construed as covenants on the part of the party so agreeing to them.

k) This Agreement may be executed in any number of counterparts, each of which shall be an original, and all of which, together, shall constitute one and the same instrument.

l) This Agreement and everything herein contained shall ensure to the benefit of and be binding upon the successors and assigns of the City and the heirs, executors, administrators, successors and assigns of the Developer.

m) Time shall be of the essence of this Agreement.

23. <u>Payments</u>

Unless otherwise provided in this Agreement:

a) Where, under this Agreement, the Developer is required to make a payment to the City based upon a standard City rate, if that rate is changed prior to payment by the Developer, the payment shall be recalculated and payable at the new rate.

Developer's Initials: ______

City's Initials: ______

b) Where, under this Agreement, the Developer is required to make a payment to the City "on demand", if it is not paid within 14 days of that demand, interest shall be payable to the City, from expiry of the 14 days to the date of payment, at a rate of interest equal to the average borrowing rate paid by the City over that period.

c) Where any payment due to the City is not payable on demand or based on a standard City rate and is not paid during the year of execution of the Agreement, it shall be recalculated by the Director of Public Works and/or the Director of Water and Waste and payable in an equivalent amount in then current dollars based on the then current Statistics Canada Cost of Living Index.

d) All payments required by this Agreement are subject to Goods and Services Tax (5%).

SIGNED, SEALED AND DELIVERED this 10th day of December, 2014

BY: **THE CITY OF WINNIPEG**

Per: ____________________
for Director of Planning, Property and Development

AND this (1) 18th day of (1) November, 2014

BY: **LADCO COMPANY LIMITED**

Per *(signature)*: (2) ____________________

Name *(print)*: (3) David Borger

Title *(print)*: (4) VP Development (5) *(affix corporate seal)*

(5) ____________________
WITNESS *(signature)*:

(6) Peter Muir
Name *(print)*:

(7) 200 40 Lakewood
Address *(print)*:
WPG R2J 2M6

Per *(signature)*: (1) ____________________

Name *(print)*: (2) Michael Carruthers

Title *(print)*: (3) Assistant Secretary

I/We have authority to bind Ladco Company Limited

Developer's Initials: ______

City's Initials: ______

CERTIFIED as to engineering details:

Planning, Property and Development Department
Land Development Branch

Legally Reviewed and Certified as to Form:

Nov 27/2014

for Director of Legal Services and City Solicitor

CERTIFIED as to engineering details:

Water and Waste Department

CERTIFIED as to engineering details:

C7Desjardins 2014-06-13

Public Works Department
Transportation Division

CERTIFIED as to parks details

Planning, Property and Development Department
Urban Design

GJ/gj

SCHEDULE "A"

LEGAL DESCRIPTION

SCHEDULE "B-1"

LOTS 1 TO 86, BLOCK 1, LOTS 1 TO 36, BLOCK 2, LOTS 1 TO 51, BLOCK 3, LOTS 1 TO 18, BLOCK 4, LOTS 1 TO 10, BLOCK 5, BLOCKS 6 TO 10, AND LOTS 1 AND 2, BLOCK 11, PUBLIC RESERVES "A", "B" AND "C" AND ALL PUBLIC RIGHTS-OF-WAY PLAN (DEPOSIT NO. 1568-2013) ________ WLTO
IN O.T.M. LOTS 117 TO 121 PARISH OF ST. NORBERT

SCHEDULE "B-2"

LOTS 1 AND 2 BLOCK 1, LOTS 1 TO 5 BLOCK 2, AND LOTS 1 TO 7 BLOCK 3, AND ALL PUBLIC RIGHTS-OF-WAY PLAN (DEPOSIT NO. 1572-2013) ________ WLTO
EXC OUT OF ALL THAT PORTION OF OTM LOT 108 PARISH OF ST NORBERT LYING SOUTH OF A STRAIGHT LINE DRAWN FROM A POINT IN THE EASTERN LIMIT OF SAID LOT DISTANT SLY THEREON 87.78 FEET FROM THE NORTHERN LIMIT OF SAID LOT TO A POINT IN THE WESTERN LIMIT OF SAID LOT DISTANT SLY THEREON 175.56 FEET FROM SAID NORTHERN LIMIT: ALL MINES AND MINERALS INCLUDING MINERAL OIL AND NATURAL GAS AS SET FORTH IN TRANSFER NO. A97686 WLTO
IN O.T.M. LOTS 108 AND 115 TO 119 PARISH OF ST. NORBERT

SCHEDULE "B-3"

LOTS 1, 2 AND 3 BLOCK 1, BLOCKS 2 TO 6, LOTS 1 AND 2 BLOCK 7, BLOCK 8, LOTS 1 AND 2 BLOCK 9, AND BLOCK 10, PUBLIC RESERVES "A", "B" AND "C' AND ALL PUBLIC RIGHTS-OF-WAY PLAN (DEPOSIT NO. 1570-2013) ________ WLTO
IN O.T.M. LOTS 108 AND 115 TO 121 PARISH OF ST. NORBERT

Developer's Initials: ________

City's Initials: ________

LEGAL DESCRIPTION

SCHEDULE "B-4"

LOTS 1 TO 4 BLOCK 1, LOTS 1 AND 2 BLOCK 2, AND BLOCKS 3 TO 7, PUBLIC RESERVES "A", "B", "C" AND "D" AND ALL PUBLIC RIGHTS-OF-WAY
PLAN (DEPOSIT 1571/2013) ____________ WLTO
EXC OUT OF ALL THAT PORTION OF OTM LOT 108 PARISH OF ST NORBERT LYING SOUTH OF A STRAIGHT LINE DRAWN FROM A POINT IN THE EASTERN LIMIT OF SAID LOT DISTANT SLY THEREON 87.78 FEET FROM THE NORTHERN LIMIT OF SAID LOT TO A POINT IN THE WESTERN LIMIT OF SAID LOT DISTANT SLY THEREON 175.56 FEET FROM SAID NORTHERN LIMIT WHICH LIES NORTH OF THE NORTHERN LIMIT OF DRAIN PLAN (DEPOSIT 1178/2013) ___________ WLTO: ALL MINES AND MINERALS INCLUDING MINERAL OIL AND NATURAL GAS AS SET FORTH IN TRANSFER NO. A97686 WLTO, AND
EXC OUT OF ALL THAT PORTION OF OTM LOTS 104 TO 1O6 OF SAID PARISH: ALL MINES AND MINERALS AS SET FORTH IN TRANSFER NO. A37539 WLTO, AND
EXC OUT OF ALL THAT PORTION OF SAID DRAIN PLAN (DEPOSIT 1178/2013) __________ WLTO: ALL MINES, MINERALS AND OTHER MATTERS AS SET FORTH IN THE CROWN LANDS ACT
IN O.T.M. LOTS 102 TO 108 AND 115 PARISH OF ST. NORBERT

SCHEDULE "B-5"

BLOCKS 1 TO 6, LOTS 1, 2 AND 3 BLOCK 7, BLOCKS 8, 9 AND 10, LOTS 1 TO 4 BLOCK 11, LOTS 1 AND 2 BLOCK 12, AND BLOCKS 13 TO 21, PUBLIC RESERVES 'A', "B", "C", "D" AND "E" AND ALL PUBLIC RIGHTS-OF-WAY PLAN (DEPOSIT NO. 1569-2013) ________ WLTO
EXC OUT OF ALL THAT PORTION OF OTM LOT 108 PARISH OF ST NORBERT LYING SOUTH OF A STRAIGHT LINE DRAWN FROM A POINT IN THE EASTERN LIMIT OF SAID LOT DISTANT SLY THEREON 87.78 FEET FROM THE NORTHERN LIMIT OF SAID LOT TO A POINT IN THE WESTERN LIMIT OF SAID LOT DISTANT SLY THEREON 175.56 FEET FROM SAID NORTHERN LIMIT WHICH LIES NORTH OF THE NORTHERN LIMIT OF DRAIN PLAN (DEPOSIT 1178/2013) __________ WLTO: ALL MINES AND MINERALS INCLUDING MINERAL OIL AND NATURAL GAS AS SET FORTH IN TRANSFER NO. A97686 WLTO, AND
EXC OUT OF ALL THAT PORTION OF OTM LOTS 104 TO 1O6 OF SAID PARISH: ALL MINES AND MINERALS AS SET FORTH IN TRANSFER NO. A37539 WLTO, AND
EXC OUT OF ALL THAT PORTION OF SAID DRAIN PLAN (DEPOSIT 1178/2013) _________ WLTO: ALL MINES, MINERALS AND OTHER MATTERS AS SET FORTH IN THE CROWN LANDS ACT
IN O.T.M. LOTS 102 TO 108 AND 115 PARISH OF ST. NORBERT

Developer's Initials: ________

City's Initials: ________

LEGAL DESCRIPTION

SCHEDULE "B-6"

BLOCKS 1 TO 9, AND LOTS 1, 2 AND 3 BLOCK 10 AND ALL PUBLIC RIGHTS-OF-WAY PLAN (DEPOSIT NO. 1573-2013) ________ WLTO
EXC OUT OF ALL THAT PORTION OF OTM LOT 108 PARISH OF ST NORBERT LYING SOUTH OF A STRAIGHT LINE DRAWN FROM A POINT IN THE EASTERN LIMIT OF SAID LOT DISTANT SLY THEREON 87.78 FEET FROM THE NORTHERN LIMIT OF SAID LOT TO A POINT IN THE WESTERN LIMIT OF SAID LOT DISTANT SLY THEREON 175.56 FEET FROM SAID NORTHERN LIMIT: ALL MINES AND MINERALS INCLUDING MINERAL OIL AND NATURAL GAS AS SET FORTH IN TRANSFER NO. A97686 WLTO
IN O.T.M. LOTS 108 AND 115 TO 120 PARISH OF ST. NORBERT

Developer's Initials: ________

City's Initials: ________

AG 33/2012
DASZ 33/2012

SCHEDULE "C"

SPECIAL TERMS

Contents

Paragraph | Page

SCHEDULE "C"
SPECIAL TERMS

SECTION I – SERVICING

1. Wastewater Sewers

The Developer shall, at no expense to the City, construct all wastewater sewers required to service the Planned Area, as determined by and to the satisfaction of the Director of Water and Waste.

2. Watermains

The Developer shall, at no expense to the City, construct all watermains required to service the Planned Area, as determined by and to the satisfaction of the Director of Water and Waste.

3. Lot Line Connections

a) The Developer shall, at no expense to the City, construct and install wastewater and water building services from the wastewater sewer and watermain, to service all single-family and two-family lots within the Planned Area, as determined by and to the satisfaction of the Director of Water and Waste.

b) The Developer shall ensure that each sewer service remains plugged from installation until the foundation excavation has been backfilled and the roof of the dwelling has been sheathed, after which the house sewer may be connected. The Developer hereby indemnifies the City against all actions, claims, demands, damages, losses, and costs, including legal and court costs, suffered or incurred by the City arising out of any failure to do so.

c) The Developer shall replace or repair any water or sewer service found to be defective within one year following the date the water is turned on for domestic use, and shall pay the City any cost incurred by the City arising out of any such defect.

4. Regional Stormwater Management Facilities

a) The Developer shall construct naturalized Regional Stormwater Management Facilities within the Planned Area, in accordance with the "Criteria for Stormwater Management" (adopted by City Council on April 25, 2001), as determined by, and to the satisfaction of the Director of Water and Waste.

Developer's Initials: ______

City's Initials: ______

b) The Developer shall provide, prior to construction, a separate Letter of Credit in the amount of 15% of the construction cost of the Regional Stormwater Management Facilities and associated appurtenances, to the satisfaction of the Director of Water and Waste. The City shall release this separate Letter of Credit to the Developer upon issuance of the Final Acceptance Certificate.

c) The Developer shall, at no expense to the City, grade, level, and vegetate the public land components of the stormwater retention basins in accordance with construction plans and specifications approved, prior to installation, by the Director of Water and Waste and the Director of Public Works.

d) Notwithstanding any other provision of this Agreement regarding a warranty period, the Developer shall be responsible for the maintenance of the stormwater retention basins, including naturalized channels, for five years as determined by and to the satisfaction of the Director of Water and Waste.

e) The Developer shall enter into an easement agreement to caveat all private lots abutting the stormwater retention basins, outlining the special conditions for the maintenance of the vegetated areas at the rear of the private lots as determined by and to the satisfaction of the Director of Public Works.

f) The Developer shall, at no expense to the City, develop a performance specification for the stormwater retention basins, to the satisfaction of the Director of Public Works, which assesses the constructed wetlands vegetative condition. The Developer shall also conduct routine vegetation assessments for five years following construction of the stormwater retention basins, to determine whether the wetland vegetation is meeting performance specifications, and shall take appropriate remedial action, where necessary, as determined by the Director of Public Works.

g) As a condition of issuance of a Final Acceptance Certificate, the Developer shall, at no expense to the City, develop an operation manual for the stormwater retention basins that will ensure the long-term viability of the wetland by maximizing ecological benefits and minimizing maintenance, to the satisfaction of the Director of Public Works.

5. Land Drainage Sewers

The Developer shall, at no expense to the City, construct all land drainage sewers required to service the Planned Area as determined by and to the satisfaction of the Director of Water and Waste.

Developer's Initials: ________

City's Initials: ________

6. Lot Grading

a) Prior to the issuance of building permits, the Developer shall, at no expense to the City:

(i) submit to the City, for approval, a lot grading plan for the Planned Area, prepared by a municipal engineer; and

(ii) construct all swales, catchbasins, and leads necessitated by the approved lot grading plan.

b) Upon registration of the approved plan of subdivision mylars in the Land Titles Office, the Developer shall, at no expense to the City, provide to the City all easements the City considers necessary with respect to the installation, construction, maintenance, and replacement of swales, catchbasins, and leads for drainage of the Planned Area.

7. Pavement

a) The Developer shall, at no expense to the City, construct 150-mm-thick portland cement concrete pavements to widths of 7.5 m, and 200-mm-thick portland cement concrete pavements to widths of 8.0 m and 10.0 m, and all related works, including drainage facilities, in all streets within the Planned Area, all as determined by and to the satisfaction of the Director of Public Works.

b) The Developer shall, at no expense to the City, construct 150-mm-thick portland cement concrete pavements to widths of 6.0 metres, and all related works, including drainage facilities, within the proposed frontage roads within the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

c) The Developer shall, at no expense to the City, construct 150-mm-thick portland cement concrete pavements to widths of 6.0 metres, and all related works, including drainage facilities, within the proposed public lanes serving multi-family residential and commercial development lots within the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

d) The Developer shall, at no expense to the City, construct 150-mm-thick portland cement concrete pavements to widths of 5.0 metres, and all related works, including drainage facilities, within the proposed public lanes serving

Developer's Initials: DB

City's Initials: ______

single- or two-family residential lots, except for those public lanes that will be used as public walkways located to the rear of or flanking the visitable housing lots within the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

8. Sidewalks

The Developer shall, at no expense to the City, construct 1.5-m-wide by 100-mm-thick portland cement concrete sidewalks on the standard alignment, 0.3 m off the property line, along both sides of the streets within the Planned Area with rights-of-way measuring 22.0m in width or greater, except where frontage roads are constructed, as determined by and to the satisfaction of the Director of Public Works.

9. Improvements at Intersection of Waverley Street and Skyline Drive

The Developer shall, at no expense to the City, construct and/or pay to the City, in cash, on demand the cost of constructing in portland cement concrete pavement, eastbound and westbound left turn storage lanes and upstream transitions on Waverley Street at its intersection with Skyline Drive, as determined by the Director of Public Works.

10. Improvements at Intersection of Waverley Street and Ken Oblik Drive

The Developer shall, at no expense to the City, construct and/or pay to the City, in cash, on demand, the full cost of the following permanent works on Waverley Street at and in the vicinity of its intersection with Ken Oblik Drive:

a) auxiliary lanes, transitions, median openings and modifications, channelization and all related works; and

b) traffic control signals and all related works including, but not necessarily limited to pedestrian and vehicular actuation and interconnection to adjacent traffic control signals and audible pedestrian signals,

all as determined by and to the satisfaction of the Director of Public Works.

Developer's Initials: ____

City's Initials: ____

11. Brady Road Improvements

The Developer shall pay to the City, on demand, its share of the cost of the following surface works to be installed in Brady Road, along the full length of the Planned Area abutting the east side of Brady Road:

a) a 4.0-m-wide by 200-mm-thick lane of Portland cement concrete pavement and all related works (Pavement);

b) a 1.5-m-wide by 100-m-thick Portland cement concrete sidewalk (Sidewalk);

c) street lighting in the east boulevard (Street Lighting); and

d) landscaping in the east boulevard (Landscaping).

Based on the 2014 Regional Rate, that share is calculated as follows:

a)	Pavement (3,284 ft. X $345.00/ft.) =	$1,132,980.00
b)	Sidewalk (3,284 ft. X $50.00/ft.) =	164,200.00
c)	Street Lighting (3,284 ft. X $40.00/ft.) =	131,360.00
d)	Landscaping (3,284 ft. X $40.00/ft.) =	131,360.00
	GST (5%)	77,995.00
	Total	**$1,637,895.00**

12. Improvements at Intersection of Kenaston Boulevard and Waverley Street

The Developer shall, at no expense to the City, construct and/or pay to the City, in cash, on demand, the full cost of the following permanent works on Kenaston Boulevard, at and in the vicinity of its intersection with Waverley Street:

a) auxiliary lanes, transitions, median openings and modifications, channelization and all related works; and

b) traffic control signals and all related works including, but not necessarily limited to pedestrian and vehicular actuation and interconnection to adjacent traffic control signals and audible pedestrian signals,

all as determined by and to the satisfaction of the Director of Public Works.

Developer's Initials: DB

City's Initials: ________

13. Construction of Roundabouts

The Developer shall, at no expense to the City, construct the four proposed roundabouts at the four intersections of collector streets and provide any property required for right-of-way necessary to accommodate same, all as determined by and to the satisfaction of the Director of Public Works.

14. Overhead Signage

The Developer shall, at no expense to the City, construct and/or pay to the City, in cash, on demand, all costs associated with the following overhead sign structures:

a) The dual eastbound left-turn storage lanes on Waverley Street and Kenaston Boulevard; and

b) the dual southbound left-turn storage lanes on Eaglewood/Ken Oblik Drive at Waverley street,

all as determined by and to the satisfaction of Director of Public Works.

15. Boulevards, Medians, and Islands

a) The Developer shall, at no expense to the City, sod, and plant trees on, all boulevards within the Planned Area, all in accordance with City specifications and guidelines and, where required, with concept plans prepared by the Developer and submitted to, and approved by, the Director of Public Works.

b) The Developer shall, at no expense to the City, install interlocking paving stones and/or sod and/or trees on all cul-de-sac islands, center medians, and frontage-road medians, as determined by and to the satisfaction of the Director of Public Works.

c) The Developer shall, at no expense to the City, maintain the boulevard, median, and island improvements for a period of one year, in accordance with specifications approved by the Director of Public Works.

Developer's Initials: OM

City's Initials: [initials]

16. Temporarily Dead-Ended Streets

a) The Developer shall, at no expense to the City, construct a paved cul-de-sac-style vehicle turnaround at the terminus of each temporarily dead-ended street within the Planned Area, and provide any rights-of-way or easements necessary to accommodate same, all as determined by and to the satisfaction of the Director of Public Works.

b) The Developer shall, at no expense to the City, erect and maintain barricades and signage, across the full width of any streets which are temporarily dead-ended due to phasing of development, immediately upon completion of the paving or when house construction has begun, whichever is sooner, as determined by and to the satisfaction of the Director of Public Works.

17. Street Name Signs

The Developer shall, at no expense to the City, cause to be installed standard, reflectorized, permanent street-name signs at each new intersection within or adjacent to the Planned Area, as determined by the Director of Public Works.

18. Utilities

a) The Developer shall, at no expense to the City, cause to be installed ornamental street lights in all streets within the Planned Area, to the satisfaction of the Director of Public Works.

b) The Developer shall, at no expense to the city, cause to be installed underground electrical and telephone services to serve the Planned Area, to the satisfaction of the Director of Public Works.

c) The Developer shall pay all costs associated with the relocation of street lights and other utilities made necessary as a result of, or required to accommodate, the works to be constructed by the Developer to serve the Planned Area, as determined by and to the satisfaction of the Director of Public Works.

19. Litter and Refuse Control and Cleanup

The Developer shall, at no expense to the City, initiate and control the regular cleanup of litter and refuse from the contractors and builders for this

Developer's Initials: OB

City's Initials:

development, both on-site and off-site, during the installation of services and construction of buildings, until completion of all construction, as determined by and to the satisfaction of the Director of Public Works.

20. Vehicular Access and Construction Traffic

a) The Developer shall, at no expense to the City, ensure that two paved means of vehicular access are available at all times to each stage of development of the Planned Area, to the satisfaction of the Director of Public Works. This may require the construction of temporary roadways and the provision of easements or rights-of-way.

b) The Developer shall, at no expense to the City:

(i) ensure that construction traffic uses access routes determined by the Director of Public Works;

(ii) maintain those access routes in a clean, dust-free condition, free of dropped and tracked-on mud; and

(iii) undertake the regular cleaning, including, but not limited to, scraping and sweeping, of those access routes and all streets within the Planned Area; until building construction, including landscaping, is complete, and all as determined by and to the satisfaction of the Director of Public Works.

21. Development Information Signs

The Developer shall, at no expense to the City, obtain approval of and install, and subsequently maintain, at the entrances to the Planned Area, development information signs showing the Planned Area, including the location of all proposed sidewalks, public lanes, active transportation facilities, proposed community mail-box sites, parks, land drainage retention facilities, natural tree stands, multi-family sites, collector and arterial streets and Kenaston Boulevard, Waverley Street and Brady Road, all with the approval of, and to the satisfaction of, the Director of Planning, Property and Development.

Developer's Initials: ____

City's Initials: ____

22. Noise-Attenuation Fence

The Developer shall, at no expense to the City, construct, within the rear yards of all single-family lots and two-family lots abutting Waverley Street, Kenaston Boulevard, and the South Perimeter Highway, a uniform, 2.0-m in height, noise-attenuation fence, as determined by and to the satisfaction of the Director of Public Works, and permit the City to file a caveat against the title of each such lot, requiring the owner(s) to maintain and/or repair and/or replace the fence as originally constructed, to the satisfaction of the Director of Public Works.

23. Rear Yard Setbacks

a) All single-family residential lots and two-family residential lots backing onto Waverley Street shall be of sufficient depth to provide a minimum rear yard setback of 15.24m, and the Zoning Agreement covering those lots shall stipulate a minimum rear yard of 15.24m.

b) All single-family residential lots and two-family residential lots backing onto southbound Kenaston Boulevard and the South Perimeter Highway shall be of sufficient depth to provide a minimum rear yard setback to achieve the City's Motor Vehicle Noise Policies and Guidelines sound level limit of 65 dBA in the typical outdoor recreation area of those lots, and the Zoning Agreement covering those lots shall stipulate this minimum rear yard setback.

24. Restrictions on Private Approaches

There shall be no private approaches:

a) serving single-family residential development off residential collector streets (i.e. rights-of-way 22.0 m or wider), except where frontage roads are provided;

b) serving single-family or two-family residential development off Waverley Street;

c) off Kenaston Boulevard; and

d) off Brady Road.

25. Installation of Pedestrian Corridors

The Developer shall, at no expense to the City, construct two at grade crosswalks across Waverley Street to provide a pedestrian link to the north and south greenways, as determined by and to the satisfaction of the Director of Public Works.

26. Public Reserve

a) The Developer shall dedicate as public open space at least 8% of the land contained within the overall development area and shall, at no expense to the City landscape and construct paths within the planned open space all in accordance with plans and specifications as approved by the Director of Public Works.

b) If the City deems that the provision for irrigation or water service to the public reserve is not required, the Developer shall provide compensation in the form of site amenities of an equivalent value, as determined by and to the satisfaction of the Director of Public Works.

c) The Developer shall, at no expense to the City, erect continuous fencing for properties backing onto public reserve, or where trails and play equipment is anticipated to be within 10 feet of residential property line, and permit the City to file a caveat against the title of each such lot, requiring the owner(s) to maintain and/or repair and/or replace the fence to the satisfaction of the Director of Public Works and the Director of Planning, Property, and Development.

d) The Developer shall commence construction of the public reserve lands by the time build out has reached 80%, and completed prior to 100% build out, within that phase of the development, unless an extension of time has been previously approved by the Director of Public Works.

e) The Developer shall assume responsibility for all public reserve sites until they are developed and Final Acceptance has been approved by the Director of Public Works.

f) The Developer shall, at no expense to the City, maintain the public reserve improvements for a period of two years in accordance with specifications approved by the Director of Public Works. The City also reserves the right to impose longer maintenance terms for amenities and features that the Director of Public Works deems to be beyond their standard scope of development.

g) The Developer shall, prior to the release of securities for public reserve improvements, submit as-built drawings to and obtain acceptance of the drawings as complete from the Director of Public Works.

27. Active Transportation Corridors

The Developer shall, as deemed necessary by, and at no expense to, the City, supply and install trail network signage and trail-related traffic signage, on pathways and Active Transportation corridors, consistent with standards and specifications applied to similar citywide networks, and as determined by and to the satisfaction of the Directors of Public Works and Planning, Property, and Development.

28. Survey Monuments

Following completion of all major construction works, the Developer shall at its cost have the locations of the survey monuments within the Planned Area verified and, where the survey monuments have been disturbed, moved, covered, mutilated or destroyed, shall have them replaced by a Manitoba Land Surveyor. The Developer shall ensure that the Manitoba Land Surveyor provides the Director of Planning, Property and Development with a certificate stating that all survey monuments within the Planned Area have been verified and/or replaced, as the case may be.

29. Building Permit Restriction

The maximum number of building permits issued by the City for the Planned Area shall not exceed 1,200 units until such time that the construction of a school begins in the Waverley West area, as determined by the Director of Planning, Property and Development.

Developer's Initials: DB

City's Initials: ________

SECTION II – LAND ACQUISITION AND DEDICATION

1. Stormwater Impoundments and Public Reserve

The Developer shall, upon registration of the approved plans of subdivision in the Land Titles Office, convey to the City:

(i) Public Reserves "A", "B" and "C" as shown on Schedule "B-1";
(ii) Public Reserves "A", "B" and "C" as shown on Schedule "B-3";
(iii) Public Reserves "A", "B" , "C" and "D" as shown on Schedule "B-4"; and
(iv) Public Reserves "A", "B", "C", "D" and "E" as shown on Schedule "B-5",

for public open space and stormwater impoundment purposes.

The total area of the above Public Reserves is calculated as 82.49 acres.

2. Public Reserve Dedication

a) The minimum required Public Reserve Dedication is calculated as follows:

Total size of the Planned Area	636.13 acres
Less Regional Road right-of-way	(22.84) acres
Less Stormwater Retention Basin (Water Component @ NWL)	(24.99) acres
Less Stormwater Retention Basin (Land Component)	(6.25) acres
Net land subject to dedication	582.05 acres
Dedication required (582.05 acres X 8%)	**46.56 acres**

b) The Park Dedication provided is calculated as follows:

Total Public Reserve area	82.49 acres
Less Stormwater Retention Basin (Water Component @ NWL)	(24.99) acres
Less Stormwater Retention Basin (Land Component)	(6.25) acres
Net Park Dedication provided	**51.25 acres**

c) The minimum Park Dedication requirements are considered satisfied.

Developer's Initials: OB

City's Initials: [illegible]

3. Public Reserve Frontage

a) The total frontage required for the Public Reserve area is calculated as follows:

45.56 acres X 100 ft./acre	4,556 feet

b) The actual frontage provided is 7,300 feet

c) The frontage requirements are considered satisfied.

SECTION III – COSTS AND FEES

1. By-laws and Approvals

The Developer shall pay all of its and the City's costs, fees, and expenses associated with the preparation and attainment of approval for registration of the Zoning By-law(s) and plan(s) of subdivision, including all Municipal Board, Land Titles Office, and other fees and expenses, all survey, engineering, landscape architecture and advertising fees and costs, and all expenses incidental to the preparation of this Agreement and the physical development of the Planned Area.

2. Professional Fees

a) The Developer shall pay the full cost of all design services, including preliminary engineering studies, servicing reports, servicing criteria, construction drawings and specifications, and grading and landscaping plans and specifications, to be provided by Consulting Engineer(s) and Landscape Architect(s) approved by the City, for the design of the municipal services, parklands, parkways, and associated works required to serve the Planned Area.

b) The Developer shall pay the full cost of construction and landscaping supervision services provided by or on behalf of the City for field inspection, preparation of progress estimates, provision of as-built drawings by March 31 of the year following substantial performance of the work, and all other engineering and landscape architectural consulting services related to the installation and acceptance of municipal services, the parkland improvement, and all associated works to serve the Planned Area.

3. Administration Fees

a) The Developer shall pay to the City, in total $801,524, to defray the City's administration and related costs associated with the preparation and implementation of this agreement, calculated as follows:

636.13 acres X $1,200.00 per acre =	$763,356.00
G.S.T. (5%) =	38,168.80
Total	**$801,524.00**

b) The Developer shall pay to the City, prior to the release of subdivision mylars, the sum of $186,808 representing the share of administration fess attributable, on an area basis to the Waverley Street right-of-way, parkland area and first phase of development, calculated as follows:

Area of Waverley Street right-of-way	22.84 acres
Area of Parkland	82.49 acres
Area of Phase I	42.93 acres
Total Area	**148.26 acres**

148.26 acres X $1,200 per acre =	$177,912.00
GST (5%) =	8,896.00
Total	**$186,808.00**

c) The remaining $614,716 shall be paid in stages, based on the phasing of the development as follows:

(i) For all single-family residential phases, payment shall be made prior to the release of subdivision mylars establishing lot lines for each phase of the development.

(ii) All the following commercial sites:

- Lots 1 and 2 Block 1, Lots 1, 2, 3, 4 and 5 Block 2, and Lots 1, 2, 3, 4, 5, 6 and 7 Block 3 on Schedule "B-2" (Deposit No. 1572-2013)

payment shall be made prior to the issuance of a building permit for each site;

Developer's Initials: ________

City's Initials: ________

(iii) For the following multi-family sites:

- Block 7 and Block 2, Block 11 on Schedule "B-1" (Deposit No 1568-2013);
- Lots 2 and 3 Block 1, Block 7, Lot 2 Block 9 and Block 10 on Schedule "B-3" (Deposit No. 1570-2013);
- Lots 1, 2, 3 and 4 Block 1 and Lots 1 and 2, Block 2 on Schedule "B-4" (Deposit No. 1571-2013);
- Lots 1, 2 and 3 Block 7, Block 10, Lots 1, 2 and 3 Block 11, and Lot 2 Block 12 on Schedule "B-5" (Deposit No. 1569-2013); and
- Lots 2 and 3 Block 10 on Schedule "B-6" (Deposit No. 1573-2013),

payment shall be made prior to the issuance of a building permit for each site.

Developer's Initials: ________

City's Initials: ________

SCHEDULE "D"

CONSTRUCTION, INSTALLATION AND MAINTENANCE SPECIFICATIONS

The Developer acknowledges and agrees that:

a) Documents to be obtained:

Before commencing construction, installation and maintenance of the respective works required by this Agreement, it must obtain from the City the latest revision of the following City documents:

(i) *Standard Construction Specifications*;

(ii) *Water and Sewer Standards Manual*;

(iii) *Boulevard Tree Planting Guidelines as Required Under Development Agreements*;

and

(iv) *Parks Construction Specifications and Details*,

each of which documents is hereby incorporated in this Agreement as fully and to the same extent as if attached as a schedule to this Agreement.

b) Roads, Lanes and Sidewalks:

The *Standard Construction Specifications* apply as minimum standards to all construction, installation and maintenance of roads, lanes, sidewalks, and appurtenances thereto, and all materials supplied for those purposes.

c) Sewers and Watermains:

The *Standard Construction Specifications* and the *Water and Sewer Standards Manual* apply as minimum standards to all construction, installation and maintenance of sewers, watermains, and appurtenances thereto, and all materials supplied for those purposes.

d) Landscaping Improvements:

The *Standard Construction Specifications, Boulevard Tree Planting Guidelines as Required Under Development Agreements*, and *Parks Construction Specifications and Details* apply as minimum standards to all construction, installation and maintenance of landscaping improvements within road allowances, parks and public reserves.

Developer's Initials: ______

City's Initials: ______

AG 33/12
DASZ 33/2012

SCHEDULE "F"
FORM OF LETTER OF CREDIT

THE BANK OF ____________________
(date): ________________

TO: THE CITY OF WINNIPEG
Credit No. ____________________
Amount: ($Cdn.) ____________________
Expiry Date: ____________________
Developer: **LADCO COMPANY LIMITED**
Dear Sirs:

IRREVOCABLE LETTER OF CREDIT

1. ____________________ (the "Bank"), for valuable consideration, the receipt of which is hereby acknowledged, hereby establishes in your favour an irrevocable Letter of Credit (the "Credit") in the amount of $________________, on which you may draw up to but not after ________________ (the "Expiry Date").

2. This Credit is issued in connection with obligations incurred or to be incurred by Ladco Company Limited (the "Developer") under Development Agreement No. AG 33/12 dated May 29, 2013.

3. A drawing under this Credit shall be made on or before the Expiry Date by you presenting to the Bank at ____________________ *(street address)*, Winnipeg, Manitoba, this Credit and a Demand in writing signed by a person who has been duly authorized to sign on your behalf.

4. The Demand shall refer to this Credit by the above number, shall state the amount demanded, and shall certify that the Developer has failed to perform any one or more of its obligations as stipulated in Agreement No. AG 33/12.

5. Upon receipt of the Credit and Demand on or before the Expiry Date, the Bank shall pay to you the amount stated in the Demand, without enquiring whether the City has a right to such amount as between yourself and the Developer, provided that such amount, together with other amounts paid to you under this Credit, if any, do not exceed in the aggregate the amount of the Credit.

6. This Credit is deemed to be automatically extended for ________________ *(minimum 60 days)* from the Expiry Date and any future expiration date, unless the Bank notifies you in writing at least 30 days prior to any such date that the Bank elects not to renew it, which notice must be directed and sent by fax to:

The City of Winnipeg
Legal Services Department
3rd Floor – 185 King Street
Winnipeg, Manitoba
R3B 1J1

Fax: 204 947 9155.

Attn: Director of Legal Services and City Solicitor

Yours truly,

THE BANK OF ____________________

________________________ ________________________
Authorized Signature Authorized Signature

NOTE: The concluding clause does not prevent cancellation at any time with the City's consent.

Developer's Initials: DB
City's Initials: ____

AG 33/12
DASZ 33/12

SCHEDULE "G"

1. The parties acknowledge and agree that:

a) Notwithstanding paragraph 2 of this Agreement, this Schedule forms part of the Contract Documents which this Agreement comprises.

b) In accordance the June 25, 2014 decision by Council of the City (Minute No. 587), the parties intend that:

- the City will acquire from the Province of Manitoba land legally described as

  DRAIN PLAN (DEPOSIT 1178/2013) ___________ WLTO
  IN OTM LOTS 107 AND 108 PARISH OF ST NORBERT
  EXC FIRSTLY: ALL MINES, MINERALS AND OTHER MATTERS, OTHER THAN MINERAL OILS AND NATURAL GAS, AS SET FORTH IN THE CROWN LANDS ACT AND
  SECONDLY: ALL MINERAL OILS AND NATURAL GAS

  ("Drain Plan");

- the City will transfer the Drain Plan to the Developer for incorporation within plans of subdivision Deposit Nos. 1571-2013 and 1569-2013, and

- the Developer will pay all administration costs incurred by the City in acquiring the Drain Plan from the Province of Manitoba and transferring the Drain Plan to the Developer, and the Developer will satisfy all other terms and conditions of transfer required by the City.

c) As of the date the City signed this Agreement the Developer is not yet the owner of the Drain Plan.

d) Other than installing municipal services required by the City, the Developer must not and will not develop any part of the Planned Area in Phases 3 b), 4, 5 and 6 b) (as identified in the Waverley West Southwest Neighbourhood Area Structure Plan) unless and until the Developer has acquired the Drain Plan from the City.

Developer's Initials: ______

City's Initials: ______

This is Exhibit "J" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Ladco Company Limited

Manitoba Housing and Renewal Corporation

Waverley West

Plan Winnipeg Amendment - Transportation Review

Submitted December 2003 by:

NDLEA™

WAVERLEY WEST TRANSPORTATION REVIEW

Prepared For

Ladco Company Limited

Manitoba Housing and Renewal Corporation

Submitted By

ND LEA

December 2003

41243.101

STANDARD LIMITATIONS

This report was prepared by ND LEA Engineers & Planners Inc. (ND LEA) for the account of Ladco Company Ltd and the Manitoba Housing and Renewal Corporation. The disclosure of any information contained in this report is the sole responsibility of the client, Ladco Company Ltd. and the Manitoba Housing and Renewal Corporation. The material in this report reflects ND LEA's best judgment in light of the information available to it at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. ND LEA accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.

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EXECUTIVE OVERVIEW

The purpose of this report is to provide a broad-based 'macro' level transportation review of the proposed development within the Waverley West area of Southwest Winnipeg. As has been thoroughly detailed in the *Waverley West Plan Winnipeg Amendment – Housing and Population Report*, there is an imminent need for additional "Neighbourhood Policy Area" lands for future development – regardless of location within the city. Lands of Waverley West provides a means of addressing a significant component of this need. Through identifying potential impacts well in advance of development, the City of Winnipeg will be capable of proactively monitoring and planning for future transportation needs.

With making any long-term forward projection, it is difficult to determine what exactly the future may hold and this is the case regarding mobility patterns and trends. This report provides a series of models and calculations to determine what the potential future transportation related impacts *may* be and is based on past historic patterns. As this is the case, the scenarios and projections within the report should be considered to be conservative probabilities.

Over the build-out timeframe of Waverley West, there are bound to be societal changes, demographic shifts, and transportation alternatives that could reduce the reliance and dependence on the automobile including:

- The future construction of the Southwest Transit Corridor (SWTC) may encourage more people to utilize transit;
- The incorporation of smart growth principles into the developments such as walkability, mixed use development, and transit friendly design could reduce reliance on the automobile;
- Future employment trends may provide more options for people to work from home or with flexible-hours;
- Employment opportunities within Waverley West may reduce total external trips.

All of these factors could reduce the peak hour traffic flows and substantially reduce the "conservative" projections presented in this report.

As touched upon above, there are many factors that influence trip generation and may well contribute to the reduction in the traffic projections detailed here. It is imperative that long-range transportation planning and decision making be flexible and adaptable to changing situations.

KEY QUESTIONS ADDRESSED IN THIS REPORT

How much new traffic will development in Waverley West generate?

This report has estimated that upon full build-out, and after accounting for transit modal splits and internal trips, Waverley West would generate between 2,490 to 3,815 vehicle trips exiting the area during the peak morning hour – with between 1,310 and 1,950 trips entering the area. During the peak afternoon hour, between 3,415 and 5,155 trips would enter Waverley West, and 2,650 to 3,940 would exit. The range in forecasts is due to alternative development densities.

Using City of Winnipeg capacity standards, this would represent between two to three outbound lanes, and three to four inbound lanes.

Where will this traffic go, and how will it get there?

This report assumes that external trips during peak hours will be destined primarily to the major employment areas of the City, including the downtown area, the University of Manitoba, other areas of south Winnipeg, and areas just north of the Assiniboine River. The assumed trip distribution for development related trips is as follows:

- To/from the east on Bishop Grandin Boulevard - 38 percent
- To/from the north on Kenaston Boulevard - 22 percent
- To/from the north on Waverley Street - 19 percent
- To/from the east on Bison Drive - 12 percent
- To/from the south on Waverley/Kenaston/PTH 100 - 9 percent

Will there be any neighbourhood transportation impacts?

Development in Waverley West is not expected to have significant detrimental affect on the surrounding neighbourhoods. With regards to the east-west arterial transportation network, only Bishop Grandin has been identified as potentially experiencing limited capacity issues. This is not expected to have any impacts on the surrounding neighbourhoods, as there are few east-to-west route alternatives to Bishop Grandin.

As further detailed in this report, any potential neighbourhood impacts would be generally related to the north-south arterial network including Kenaston, Waverley and Pembina Highway. Given the long-range nature of the traffic forecasts, it is not fully known what – if any – impact would occur in the surrounding areas. For reference purposes however, at full build-out, Waverley West development would contribute an additional 12 vehicles per minute on Kenaston Boulevard during the peak morning hour, and an additional 10 vehicles per minute on Waverley. The probable extent of spill over into surrounding neighbourhoods is difficult to forecast, but is expected to be limited in nature. The overall impacts related to Waverley West will be most pronounced near the development area, and would decrease with distance away from the area.

What impacts will Waverley West have on the arterial street network?

This report identifies a number of recommended lane additions to the arterial street network in southwest Winnipeg. Additions to portions of Kenaston Boulevard, Bishop Grandin Boulevard and Waverley Street have been identified. The development of Waverley West alone however is ***not the only*** contributing factor towards the need for future improvements to these arterial roadways. Increased background traffic – increases in general trip-making (the number of trips that people take each day) by the existing City of Winnipeg and capital region population, as well as other new developments in the region – will contribute more to long-term traffic growth in the region, than the specific developments of Waverley West.

What role will public transit play in Waverley West development?

Public transit is expected to benefit from development in Waverley West. Winnipeg Transit has expressed an interest in the development framework and the incorporation of transit related principles into planning for the area including walkability, mixed-use, higher residential densities, concentrated employment centers and a linkage to the proposed SWTC.

The detailed planning framework for Waverley West development will be prepared through the development of an Area Structure Plan and the Subdivision and Rezoning process. Generally, the proposed plans for future development in Waverley West would be consistent with many of the principles identified by Winnipeg Transit. Neighbourhood and community development are proposed to be concentrated on central focal nodes providing opportunity to incorporate well placed transit centers. Design details can be incorporated to promote and encourage additional transit use. A linkage to the proposed SWTC has been proposed by Winnipeg Transit through a diamond lane along Bison Drive and would keep travel times to downtown to within 35 minutes.

How will Waverley West be different from other developments?

As mentioned previously, a more detailed planning framework for development in Waverley West will be prepared through the Area Structure Plan and the Subdivision and Rezoning process. Preliminary planning for Waverley West indicates that the area may eventually consist of up to six distinct neighbourhoods, each centralized on a focal point and, when all combined, will focus onto two central nodes along the future extension of Kenaston Boulevard.

Waverley West development is to incorporate many "Smart Growth" principles that could make alternative transportation (transit, pedestrian, bicycle, etc.) more attractive, and therefore potentially reduce the overall impacts projected by this report. These principles included among others:

- providing a variety of housing alternatives;
- planning provisions for higher than standard development densities;
- improved walkability through pedestrian linkages and corridors;
- incorporation of transit opportunities;

- incorporating mixed use commercial/employment focal points.

The *Housing and Population Report* prepared for the Plan Winnipeg amendment application provides additional detail on the future development within Waverley West.

How may future mobility trends effect the projections in this report, and what alternative measures exist to alleviate traffic concerns?

This report has been prepared using a cautious and conservative approach to projecting trip-making and future trends based on past historical mobility trends, which have placed emphasis on private automobile trips. Should these trends level out (as seems to be evident today), and should mobility trends shift away from reliance on the automobile, the conservative projections of this report may be somewhat exaggerated (i.e., the demand on the road system would be less than projected here).

It is evident that North American cities have become heavily reliant upon automobile use, as can be seen on many city streets today. Demographic and population trends, improved economic situations, an increasing number of drivers, an increase in the number of vehicles per household, and general societal trends have all contributed to the historical increases in private vehicle trips over the past several decades. Many of these trends seem to be stabilizing which would tend to indicate that future traffic growth rates are bound to stabilize as well. Should these trends eventually occur, additional traffic generation would be due more to new development and not due to increased trip-making by the existing population. Future mobility trends may also shift away from the reliance on the automobile as well, however this has been a projection that has been envisioned for many years and only time will tell.

Increasing use of public transit is an important contributor to changing mobility trends. The City of Winnipeg is pursuing numerous transit measures (transit centres, diamond lanes, bus pass programs, bus priority signals), and the SWTC, which may make transit a more attractive option for residents in southwest Winnipeg. Development in Waverley West may also be able to encourage more people to utilize public transit. The provision of employment opportunities and local retail/services in Waverley West forms an important part of reducing the total number of external vehicle trips taken. This will also reduce total trip distance as well as reverse the flow of traffic, which combined increases the effective use of the regional arterial street network.

General employment trends may also shift in the future from the traditional 9-5 office work, where employers and employees may opt to more flexible work hours or work-from-home principles. A broad shift would reduce private trips citywide and would also spread the traffic flow out beyond the peak hours.

It is difficult to project what mobility trends and patterns may be in the future, however as this report has taken a conservative approach, we can be reasonably confident that these projections represent the conservative situation.

STEPS IN THE DEVELOPMENT PROCESS

The amendment to Plan Winnipeg 2020 Vision is the first step in the development process. The level of detail (internal transportation routes, servicing plans, subdivision detail, etc.) will increase as the process advances through additional steps. An Area Structure Plan will be developed to address the regional and local needs of this area. Prior to Council's approval, the Area Structure Plan will be subject to public review and public hearing processes. The final step in the approval process involves the filing of specific subdivision and rezoning applications by individual landowners.

Step 1 – Plan Winnipeg Amendment (2003 – 2004)

- Deals with broad policy issues.

Step 2 – Adoption of Area Structure Plan (2004)

- Outlines development criteria and establishes land use and transportation concepts.

Step 3 – Subdivision and Rezoning Applications (starting 2004)

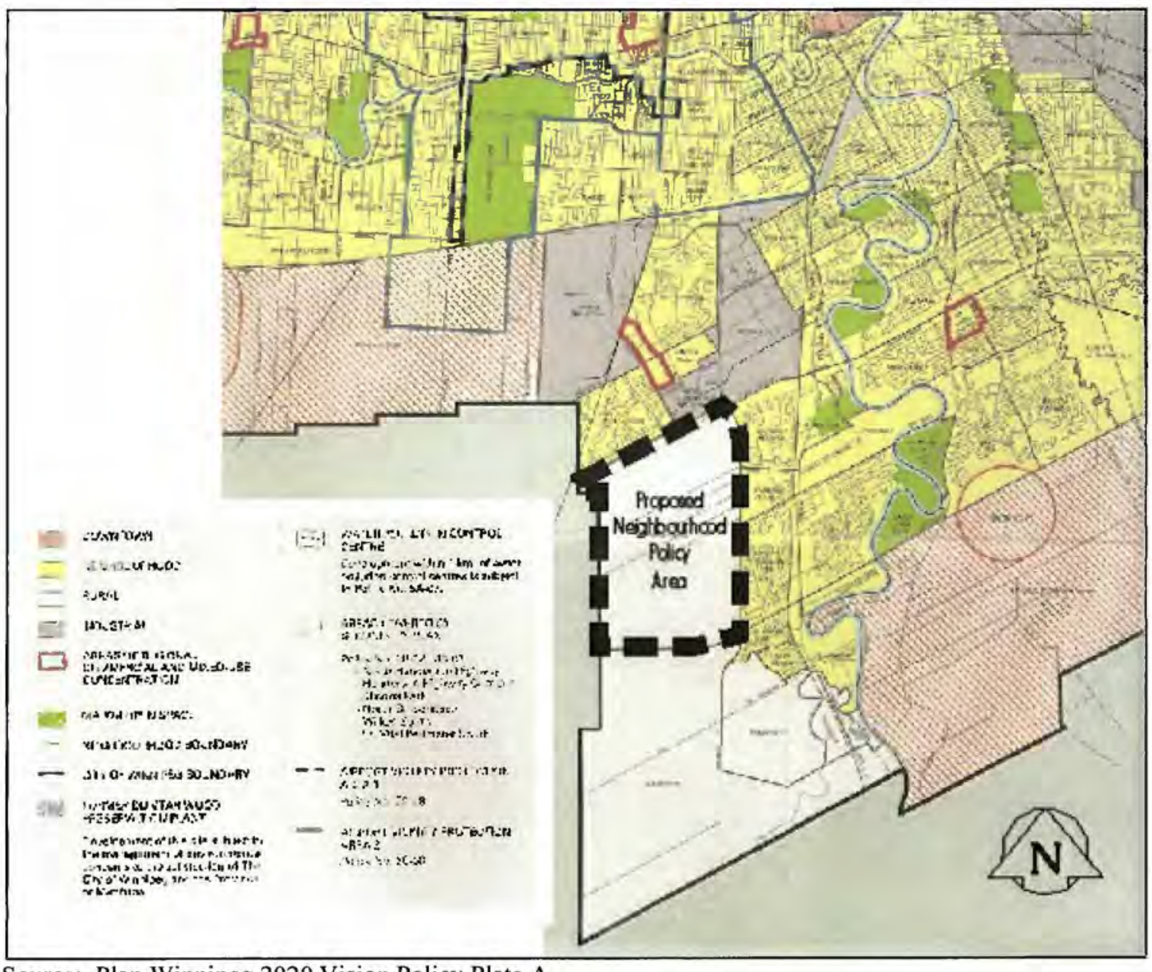
- Deals with individual landowner's application for street and lot layouts and specific zoning designations for each parcel of land.

1.0 INTRODUCTION

The purpose of this report is to summarize the findings of a broad-based transportation review of the proposed development of the Waverley West lands. Existing traffic statistics will be examined and future traffic volumes will be estimated. The implications of the new development on Winnipeg Transit and goods movement will also be considered. Some preliminary cost estimates of potential roadway modifications and transit servicing costs are also provided.

The location of the proposed Waverley West development is illustrated in Figure 1. The development is bounded by the extension of Bishop Grandin Boulevard to the north, the Perimeter Highway to the south, Waverley Street to the east, and the extension of Brady Road to the west.

Figure 1: Proposed Waverley West Development



Source: Plan Winnipeg 2020 Vision Policy Plate A

2.0 MOBILITY TRENDS

The number of automobile trips generated by a development is directly influenced by the make up of a development, the transit mode split, and opportunities for walking or cycling. Vehicular traffic growth is made up of general increases in trip making due to more trips per person and due to new developments that generate a demand for travel. The number of new vehicle trips (outside of development-related traffic generation) is influenced by many factors, including population increases, household size, number of licensed drivers, the number of available vehicles to those drivers, economic activity (e.g., employment rate, disposable income), etc.

Future traffic is generally forecast based on historical data or a combination of historical trends and anticipated development. In the case of future trips, it is influenced by demographic and economic trends; the rate of increase in new trips may change as the reason for additional trips (over and above population growth levels) changes. Examples include:

- As household size decreases, more households are created, generating additional traffic. The number of persons per household in Winnipeg has steadily declined in the post-war years, from over 3.5 persons per household to less than 2.45 persons per household; however, the rate of decrease is projected to eventually stabilize at approximately 2.3 persons per household.
- As the number of licensed drivers increases, the number of people who make vehicle trips increases. The percentage of the population with a drivers licence has also increased in the post-war years, but appears to be stabilizing at just over 0.6 drivers per person.
- As the number of passenger vehicles increases, the opportunities for additional licensed drivers to make trips increases. Automobile ownership increased rapidly in the post-war years, but appears to be stabilizing at just over 0.5 vehicles per person and slightly over 0.8 vehicles per licensed driver.
- As employment levels increase, the number of people who must travel increases and family income grows, leading to a greater ability to travel, resulting in additional vehicle trips.

Trip generation for this review is based on established data; however, the values may be on the conservative side as the various trends identified above contribute to a reduction in the incremental growth in traffic. The proposed nature of the development would make the use of alternative modes more attractive, which may also reduce the number of vehicle trips compared to those forecast in this report.

3.0 EXISTING NETWORK

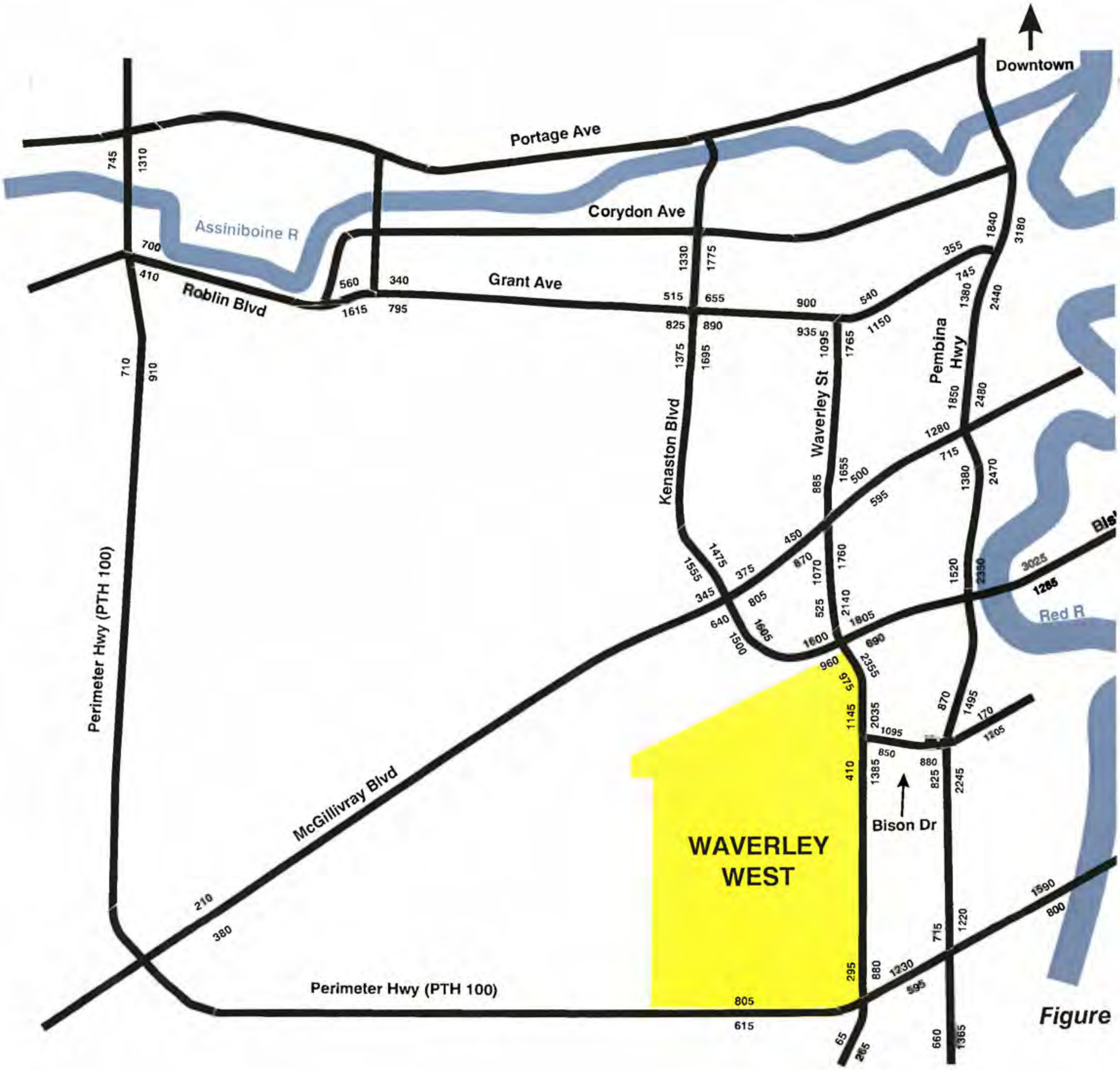
3.1 Road Layout

Southwest Winnipeg is served by a number of major roadways, including Kenaston Boulevard, Waverley Street, and Pembina Highway running in the north-south direction, and Roblin Boulevard, Grant Avenue, McGillivray Boulevard, Bishop Grandin Boulevard, the Perimeter Highway, and Bison Drive running in the east-west direction. These roads carry the majority of traffic moving between southwest Winnipeg and the rest of the City.

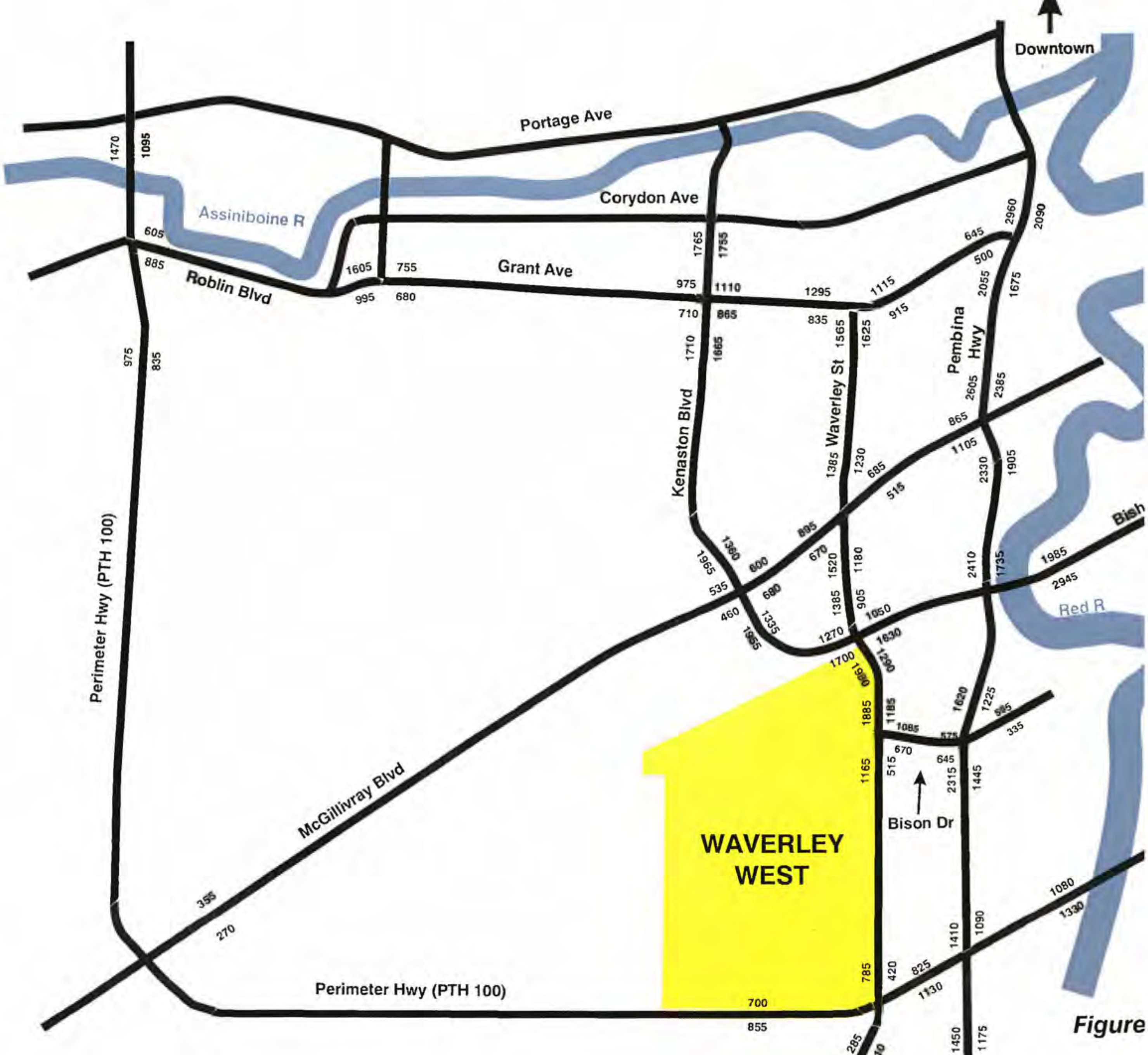
3.2 Traffic Volumes

3.2.1 Existing Traffic

The most recent traffic volume information was obtained from the City of Winnipeg Public Works Department. Tube counts by direction on road links as well as turning movement counts at intersections were obtained for major roadways located in southwest Winnipeg. Existing a.m. peak hour traffic, p.m. peak hour traffic and average daily traffic (ADT) are illustrated in Figures 2 through 4.

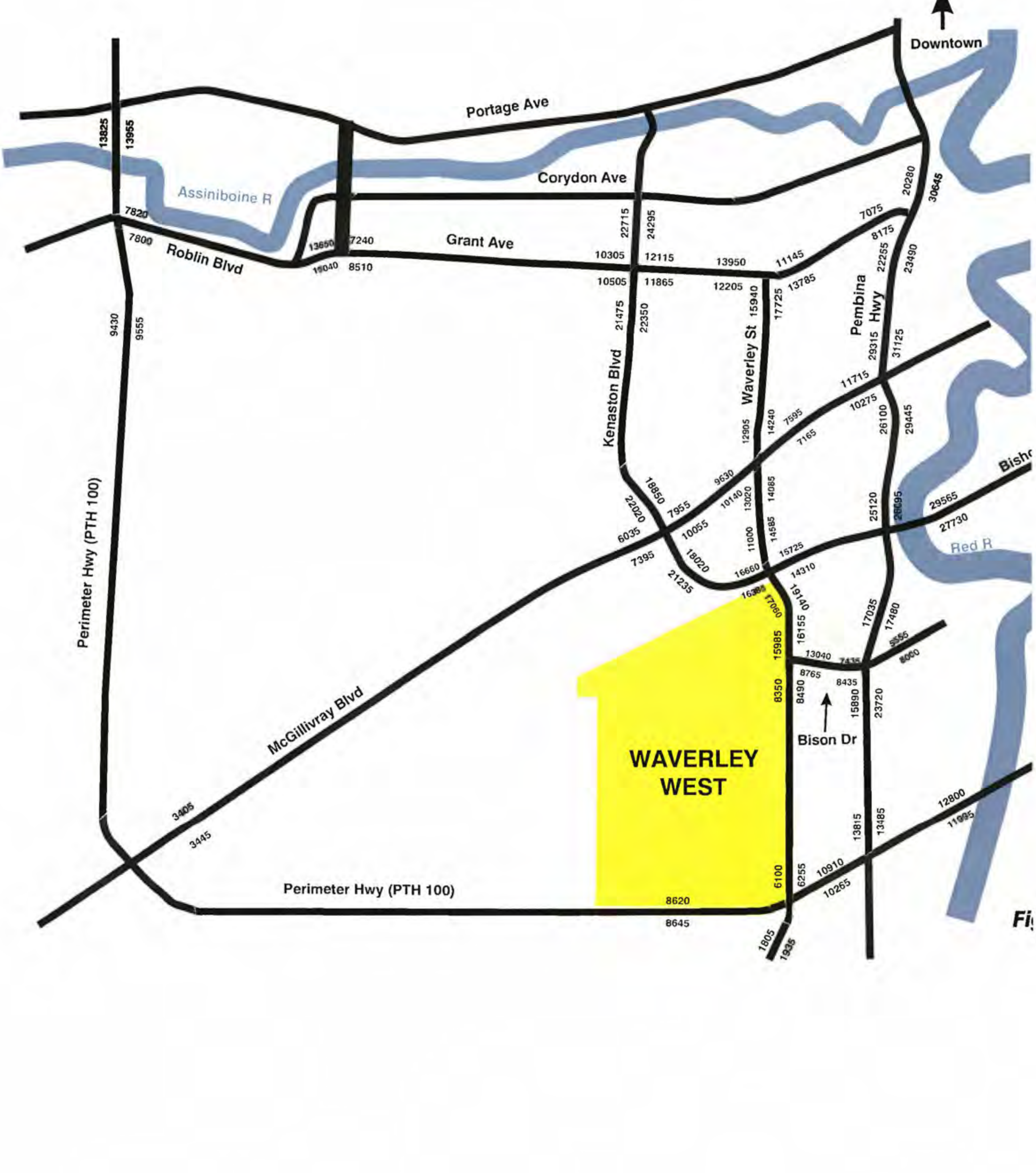

Downtown
Portage Ave
Assiniboine R
Corydon Ave
Grant Ave
Roblin Blvd
Kenaston Blvd
Waverley St
Pembina Hwy
Perimeter Hwy (PTH 100)
McGillivray Blvd
Red R
WAVERLEY WEST
Bison Dr
Perimeter Hwy (PTH 100)

Figure



Downtown
Portage Ave
Assiniboine R
Corydon Ave
Grant Ave
Roblin Blvd
Kenaston Blvd
Waverley St
Pembina Hwy
Perimeter Hwy (PTH 100)
McGillivray Blvd
Red R
WAVERLEY WEST
Bison Dr
Perimeter Hwy (PTH 100)

Figure



Downtown
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Corydon Ave
Grant Ave
Roblin Blvd
Kenaston Blvd
Waverley St
Pembina Hwy
Bishop
Red R
McGillivray Blvd
Perimeter Hwy (PTH 100)
Perimeter Hwy (PTH 100)
Bison Dr
WAVERLEY WEST
13825
13955
7820
7800
13650
7240
15040
8510
10305
12115
13950
11145
10505
11865
12205
13785
22715
24295
21475
22350
15940
17725
7075
8175
22255
23490
20280
30645
29315
31125
11715
10275
26100
29445
12905
14240
7595
7165
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13020
14065
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6035
7395
18020
21235
11000
14585
15725
16660
14310
16385
17060
19140
16155
15985
25120
26595
29565
27730
17035
17480
13040
7435
5555
8050
8765
8435
8490
8350
15890
23720
3405
3445
13815
13485
12800
11995
10910
10265
6100
6255
8620
8645
1805
1935

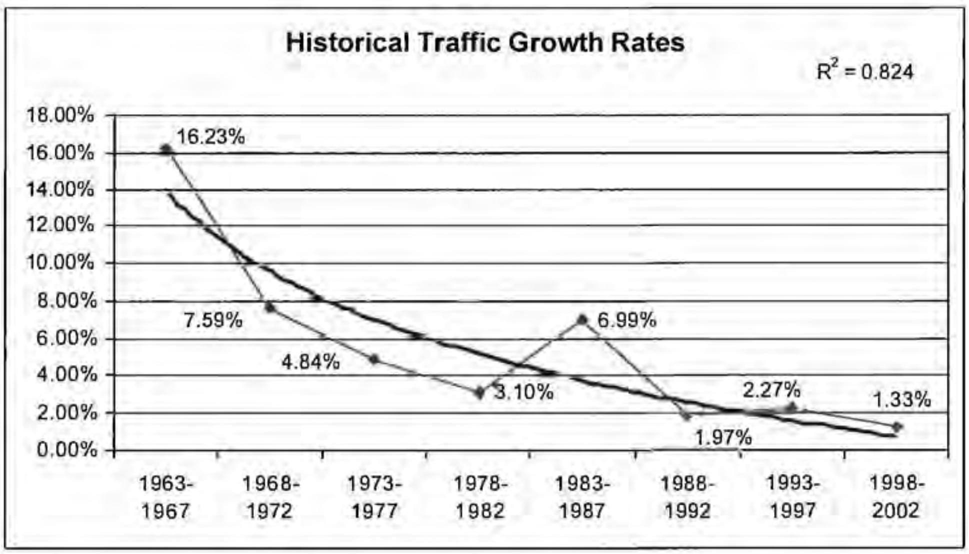
Fi

3.2.2 Forecasted Traffic

Future background traffic volumes were estimated for the horizon year of 2028, based on the expectation that the Waverley West development will be completely built-out within the next 25 years.

In order to develop an annual growth rate for use in this analysis, historical growth rates for southwest Winnipeg were examined for the past 40 years. Average traffic volumes on four bridges (South Perimeter, Fort Garry, St. Vital, and St. James) were compared in five-year intervals in order to estimate an appropriate annual growth rate. The following graph illustrates historical traffic growth rates for southwest Winnipeg.

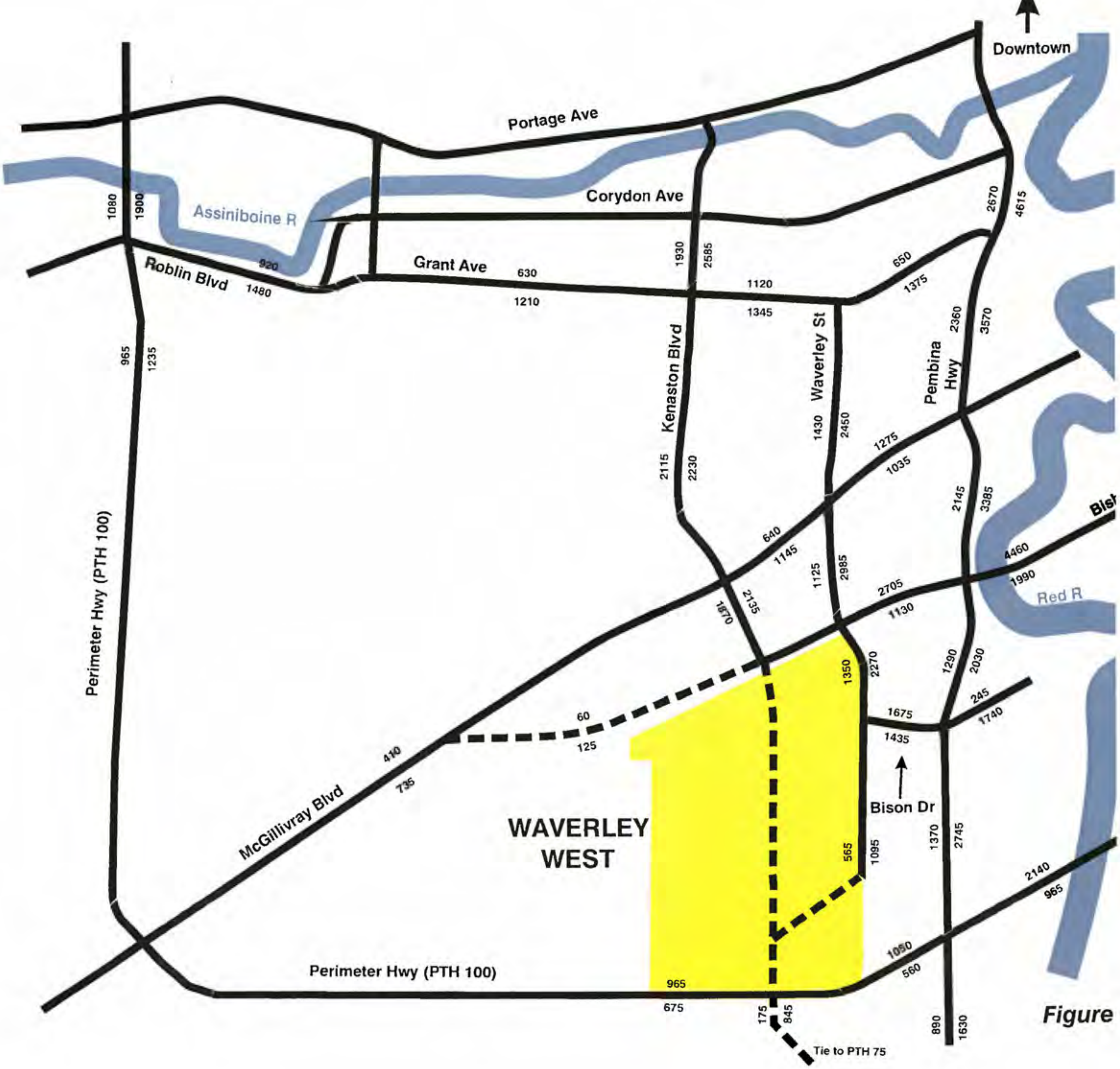
Figure 5:



As shown in the above graph, traffic growth rates appear to level off in the past 10 to 15 years, at approximately 1.33 to 2.25 percent per year. With agreement by the Public Works Department, an annual growth rate of 1.5 percent was assumed for this study. A sensitivity analysis comparing the 1.5 percent per year rate with 1.25 and 1.75 percent was also conducted. The results of the sensitivity analysis are included in Appendix A.

Year 2028 a.m. and p.m. peak hour traffic based on 1.5 percent annual growth are illustrated in Figures 6 and 7, respectively.

Screen line diagrams for existing and 2028 traffic volumes are illustrated in Figure 8. Screen lines are indicated in red. Total traffic volumes crossing the screen line along several links are totalled and indicated on either side of each screen line.


Downtown
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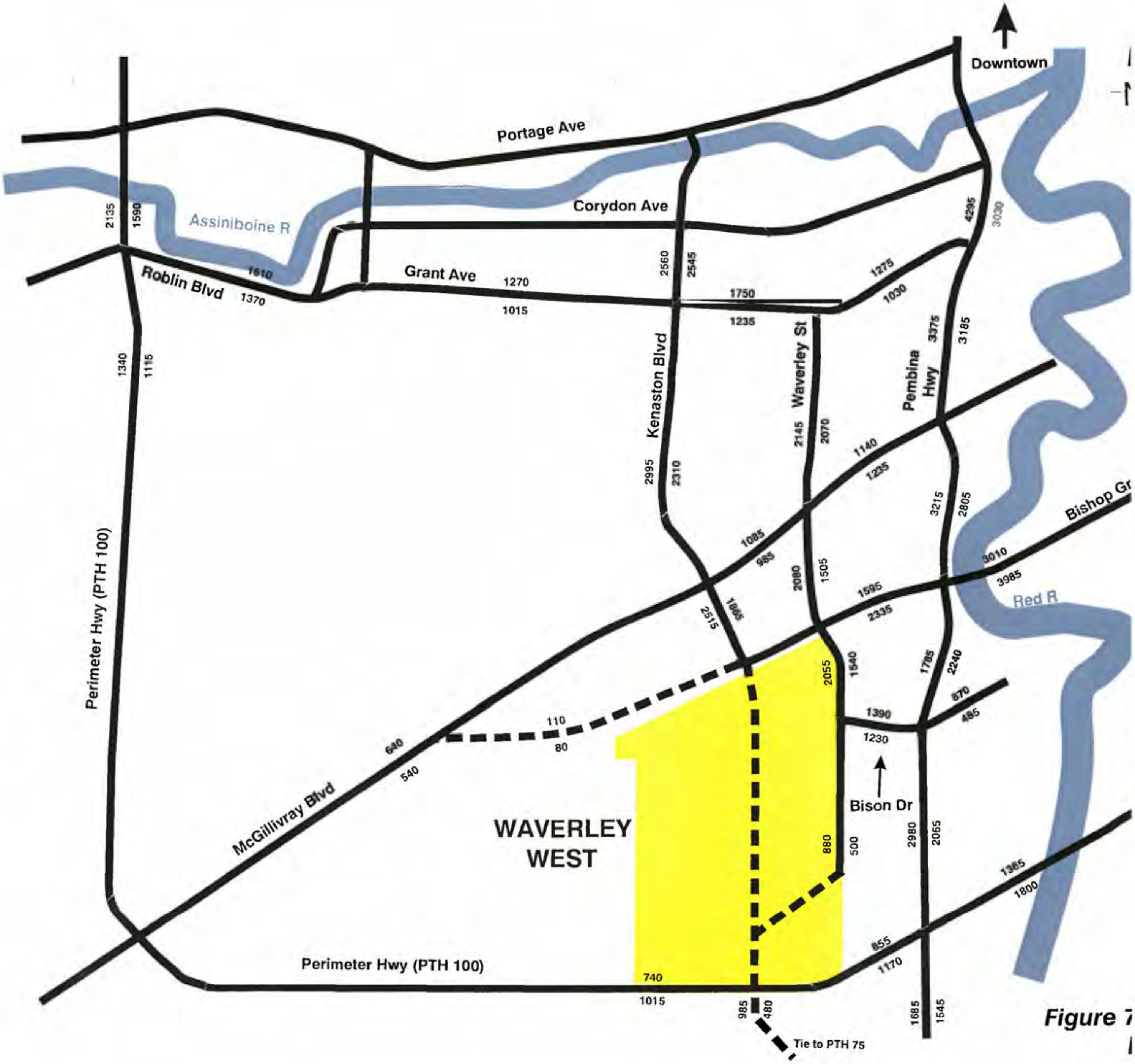
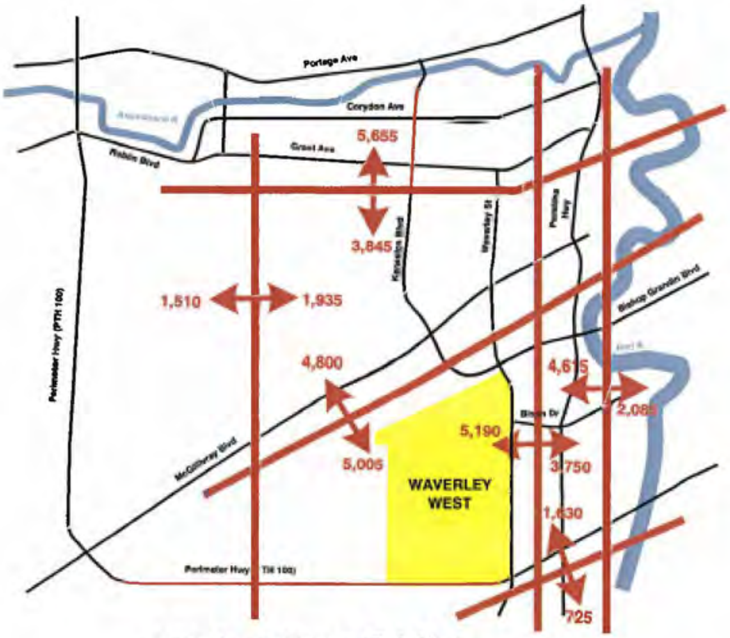
Corydon Ave
Assiniboine R
Grant Ave
Roblin Blvd
Kenaston Blvd
Waverley St
Pembina Hwy
Perimeter Hwy (PTH 100)
McGillivray Blvd
WAVERLEY WEST
Bison Dr
Red R
Tie to PTH 75
Perimeter Hwy (PTH 100)
1080
1900
920
1480
630
1210
1930
2585
1120
1345
650
1375
2670
4615
2360
3570
965
1235
2115
2230
1430
2450
1275
1035
2145
3385
640
1145
1125
2985
4460
1990
2705
1130
1670
2135
1350
2270
1290
2030
60
125
1675
1435
245
1740
410
735
565
1095
1370
2745
2140
965
1050
560
965
675
175
845
890
1630

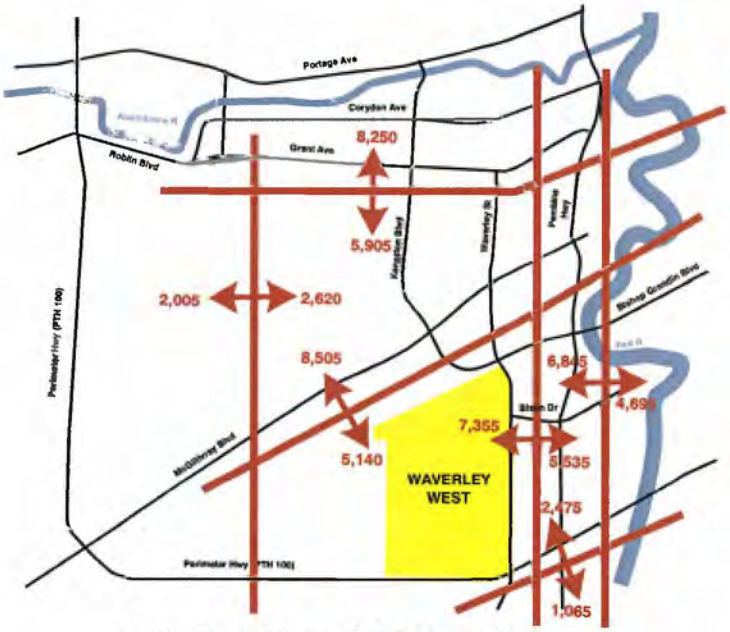
Figure


Downtown
Portage Ave
Corydon Ave
Assiniboine R
Grant Ave
Roblin Blvd
Kenaston Blvd
Waverley St
Pembina Hwy
Bishop Gr
Red R
Perimeter Hwy (PTH 100)
McGillivray Blvd
WAVERLEY WEST
Bison Dr
Tie to PTH 75
2135
1590
1610
1370
1270
1015
2560
2545
1750
1235
1275
1030
4295
3030
3375
3185
1340
1115
2995
2310
2145
2070
1140
1235
3215
2805
1085
985
2080
1505
3010
3985
1595
2335
2515
1865
2055
1540
1785
2240
110
80
640
540
1390
1230
870
485
880
500
2980
2065
1365
1800
855
1170
740
1015
985
480
1685
1545
Figure 7



A.M. Peak Hour - Existing

P.M. Peak Hour - Existing



A.M. Peak Hour - 2028 Base Case

P.M. Peak Hour - 2028 Base Case

Figure 8: Existing & 2028 Screen Line Diagrams

3.3 Capacity and Lane Requirements

The existing number of lanes for roadways within southwest Winnipeg was obtained from the City of Winnipeg's transportation planning model. The City's model focuses on arterials and regional streets within the City of Winnipeg. For example, in the southwest corner of the City, the model includes Grant Avenue, Wilkes Avenue, McGillivray Boulevard, Kenaston Boulevard, Waverley Street, Pembina Highway, Bishop Grandin Boulevard, and the Perimeter Highway.

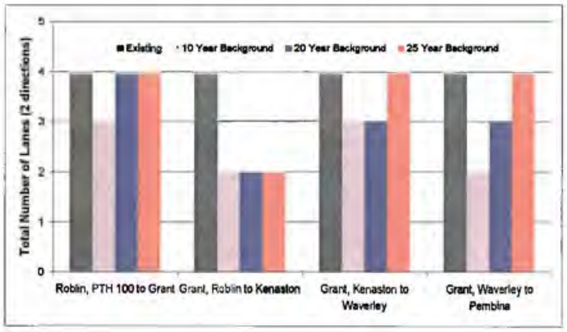
Lane requirements were analyzed by direction using a capacity of 1,275 vehicles per hour per lane. The City's Public Works Department typically uses a capacity guideline of 900 to 1,250 vehicles per hour per lane to achieve a desired level of service of C to D. For peak hour operations in the future, it was assumed that level of service D would be acceptable. A check using Highway Capacity Software for undivided and divided arterials indicate that lane capacity could be increased to up to 1,275 vehicles per hour per lane while still maintaining level of service D. Therefore, a guideline of 1,275 vehicles per hour per lane was assumed in this analysis.

Using this guideline, lane requirements on the external street network were calculated for background traffic at the 10, 20, and 25-year mark (i.e., this assumes 1.5 percent annual growth with no additional development in the area). Both the a.m. and p.m. peak hours were examined and the highest lane requirement of the two was used. Figure 9 includes a graph for each roadway in the study area and illustrates lane requirements for the time intervals mentioned.

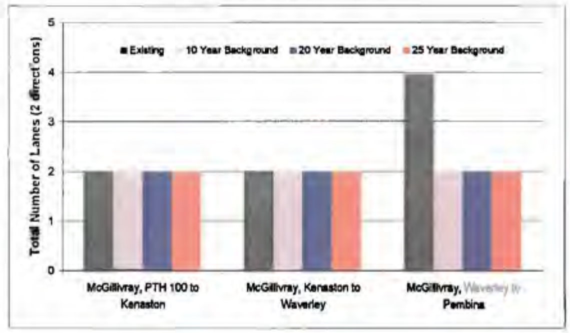
It should be noted that this analysis is based on through lane requirements. Actual lane needs can vary at intersections, as multiple movements must be accommodated. When lane requirements in both directions specify an odd number of lanes, it indicates that an additional lane is needed in one direction only due to an imbalance in directional traffic flow.

Figure 9: Forecast Lane Requirements (Background Traffic Only; Without Waverley West Development)

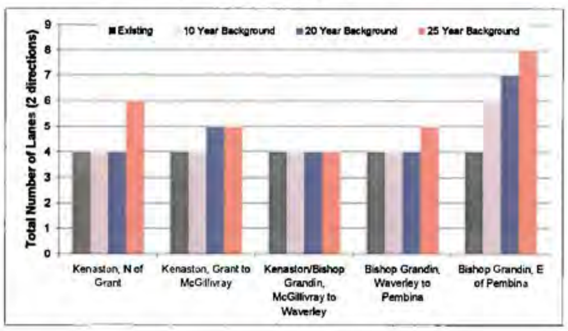
Roblin Boulevard / Grant Avenue



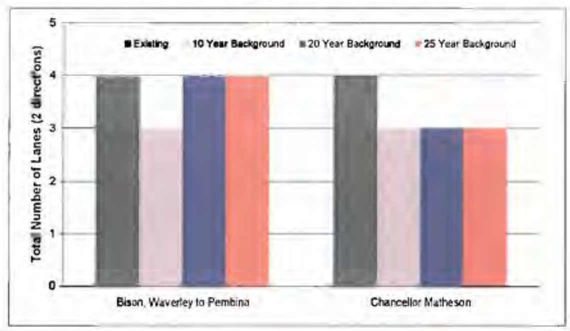
McGillivray Boulevard



Kenaston Boulevard / Bishop Grandin Boulevard

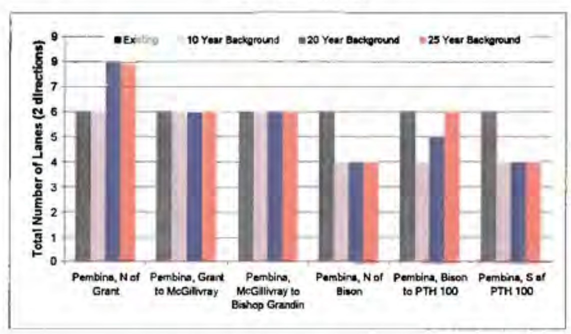


Bison Drive / Chancellor Matheson Road

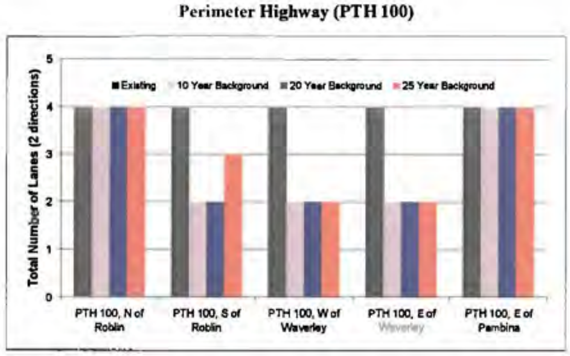


Waverley Street

Pembina Highway



Perimeter Highway (PTH 100)



3.4 Impact on Arterials

Roblin Boulevard/Grant Avenue

Roblin Boulevard and Grant Avenue were examined from PTH 100 to Pembina Highway. Throughout this stretch there are two lanes in each direction. With the estimated increases in background traffic within the next 25 years, traffic volumes are expected to be accommodated with the existing lane supply.

McGillivray Boulevard

McGillivray Boulevard was examined from PTH 100 to Pembina Highway. Currently, McGillivray is a two-lane undivided roadway from PTH 100 to Waverley and a four-lane divided roadway from Waverley to Pembina. The existing lane configuration on McGillivray appears to be adequate to accommodate background traffic volumes for the next 25 years along the entire stretch examined.

Kenaston Boulevard

Kenaston Boulevard was examined from north of Grant Avenue to Waverley Street. The existing roadway consists of two lanes in each direction. North of Grant, background traffic volumes are expected to be accommodated with the existing lane supply for approximately the next 20 years, however, traffic volumes at the 25-year mark trigger a need for widening Kenaston to six lanes.

From Grant to McGillivray, a fifth lane is triggered at the 20-year point and maintained through the 25-year interval.

Along the Kenaston/Bishop Grandin link from McGillivray to Waverley, the existing lane configuration appears to be adequate to accommodate background traffic volumes for the next 25 years.

Bishop Grandin Boulevard

Bishop Grandin Boulevard was examined from Waverley Street to east of Pembina Highway. There are currently two lanes in each direction on Bishop Grandin. Between Waverley and Pembina, the existing supply is expected to be adequate to accommodate background traffic volumes up to the 25-year point, after which the need for a fifth lane is triggered.

East of Pembina Highway, demand increases further. At each interval examined, lane requirements increase: to six lanes at the 10-year point; seven lanes at the 20-year point; and eight lanes at the 25-year point. However, due to the need for an expanded river crossing, it is unlikely that capacity improvements will be implemented for many years to come.

Bison Drive/Chancellor Matheson Road

Bison Drive extends from Waverley to Pembina and currently consists of two lanes in each direction. Demand on Bison Drive based on background traffic growth is not expected to exceed the existing supply within the next 25 years.

Chancellor Matheson Road provides a connection to the University of Manitoba from Pembina Highway. The roadway currently has two lanes in each direction. Future lane requirements are not expected to exceed the existing lane supply over the next 25 years.

Waverley Street

Waverley Street was examined from Grant to Bishop Grandin. Waverley consists of two lanes in each direction along the length of this section. From Grant to McGillivray, lane requirements over the next 25 years are not expected to exceed the existing supply.

From McGillivray to Bishop Grandin, lane requirements increase to five lanes at the 20-year point and remain steady at the 25-year point as well.

Pembina Highway

Pembina Highway was examined from north of Grant Avenue to south of PTH 100. Pembina presently has three lanes in each direction. The greatest demand occurs north of Grant Avenue, with four lanes required in each direction to meet the 20 and 25-year traffic volumes. However, due to limitations on right-of-way acquisition at this location, any capacity improvements are considered to be infeasible.

From Grant to south of PTH 100, future lane requirements are not expected to exceed the existing supply over the next 25 years.

PTH 100 (Perimeter Highway)

PTH 100 (Perimeter Highway) was examined from north of Roblin Boulevard to east of Pembina Highway. PTH 100 is a four-lane divided roadway along the entire length of this section. Future lane requirements on this stretch remain within the existing supply for the next 25 years.

4.0 WAVERLEY WEST DEVELOPMENT

4.1 Proposed Development

The proposed Waverley West Development is located in the area bounded by Bishop Grandin Boulevard (and the proposed extension west) to the north, Waverley Street to the east, the South Perimeter Highway to the south, and Brady Road to the west. The area encompasses 3,075 gross acres of land. Approximately 2,000 net acres (65 percent of the total area) will be available for development, including a variety of residential, commercial and business uses.

Some of the background land use information has been taken from a report entitled *Waverley West Plan Winnipeg Amendment Housing and Population,* prepared by ND LEA and submitted in September 2003. A copy of the Executive Summary fom this report is enclosed in Appendix B.

The proponents of Waverley West are examining alternative development patterns and land use mix compared to many of the previous, more traditional, suburban developments in Winnipeg. This includes having a greater range of housing choices and providing significant areas for commercial development, which will provide local employment opportunities, and generate two-way travel, improving the efficiency of the road and transit system.

Alternative development concepts were also investigated through a design charette organized by the University of Manitoba School of Architecture, involving representatives from various levels of government, the private sector, and other interested parties. The summary report from this process is expected in late 2003.

4.2 Street Layout

Meetings were held with the major landowners, City of Winnipeg Public Works Department (PWD) and Manitoba Transportation and Government Services (MTGS) to discuss potential long-term arterial roadway requirements within and around the proposed development. These discussions focussed on conceptual roadway demands without identifying specific alignments or configurations, which will be further explored through the subsequent Area Structure Plan process.

MTGS has indicated that a series of interchanges are planned for the south Perimeter Highway, including at either Waverley Street or Kenaston Boulevard (but not both due to spacing issues) to bypass St. Norbert, at PR 330, one connection between PTH 3 and PR 330, and at PTH 3.

It is anticipated that there will be one north-south arterial through the development, assumed at this time to be an extension of Kenaston Boulevard. The extension is anticipated to proceed south of the Perimeter, eventually tying in to PTH 75 south of St. Norbert. This would have the benefit of relieving traffic on Pembina Highway and providing a more direct route between PTH 75 and the airport area, as well as other employment areas that can be accessed off Route 90. MTGS see this as an important linkage in the Province's economic route system.

Given the plan to extend Kenaston Boulevard, the intersection of Waverley Street and PTH 100 (Perimeter Highway) would need to be closed, with Waverley tying into the new Kenaston Boulevard alignment. This would also allow for another east-west connection to Pembina Highway, perhaps via Kirkbridge Drive.

Bishop Grandin/Kenaston currently forms a continuous route. It is anticipated that Bishop Grandin Boulevard would be extended westerly to form the northern limit of the development. It is anticipated that it would continue westerly to connect to PTH 3 and provide a direct link to the Perimeter Highway. McGillivray Boulevard would then divert southward to tee into this new connection, perhaps immediately west of Brady Road. This offers the advantage of removing some traffic from McGillivray Boulevard and freeing capacity at the intersections to allow for additional north-south traffic.

Bison Drive will likely extend westerly to connect with Cadboro Road through Waverley West, providing a connection to Pembina Highway and the future Southwest Transit Corridor.

4.3 Transit Options and Opportunities

4.3.1 Land Use and Transit

Transit ridership is influenced by many factors, including the amount and type of service provided, the type of land use, and development patterns that must be served by transit. Transit's competitiveness is enhanced by features such as higher density development, high-speed transit corridors, and concentrated employment centres.

Traditional suburban residential developments in Winnipeg typically provide a challenge for transit due to the relatively low densities (high percentage of single family homes) and minimal concentrations of employment opportunities. Employment centres are often limited to commercial centres (often at the periphery of the subdivision) and educational/recreational centres. Single-family homes are typically predominant, although bungalow condo units have been included in many recent subdivisions. Limited duplex and low-rise rental units are also sometimes included.

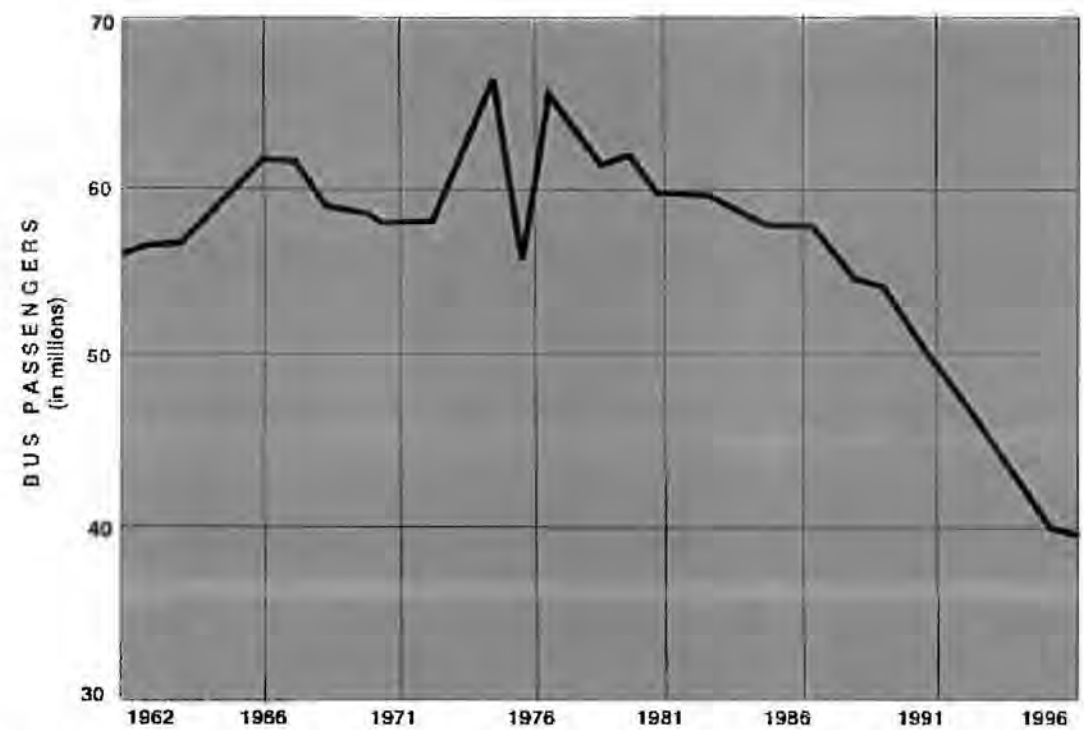
The proponents of Waverley West have suggested a somewhat different approach to development. Waverley West will likely include two areas of concentrated employment opportunities, one in the northern (Manitoba Housing and Renewal Corporation) portion and one in the southern (Ladco) portion. Residential densities are planned to be greater than what has been experienced in other residential developments, with a development split of approximately 60:40 single-family vs. multi-family. Residential development in Waverley West is expected to consist of a mixture of single-family homes, low-density multi-family condominium development, medium density condominium and rental development, and seniors housing. The proposed employment centres increase the likelihood of two-way travel flow in the peak periods.

The *TransPlan 2010 – Moving Towards Solutions (1998)* final report describes historical transit ridership. The report states,

"Predicting future transit ridership is one of the most uncertain planning tasks at this time. The rate of decline in transit ridership appears to have stabilized in the past two years. However, relatively tolerable levels of traffic congestion, reasonable commuting times and inexpensive downtown parking (compared to such cities as Toronto and Vancouver), will encourage people to use their automobile rather than the transit system.

Future improvements in the transit system, on the other hand, may increase ridership." Figure 3.13 of the TransPlan report is reproduced in this report as Figure 10.

Figure 10: Historical Transit Ridership



As shown in the above graph, transit ridership in Winnipeg has declined in the last several decades. However, additional consideration to pedestrian and cycling opportunities in the proposed Waverley West development as well as the proposed Southwest Transit Corridor may contribute to an increase in the use of alternative modes, as well as provide improved pedestrian connections to transit routes, thereby altering the current trend for transit ridership in Winnipeg.

4.3.2 Winnipeg Transit Perspectives

The consultant met with Winnipeg Transit to discuss transit options for the proposed Waverley West area in July 2003. The primary objectives for the area from Transit's perspective are that the Waverley West development be:

- Walkable;
- Transit-oriented;
- Mixed-use in character; and
- More dense than typical subdivisions in Winnipeg.

Winnipeg Transit expects that four transit routes will be needed to service the subdivision once it is fully built out. One route would run from the Polo Park area to the north, through Waverley West, destined for the University of Manitoba to the east. There would also be a second route running from Waverley West to the University of Manitoba. Two routes would connect Waverley West to the downtown via the Southwest Transit Corridor and a possible diamond lane on Bison Drive. Two transit centres are among the preliminary plans for transit development in the area.

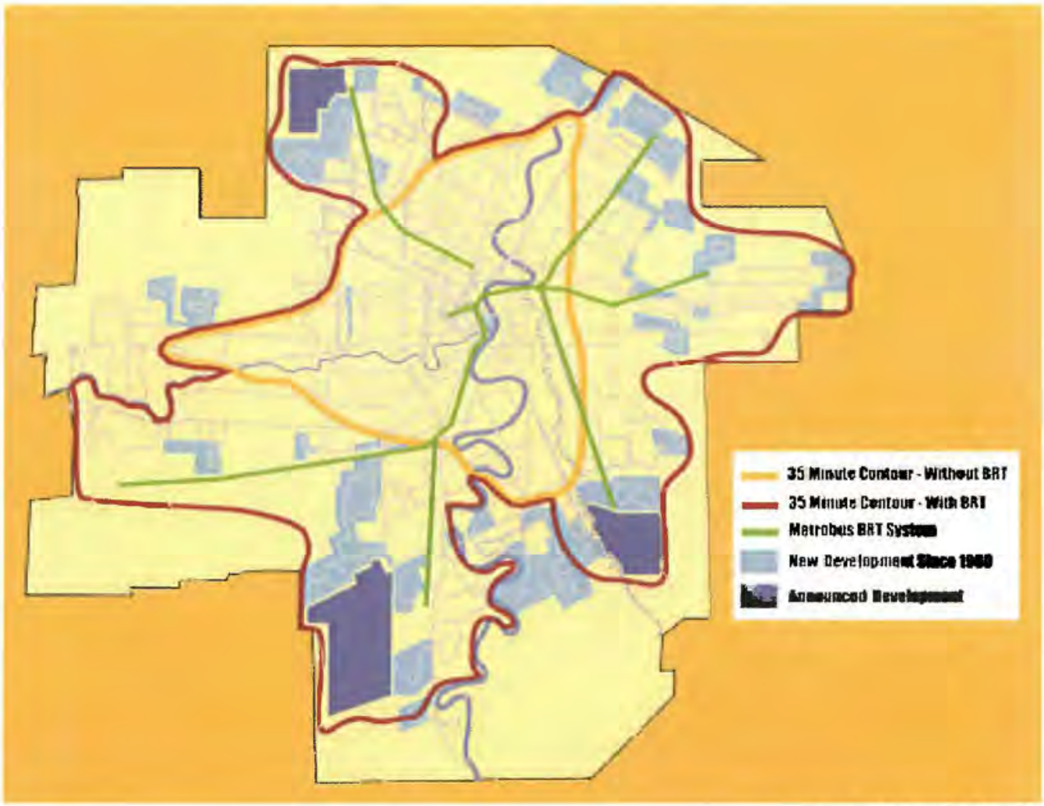
Transit usage within the area is in part dependent on the type of development. For a typical development in Winnipeg, the average transit mode split is 10 to 15 percent in the peak hour. For a transit-friendly development, Winnipeg Transit forecast a mode split of 20 to 30 percent during the peak hour. For this report, a transit mode split ranging from 13 to 25 percent was assumed.

4.3.3 Transit Opportunities

The proposed development land use mix presents an opportunity for Winnipeg Transit to capture a higher percentage of trips to and from the area. The internal employment opportunities, as well as allowances for other modes, may also increase the number of internal subdivision trips, reducing the impact on the existing road system.

Some of the potential for a higher transit mode split is dependant on the completion of the proposed Southwest Transit Corridor (SWTC). This, combined with Transit's plans for additional lanes on Bison Drive that will function as diamond lanes, is forecast to keep transit trip times from the subdivision to the downtown (one of the major destinations for transit trips in the City) to within 35 minutes. This is the trip time that Transit has identified as being critical in order to capture transit choice trips (trip users for which another travel option is available). Figure 11 illustrates the 35-minute transit contour with and without the Southwest Transit Corridor; the Waverley West lands are within the 35-minute contour.

Figure 11: 35-Minute Contour Map



Source: Winnipeg Transit

Another feature that has proven beneficial for attracting transit ridership is well-placed transit centres to facilitate transfers. Winnipeg Transit has discussed locating transit centres at the two employment centres.

Any increase in the transit mode split or additional internal trip making also benefits the area street system in that fewer vehicular trips need to be accommodated. Related benefits include reduced fuel consumption and emission levels.

5.0 DEVELOPMENT TRAFFIC

5.1 Waverley West Trip Generation

Trips generated by the proposed Waverley West development were estimated for the weekday a.m. and p.m. peak hours of adjacent street traffic. Estimates of inbound and outbound trips per hour are based on trip rates obtained from the Institute of Transportation Engineers (ITE) *Trip Generation Manual, 6th Edition* (1997). The ITE trip rates were selected because data was available for the range of land uses forecast for the Waverley West development. A range of trip generation estimates was developed for Waverley West for each peak hour. The high traffic estimate assumes a dense multi-family residential component and a low transit mode split, while the low traffic estimate assumes a less dense multi-family residential component and a high transit mode split.

Local trips expected to take place entirely within the Waverley West development (i.e., school trips, shopping trips) were removed from the trip generation to give an estimate of development trips on the external street network (i.e., outside of the development). It has been assumed that 20 percent of trips to the office park component of the development and 50 percent of shopping trips will originate from within Waverley West. As well, it has been assumed that 100 percent of school trips are internal trips. The trips assumed to be internal have also been reduced from the residential trip generation.

Tables 1 and 2 show the estimated overall and external trips generated by the proposed development for the a.m. and p.m. peak hours.

Table 1: Trip Generation for the Waverley West Development – A.M. Peak Hour

Land Use	Size	Total Trips	Mode Split Reduction	Internal Trip Reduction	Total External Trips	Trips IN	Trips OUT
Office Park *(ITE #750)*	100 acres	1590	- 25% (-13%)	- 20%	875 (1065)	805 (980)	70 (85)
Commercial *(ITE #820)*	100 acres (25% coverage – 1,090,000 sq. ft)	665	- 25% (-13%)	- 50%	165 (245)	100 (150)	65 (95)
Elementary School *(ITE #520)*	350 students x 8 schools	810					
Junior High School *(ITE #522)*	450 students x 3 schools	620					
High School (ITE #530)	1200 students x 1 school	550					
Total School	5350 students	1980	- 25% (-13%)	- 100%	0	0	0
Single Family Residential *(ITE #210)*	6960 units (6960 units)	5220 (5220)					
Bungalow Condos *(ITE #233)*	1585 units (2435 units)	685 (1015)					
Townhouses *(ITE #230)*	225 units (350 units)	100 (155)					
Low-Rise Condos *(ITE #231)*	905 units (1390 units)	600 (915)					
Low-Rise Rental *(ITE #221)*	1585 units (2435 units)	540 (775)					
Elderly Housing *(ITE #250)*	225 units (350 units)	40 (60)					
Total Residential	11,485 units (13,920 units)	7185 (12,375)	- 25% (-13%)	2630 trips (2630 trips)	2760 (4450)	405 (815)	2355 (3635)
TOTAL		**11,420 (16,610)**			**3800 (5765)**	**1310 (1950)**	**2490 (3815)**
Trips per Year (over 25 years)		**455 (665)**			**150 (230)**	**50 (80)**	**100 (150)**

Note: 70 (85) = Low Estimate (High Estimate)

*All of the above figures are for display purposes only – to develop projections and assumptions for this report. Actual development densities will be identified within the Area Structure Plan process.

Table 2: Trip Generation for the Waverley West Development – P.M. Peak Hour

Land Use	Size	Total Trips	Mode Split Reduction	Internal Trip Reduction	Total External Trips	Trips IN	Trips OUT
Office Park *(ITE #750)*	100 acres	1905	- 25% (-13%)	- 20%	1050 (1275)	160 (190)	890 (1085)
Commercial *(ITE #820)*	100 acres (25% coverage = 1,090,000 sq. ft)	3040	- 25% (-13%)	- 50%	760 (1125)	365 (540)	395 (585)
Elementary School *(ITE #520)*	350 students x 8 schools	730					
Junior High School *(ITE #522)*	450 students x 3 schools	215					
High School (ITE #530)	1200 students x 1 school	180					
Total School	5350 students	1125	- 25% (-13%)	- 100%	0	0	0
Single Family Residential *(ITE #210)*	6960 units (6960 units)	7030 (7030)					
Bungalow Condos *(ITE #233)*	1585 units (2435 units)	1000 (1610)					
Townhouses *(ITE #230)*	225 units (350 units)	120 (190)					
Low-Rise Condos *(ITE #231)*	905 units (1390 units)	750 (1155)					
Low-Rise Rental *(ITE #221)*	1585 units (2435 units)	750 (1090)					
Elderly Housing *(ITE #250)*	225 units (350 units)	60 (95)					
Total Residential	11,485 units (13,920 units)	9710 (11,170)	- 25% (-13%)	3025 trips (3025 trips)	4260 (6690)	2895 (4420)	1365 (2270)
TOTAL		**15,780 (17,240)**			**6065 (9095)**	**3415 (5155)**	**2650 (3940)**
Trips per Year (over 25 years)		**630 (690)**			**240 (365)**	**135 (205)**	**105 (160)**

Note: 70 (85) = Low Estimate (High Estimate)

* All of the above figures are for display purposes only – to develop projections and assumptions for this report. Actual development densities will be identified within the Area Structure Plan process.

The "Internal Trip Reduction" refers to a factor that reflects trips that are made by residents and employees within the development area. The focus of this report is on trips external to the development area; therefore internal trips have been removed. The proportion of trips that are internal will vary with the type of land use, and the size of the development area. As an example, a small retail outlet such as a hair salon, video rental shop, or ice cream parlour could be expected to draw a high proportion of their business from within a development area. An office building however, is more likely to attract employees from a larger area, especially initially. In the early stages of development, with a relatively small population base, trips will tend to be external. Over time, it can be expected that more trips will be internal for all non-residential land uses.

It is recognized that an internal trip reduction factor of 20 percent in the office park may be somewhat high in the short term, although it is believed that it can be achieved in the longer term as the area develops. The 50 percent internal trip reduction for commercial trips is considered conservative in that the type of commercial development envisioned is community or neighbourhood in nature as opposed to regional commercial space. It is assumed that the combined effect of both of these reduction factors will result in a realistic approximation of number of trips in and out of the development.

At full build-out, total external trips generated by the Waverley West development are estimated to range from approximately 3,800 to 5,765 trips per hour in the a.m. peak hour. During the p.m. peak hour, external trips range from 6,065 to 9,095 trips per hour. The total amount of development traffic is expected to be higher within Waverley West. The following table summarizes the estimated trip generation.

Table 3: Waverley West Trip Generation Summary

Time Period		IN (trips/hour)	OUT (trips/hour)	TOTAL (trips/hour)
A.M. Peak Hour	Traffic Growth/Year	50-80	100-150	150-230
	Traffic at Build-Out	1,310-1,950	2,490-3,815	3,800-5,765
P.M. Peak Hour	Traffic Growth /Year	135-205	105-160	240-365
	Traffic at Build-Out	3,415-5,155	2,650-3,940	6,065-9,095

Note: 50-80 refers to the range between the low and high traffic estimates for Waverley West development traffic.

5.2 Trip Distribution and Assignment

Trip distribution refers to the directional split of traffic entering and exiting an area, and trip assignment assigns distributed trips to the surrounding road network. Trip distribution for the proposed Waverley West development is based on population data for Winnipeg neighbourhoods and concentrated employment areas within the City. Population data was obtained from 1996 Census data, while employment areas were determined from the 1998 *TransPlan 2010 – Moving Towards Solutions* report.

Different trip assignments were determined for each of the three main land use types in the proposed Waverley West development. Trips related to the office park land use were distributed throughout the surrounding street network based on neighbourhood population statistics for Winnipeg as a whole. The rationale of this is that employees of the office park could originate from anywhere in the City. It was assumed that 20 percent of trips to the office park would originate within Waverley West. Trips related to the commercial land use were distributed based on neighbourhood populations in the areas to the immediate south, east, and north of Waverley West. In this case, it was assumed that 50 percent of shopping trips would originate from within Waverley West. Finally, trips related to the residential development were distributed throughout the street network based on major areas of employment within the City of Winnipeg. It was assumed that there would be few trips to employment areas in the northernmost areas of the city, with most trips destined to the downtown area, the University of Manitoba and other areas in south Winnipeg, as well as areas just north of the Assiniboine River. It was also assumed, based on the TransPlan 2010 report, that 10 percent of Waverley West residents would work outside of the City.

The assumed trip assignment for development related trips is as follows:

- To/from the east on Bishop Grandin Boulevard - 38 percent
- To/from the north on Kenaston Boulevard - 22 percent
- To/from the north on Waverley Street - 19 percent
- To/from the east on Bison Drive - 12 percent
- To/from the south on PTH 100 or Waverley Street - 9 percent

New trips generated by the proposed Waverley West development were distributed and assigned to the street network based on the splits noted above. Waverley West development traffic volumes for the a.m. peak hour and p.m. peak hour are illustrated in Figure 12 and Figure 13, respectively. Existing traffic was redistributed to take into account the potential new road links. The City of Winnipeg Public Works Department provided the consultant with transportation planning model results for forecast traffic with the assumed changes in the arterial road network. A horizon year for background traffic of 2028 (25 years) was used. The redistributed existing traffic was increased to 2028 levels using an annual growth rate of 1.5 percent, combined with the development traffic generated, distributed, and assigned to the street network to determine volume projections for the post development scenario.

Post development traffic volumes for the a.m. peak hour and p.m. peak hour are illustrated in Figure 14 and Figure 15, respectively. Post development screen line diagrams are illustrated in Figure 16.

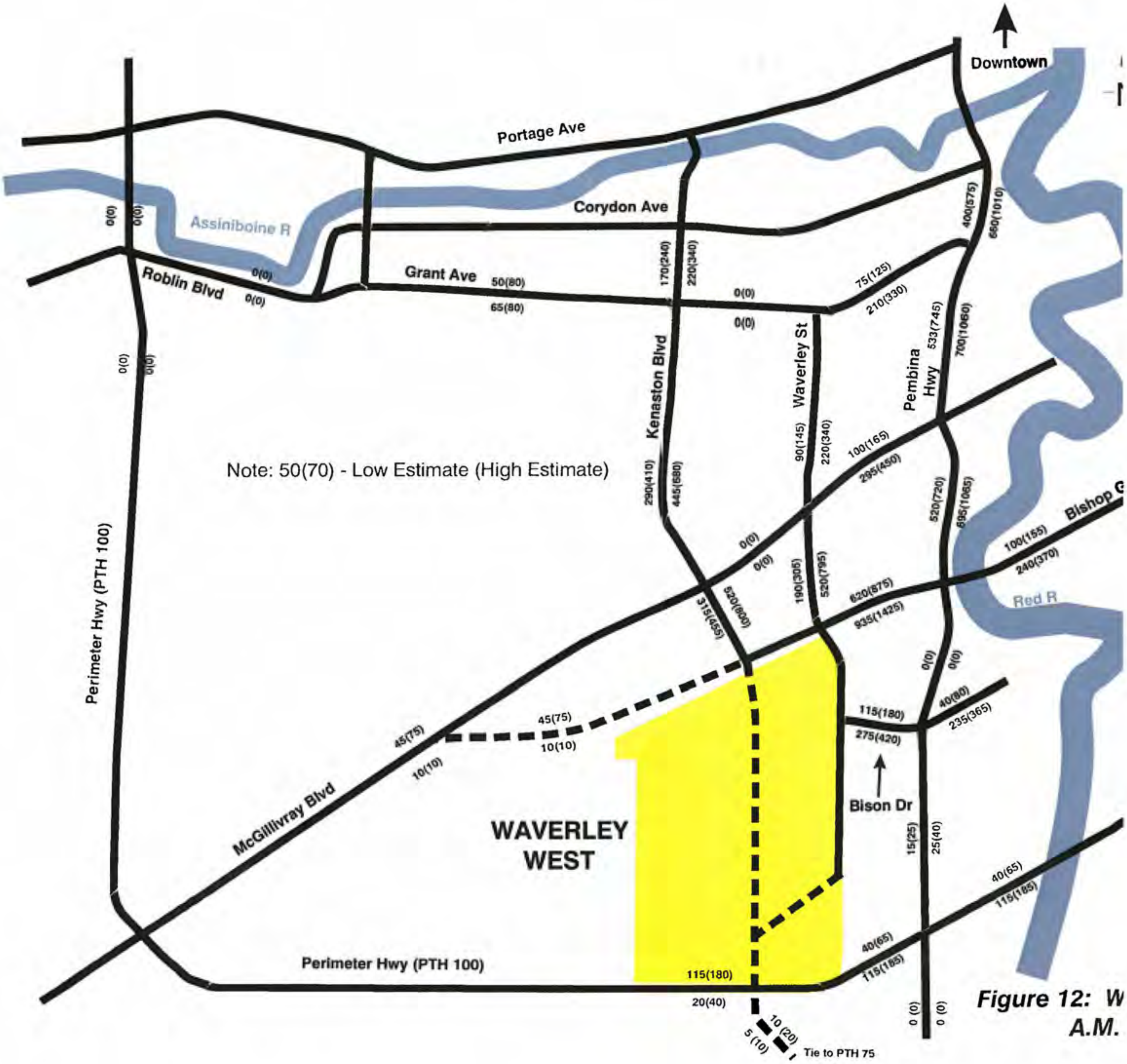


Figure 12: W
A.M.

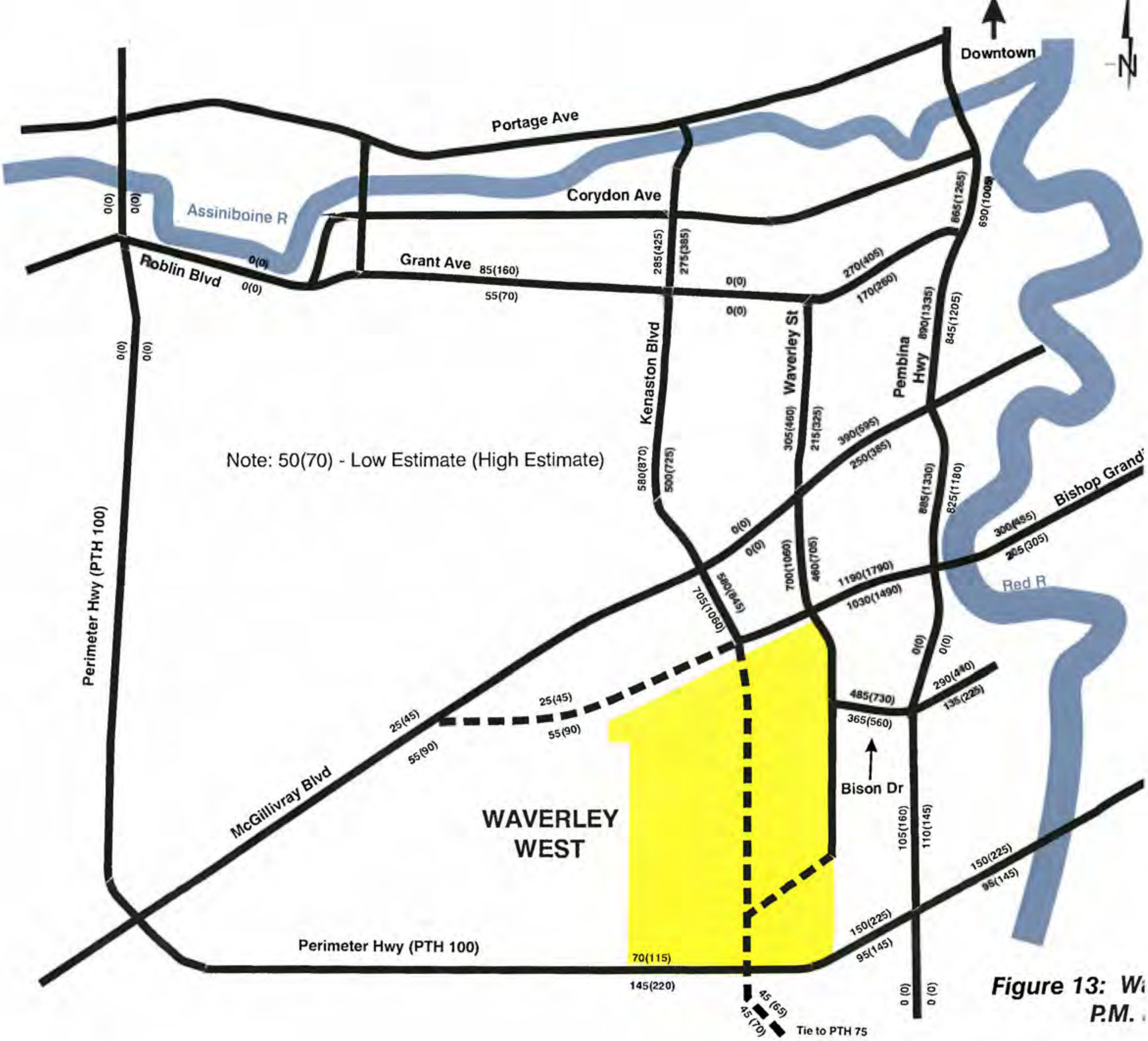
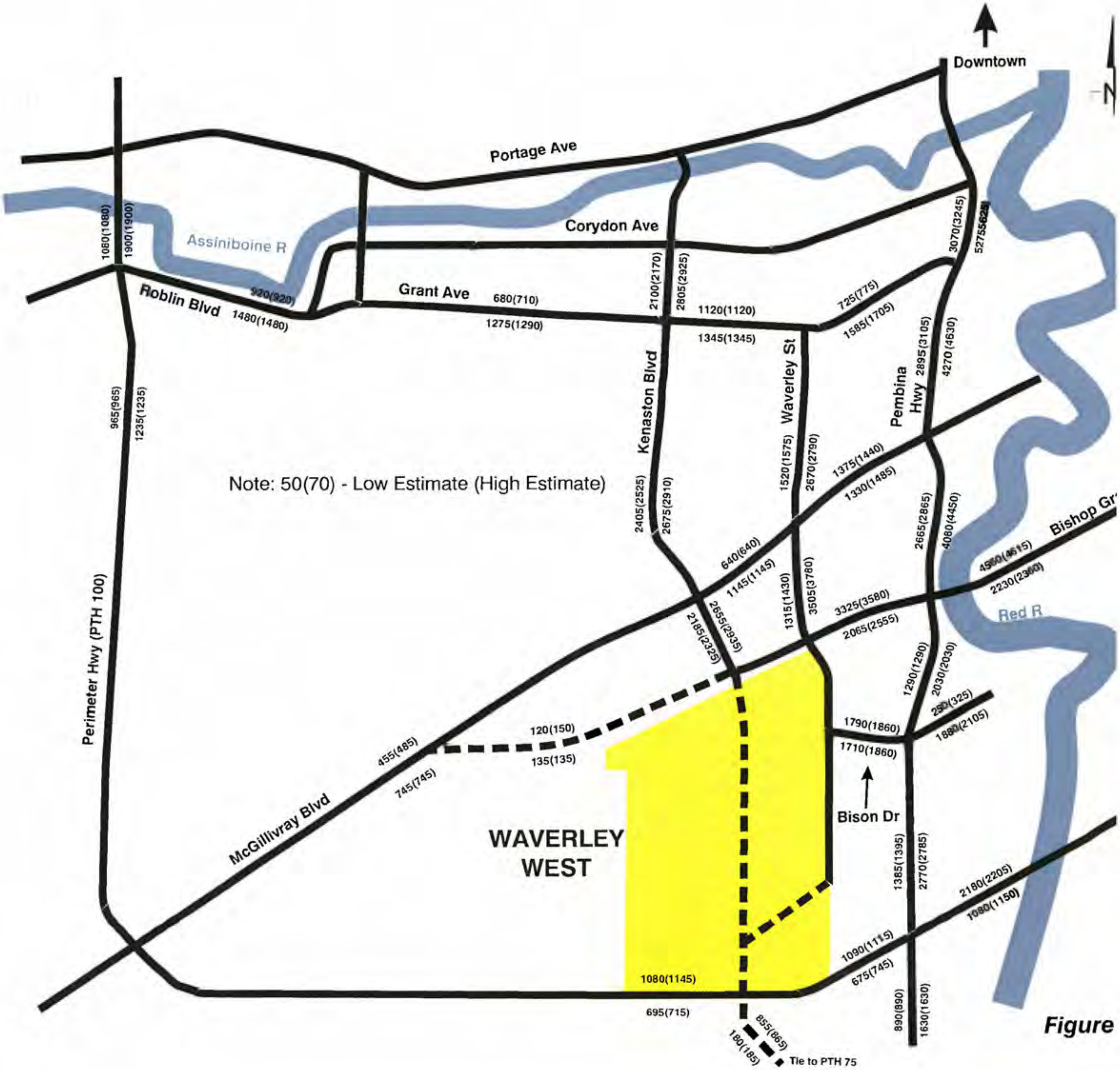
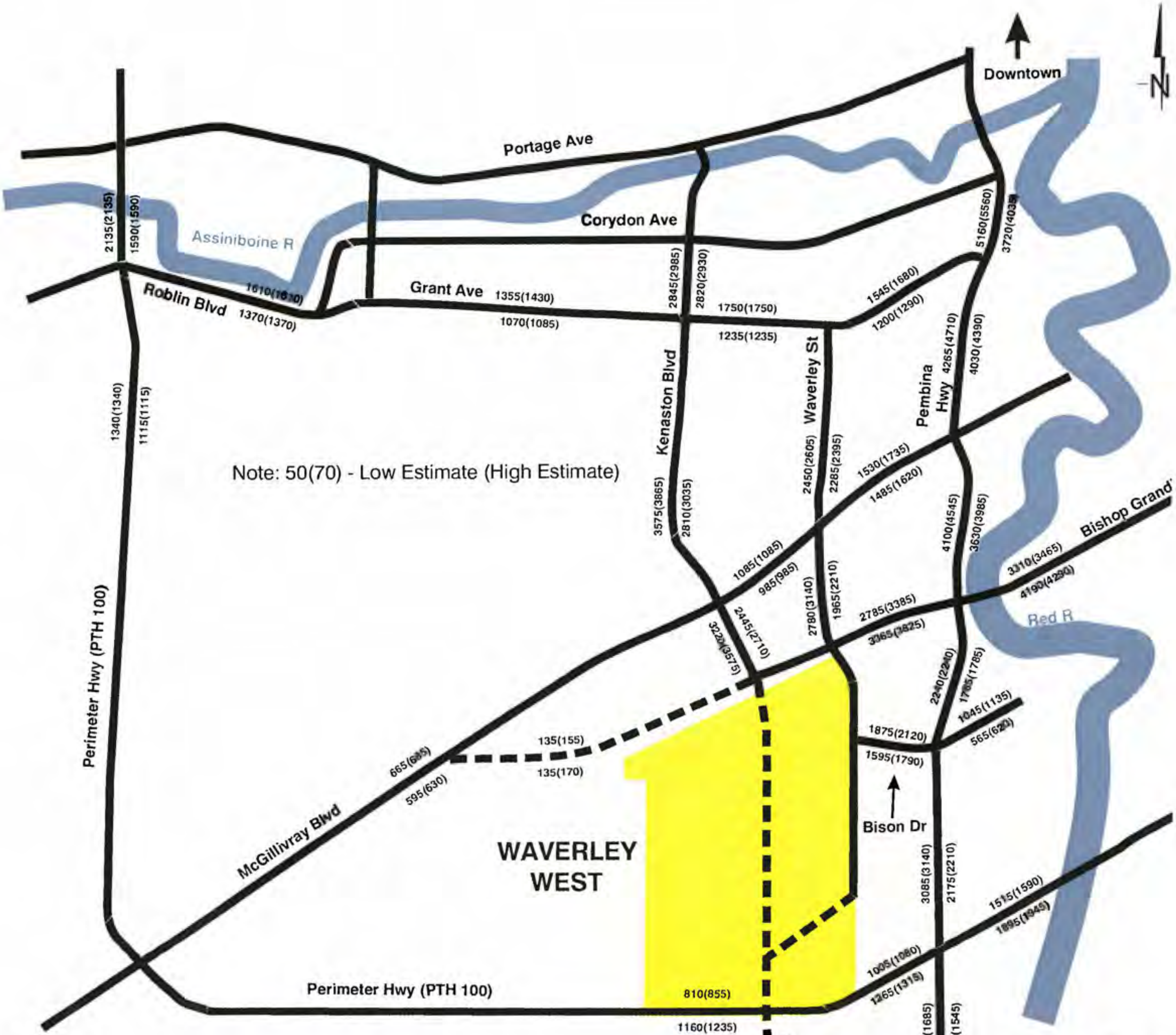


Figure 13: W
P.M.



Downtown
Portage Ave
Corydon Ave
Assiniboine R
Grant Ave
Roblin Blvd
Kenaston Blvd
Waverley St
Pembina Hwy
Bishop Gr
Red R
Perimeter Hwy (PTH 100)
McGillivray Blvd
Bison Dr
WAVERLEY WEST
Note: 50(70) - Low Estimate (High Estimate)
Tie to PTH 75
1080(1080)
1900(1900)
920(920)
1480(1480)
680(710)
1275(1290)
2100(2170)
2805(2925)
1120(1120)
1345(1345)
725(775)
1585(1705)
3070(3245)
965(965)
1235(1235)
2895(3105)
4270(4630)
2405(2525)
2675(2910)
1520(1575)
2670(2790)
1375(1440)
1330(1485)
2665(2865)
4080(4450)
640(640)
1145(1145)
1315(1430)
3505(3780)
3325(3580)
2065(2555)
2230(2360)
2185(2325)
2655(2935)
1290(1290)
2030(2030)
120(150)
135(135)
455(485)
745(745)
1790(1860)
1710(1860)
1880(2105)
1385(1395)
2770(2785)
2180(2205)
1080(1150)
1090(1115)
675(745)
1080(1145)
695(715)
855(865)
180(185)
990(890)
1630(1630)
Figure



Downtown
N
Portage Ave
Corydon Ave
Assiniboine R
Grant Ave
Roblin Blvd
2135(2135)
1590(1590)
1370(1370)
1355(1430)
1070(1085)
2845(2985)
2820(2930)
1750(1750)
1235(1235)
1545(1680)
1200(1290)
5160(5560)
Kenaston Blvd
Waverley St
Pembina Hwy
4265(4710)
4030(4390)
1340(1340)
1115(1115)
Note: 50(70) - Low Estimate (High Estimate)
3575(3865)
2810(3035)
2450(2605)
2285(2395)
1530(1735)
1485(1620)
4100(4545)
3630(3985)
Bishop Grand
3310(3465)
Red R
1085(1085)
985(985)
2445(2710)
2780(3140)
1965(2210)
2785(3385)
Perimeter Hwy (PTH 100)
135(155)
135(170)
595(630)
1875(2120)
1595(1790)
1045(1135)
1785(1785)
McGillivray Blvd
WAVERLEY
WEST
Bison Dr
3085(3140)
2175(2210)
1515(1590)
1005(1080)
Perimeter Hwy (PTH 100)
810(855)
1160(1235)
1030(1055)
525(545)
Tie to PTH 75
1685(1685)
1545(1545)

Figure

A.M. Peak Hour - Post Development
(Low Estimate)

P.M. Peak Hour - Post Development
(Low Estimate)

A.M. Peak Hour - Post Development
(High Estimate)

P.M. Peak Hour - Post Development
(High Estimate)

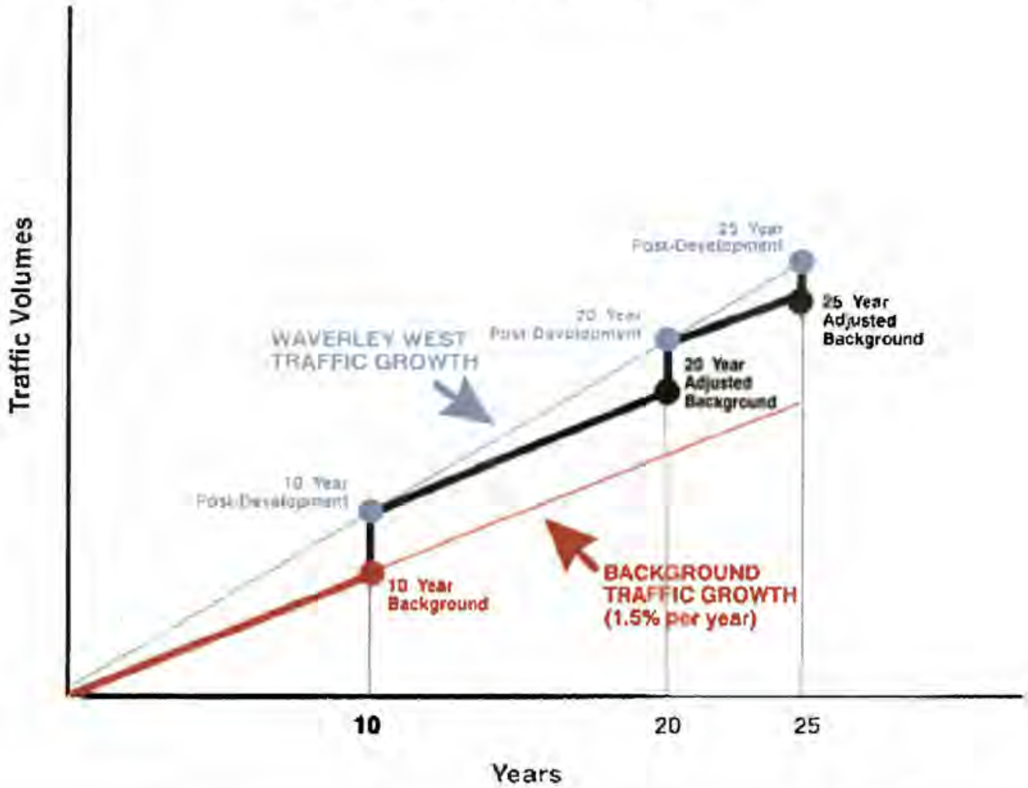
Figure 16: Post Development Screen Line Diagrams

6.0 DEVELOPMENT IMPACTS

6.1 Capacity and Lane Requirements

Post-development lane requirements on the external street network were calculated for future intervals of 10, 20 and 25 years. The various scenarios analyzed are shown in Figure 17. The red line represents "regular" background traffic growth without Waverley West development-related traffic volumes, based on an annual growth rate of 1.5 percent. The scenarios represented by the red line (i.e., background traffic only) were summarized in Section 3.3. The light blue line represents Waverley West traffic growth over the next 25 years over and above the background traffic growth, until full build-out of the development (assumed to be linear). The 20-year "adjusted" development indicated by the first black dot represents a scenario where only the background traffic growth has been added, using the background plus Waverley West development at the 10-year level development as the starting point. The forecast Waverley West traffic at the 20-year time frame is then added to this background level to forecast the 20-year post-development traffic scenario. The same traffic growth assumption was then applied to obtain the 25-year post-development scenario. The thick line represents the progression of scenarios that are examined.

Figure 17: Analysis Scenarios



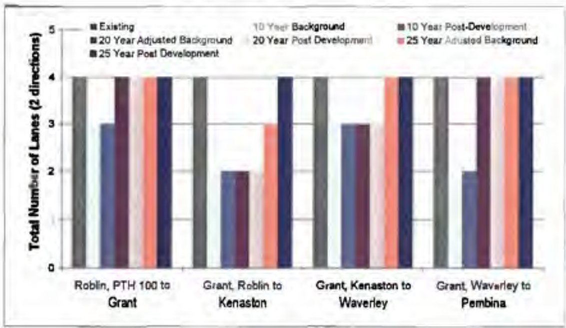
The following graphs (shown in Figures 18 and 19) summarize the findings of the post-development peak hour lane requirement calculations. Each graph shows lane requirements for a specific roadway for seven different scenarios:

- Existing;
- 10-year background;
- 20, and 25-year "adjusted" background traffic; and
- 10, 20, and 25-year post-development traffic.

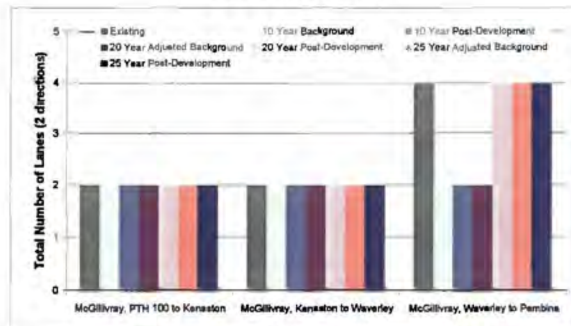
The higher number of lanes required to accommodate the a.m. or p.m. peak hour traffic was used in each graph. A set of graphs has been produced for each of the low and high Waverley West development scenarios. The following graphs show total (i.e., two-directional) lane requirements; lane requirements by direction are summarized in Appendix C.

Figure 18: Forecast Lane Requirements (Low Waverley West Traffic Estimate)

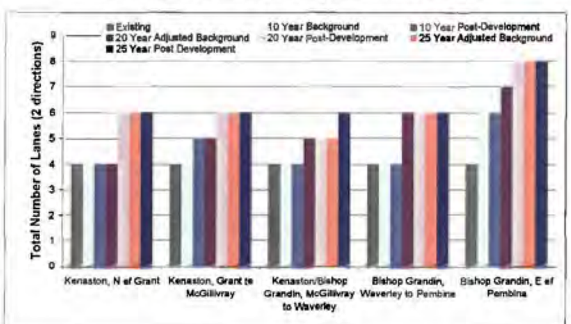
Roblin Boulevard / Grant Avenue



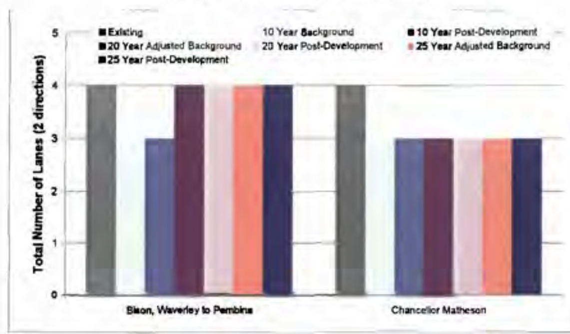
McGillivray Boulevard



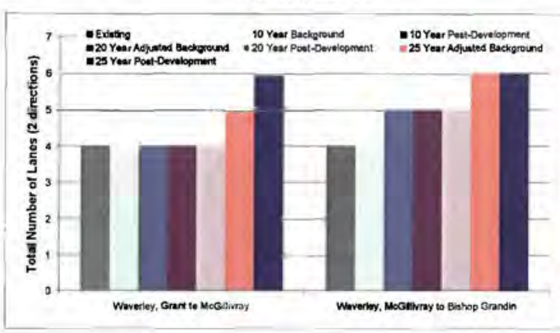
Kenaston Boulevard / Bishop Grandin Boulevard



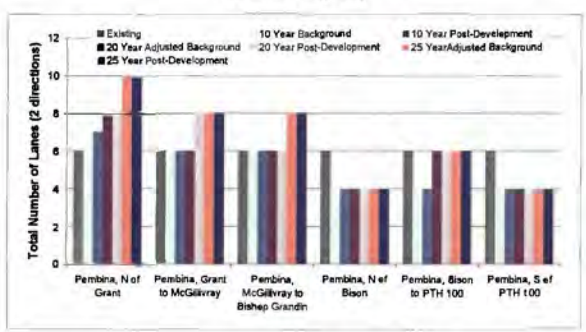
Bison Drive / Chancellor Matheson Road



Waverley Street



Pembina Highway



Perimeter Highway (PTH 100)

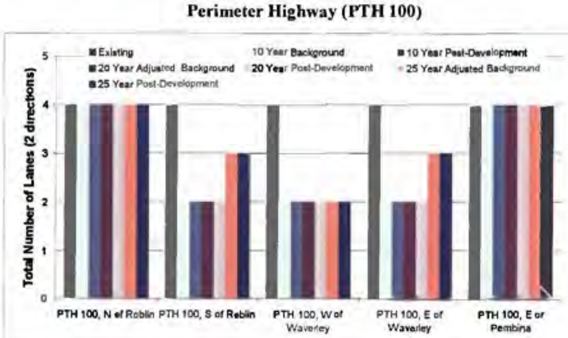
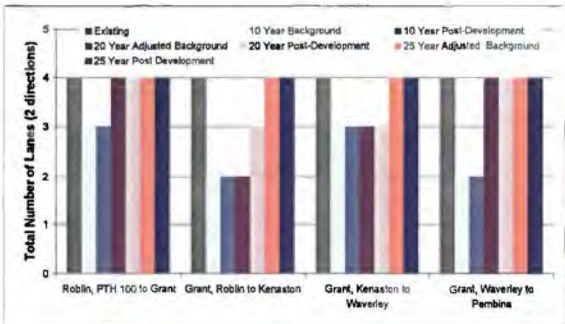
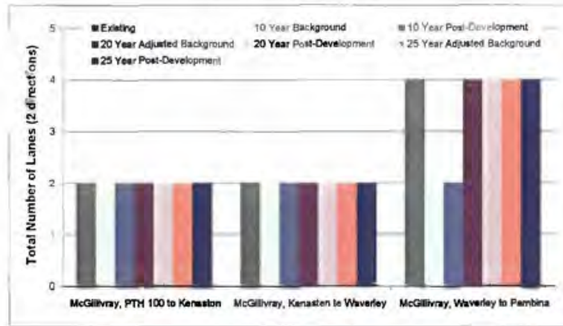


Figure 19: Forecast Lane Requirements (High Waverley West Traffic Estimate)

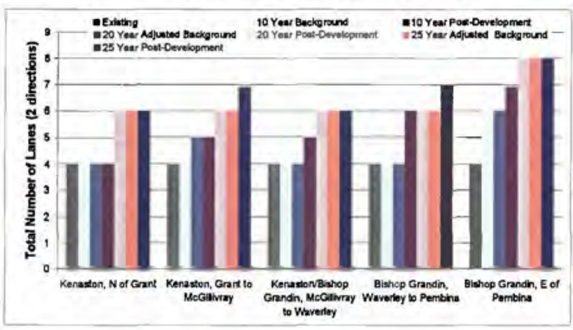
Roblin Boulevard / Grant Avenue



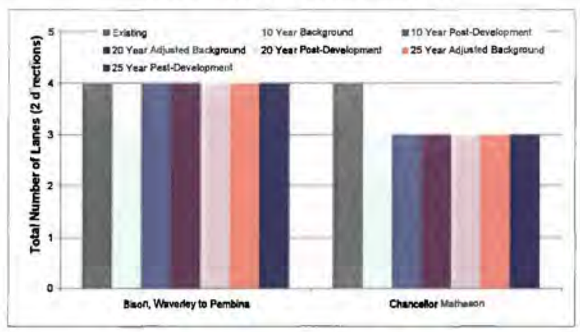
McGillivray Boulevard



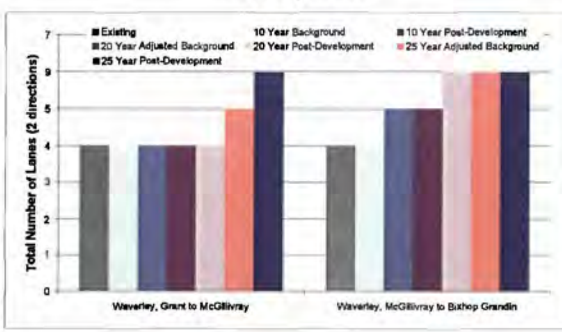
Kenaston Boulevard / Bishop Grandin Boulevard



Bison Drive / Chancellor Matheson Road

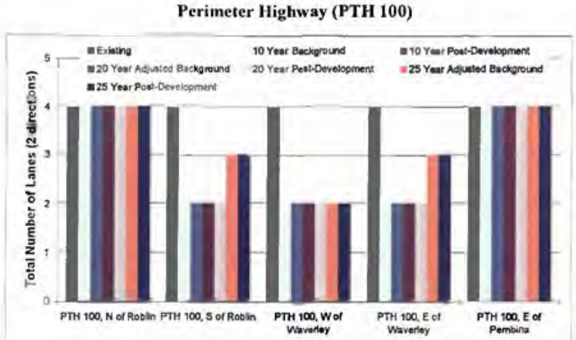


Waverley Street



Pembina Highway

Perimeter Highway (PTH 100)



6.2 Impact on Arterials

Roblin Boulevard/Grant Avenue

Grant Avenue and Roblin Boulevard were examined from PTH 100 to Pembina Highway. In both the low and high post-development traffic estimates, lane requirements on this link are not expected to exceed the existing supply with any of the background or post-development scenarios examined.

McGillivray Boulevard

McGillivray Boulevard was examined from PTH 100 to Pembina Highway. In both the low and high post-development traffic estimates, lane requirements on this link are not expected to exceed the existing supply with any of the background or post-development scenarios examined.

Kenaston Boulevard

Kenaston Boulevard was examined from north of Grant Avenue to Waverley Street. North of Grant, both the low and high post-development traffic estimates result in a need for widening of Kenaston from four to six lanes at the 20-year post-development scenario. Lane requirements are maintained at six lanes for all further scenarios examined.

From Grant to McGillivray, both the low and high traffic estimates result in a need for widening of Kenaston to five lanes at the 10-year post-development scenario and to six lanes at the 20-year post-development scenario. In the high traffic estimate, the calculations indicate that a seventh lane would be required to accommodate traffic in the 25-year post-development scenario, however widening beyond six lanes is likely infeasible at this location.

Along the Kenaston/Bishop Grandin link from McGillivray to Waverley, lane requirements increase beyond the existing four lanes to five lanes in the 10-year post-development scenario for both the low and high traffic estimates. In the low estimate, a requirement of five lanes is maintained through to the 25-year "adjusted" background scenario and increases by another lane to a total of six lanes in the 25-year post-development scenario. In the high traffic estimate, lane requirements increase to six at the 20-year "adjusted" background scenario, which is maintained for all other scenarios.

Bishop Grandin Boulevard

Bishop Grandin Boulevard was examined from Waverley Street to east of Pembina Highway. Between Waverley and Pembina, lane requirements increase from the existing four lanes to six lanes in the 20-year "adjusted" background scenario. In the low traffic estimate, this is maintained for all other scenarios examined. In the high traffic estimate traffic levels at the 25-year post-development scenario result in a need for a seventh lane, however, widening beyond six lanes is likely infeasible on this link.

East of Pembina Highway, lane requirements increase to six lanes in the 10-year background scenario and then increase further to seven lanes in the 20-year "adjusted" background scenario. The 20-year post-development scenario lane requirements level off at a total of eight lanes. This is the same for both the low and high traffic estimates. Widening to this extent is considered infeasible, especially considering that this link includes the Fort Garry Bridge over the Red River.

Bison Drive/Chancellor Matheson Road

Bison Drive/Chancellor Matheson Road was examined from Waverley Street to the University of Manitoba. In both the low and high post-development traffic estimates, lane requirements on this link are not expected to exceed the existing supply with any of the background or post-development scenarios examined.

Waverley Street

Waverley Street was examined from Grant Avenue to Bishop Grandin Boulevard. From Grant to McGillivray, it is expected that the existing four lanes are sufficient to accommodate traffic volumes up until the 25-year "adjusted" background scenario, which results in a need for five lanes. The 25-year post-development scenario increases lane requirements further to a total of six lanes. This is the same for both the low and high traffic estimates.

Between McGillivray and Bishop Grandin, lane requirements are expected to increase to five lanes with the 10-year post-development scenario. In the low traffic estimate, this is maintained up until the 25-year "adjusted" background scenario, which results in a need for six lanes on this link. In the high traffic estimate, a requirement for six lanes is triggered at the 20-year post-development scenario and maintained for all other scenarios examined.

Pembina Highway

Pembina Highway was examined from north of Grant Avenue to south of PTH 100. The link north of Grant Avenue results in the highest lane requirements along Pembina Highway. In the low traffic estimate, lane requirements increase beyond the existing supply to seven lanes in the 10-year post-development scenario, increase further to eight lanes with the 20-year "adjusted" background scenario, and level off at 10 lanes in the 25-year "adjusted" background scenario.

From Grant to McGillivray, lane requirements are maintained at existing levels until the 20-year post-development scenario, where they increase to eight lanes. The eight-lane requirement is maintained for all other scenarios examined. This is the same for both the low and high traffic estimates.

Between McGillivray and Bishop Grandin, lane requirements are maintained at existing levels through to the 20-year post-development scenario for the low traffic estimate and to the 20-year "adjusted" background scenario for the high traffic estimate. Beyond these points, lane requirements increase to a total of eight lanes. Widening beyond the existing six lanes on Pembina Highway is considered to be infeasible due to right-of-way limitations.

From Bison Drive to south of PTH 100, lane requirements are not expected to exceed the existing supply with any of the background or post-development scenarios examined for both the low and high traffic estimates.

PTH 100

The Perimeter Highway (PTH 100) was examined from north of Roblin Boulevard to east of Pembina Highway. In both the low and high post-development traffic estimates, lane requirements on this link are not expected to exceed the existing supply of four lanes with any of the background or post-development scenarios examined.

6.3 Neighbourhood Impacts

City street systems are made up of a hierarchy of different classes of streets that serve a variety of functions. This includes local streets on which most residential properties are located; collector streets that collect traffic from the local streets within a neighbourhood and direct it to arterial streets; arterial streets that collect traffic from collectors, and some local streets within a sector of a city; and expressways that generally do not serve adjacent development, but rather, carry traffic between sectors of a city and beyond.

Traffic tends to concentrate on the arterials, especially for longer trips, because of the typically higher level of service. However, if the arterial street system capacity is insufficient to carry the traffic demand in an efficient manner, some traffic may migrate to other alternatives. This could include other arterial streets, or if not readily available, may gravitate to collector or local streets for some portion of the trip, depending on the trip destination and length. This phenomenon has been identified as occurring in the River Heights area in southwest Winnipeg. Although southwest Winnipeg is well served by north-south and east-west arterials, some are discontinuous links (e.g., Waverley Street's role as an arterial stops at Grant Avenue).

The forecast traffic loads on the key arterial streets in southwest Winnipeg were examined in Section 6.2. The graphs included in that section identify forecast lane requirements. Overall, the east-west arterial streets can accommodate the estimated traffic volumes, except for Bishop Grandin from Waverley to east of Pembina. Although a capacity shortfall may occur on Bishop Grandin, neighbourhood impacts should not be an issue. Few route alternatives to Bishop Grandin exist, especially for crossing the Red River.

Most of the roadway capacity deficiencies, and hence the potential for neighbourhood impacts, occur on the north-south arterials. The main areas with potential capacity shortfalls are Kenaston from Grant to McGillivray, Waverley between Grant and Bishop Grandin, and Pembina north of Grant to Bishop Grandin. If traffic movement becomes overly difficult there is the possibility of some traffic spill over occurring, especially north of Grant, between Kenaston and Pembina.

There is a limit to the level of street expansion that can occur in a cost-effective manner. This can be addressed through ongoing encouragement and enhancement of the transit alternative and other Transportation Demand Measurement measures to reduce the number of private vehicle trips.

It should also be noted that given the proponent's plans to develop the Waverley West area in a manner different from typical suburban developments in Winnipeg (i.e., by including some commercial and employment centres within the development) the result may be a reduced number of vehicles on the exterior street network, and therefore, less impact on adjacent neighbourhoods, than there would be with a typical suburban development. Given the long-range nature of the traffic forecasts, it is advisable to monitor traffic activity to determine if, and the nature of, any traffic impacts that occur on non-arterial streets.

6.4 Transit Requirements

Transit requirements were based on the parameters set out by Winnipeg Transit and the low/high range of peak hour transit ridership forecasts. The focus in this report is the transit ridership; bus needs, cost and revenue related to Waverley West originating/destined trips. In reality, the routes that service Waverley West will also provide service to neighbourhoods between Waverley West and the ultimate route destination, which will increase route ridership and revenues.

6.4.1 Transit Volumes

Transit volumes were based on a range, with the lower mode split (13 percent) applied to the higher development density and the higher mode split (25 percent) applied to the lower development density. The lower mode split is considered typical for a suburban residential subdivision in Winnipeg. The upper range is what Transit feel is achievable with a transit supportive subdivision concept that includes higher densities, a greater range of household types, internal employment opportunities and supportive measures such as good pedestrian connections.

The range of forecast peak hour transit trips is 1,500 to 3,100 passengers per hour in the a.m. peak hour, and 2,050 to 4,300 passengers per hour in the p.m. peak hour. A portion of these trips is estimated to be internal trips (i.e., trip origin and destination within Waverley West) due to the internal employment, shopping, and education opportunities.

Internal trips were estimated at 175 to 325 passengers per hour in the a.m. peak hour, and 500 to 950 passengers per hour in the p.m. peak hour.

External trips are therefore estimated at 1,325 to 2,775 passengers per hour in the a.m. peak hour, and 1,550 to 3,350 passengers per hour in the p.m. peak hour. The mix between inbound and outbound trips and travel destination between the four proposed routes was assumed to be similar to the directional split of the vehicle trips.

The estimated volumes on the "Polo Park – University" route are approximately 300 to 600 passengers per hour in the a.m. peak hour, and 350 to 750 passengers per hour in the p.m. peak hour. The estimated volumes on the "Waverley West – University" route are approximately 275 to 575 passengers per hour in the a.m. peak hour, and 325 to 700 passengers per hour in the p.m. peak hour. The combined estimated volumes on the two "Waverley West – Downtown" routes are 750 to 1,575 passengers per hour in the a.m. peak hour, and 900 to 1,900 passengers per hour in the p.m. peak hour.

Yearly ridership for the Waverley West development was estimated based on ridership data for the morning and afternoon peak hours, an average weekday, and revenue passengers for 2002. This results in an estimated yearly ridership of approximately 2,100,00 riders with the lower development levels and mode split, rising to approximately 2,900,000 with the higher development levels and mode split. This is a five to eight percent increase in yearly ridership for the overall transit system compared to 2002 levels.

6.4.2 Bus Requirements

Winnipeg Transit anticipates servicing Waverley West exclusively with low floor buses that feature 40 seats plus room for standees. A bus capacity of 45 to 50 is generally used for planning purposes. A capacity of 50 was assumed for the lower range, with 45 for the upper range forecast. These capacity levels were applied to the forecast volumes on the different routes.

The number of buses required to service Waverley West is based on the anticipated headway (time between buses at any particular point), route length, and passenger demand. At this time Winnipeg Transit are basing preliminary planning on 15-minute peak period headways, 30-minute off-peak headways, and four routes. The estimated round trip travel times were based on average speeds of 20 km/hr for normal street operations, with 30 km/hr on dedicated transit corridors. The estimated round trip travel times for the proposed routes were estimated at:

- Polo Park – University: 120 minutes (38 km)
- Waverley West – University: 70 minutes (22 km)

- Waverley West – Downtown: 110 minutes (42 km)

Bus requirements based on the round trip travel times and the proposed headways are:

- Polo Park – University: eight buses in the peak periods, four buses in the off-peak.
- Waverley West – University: five buses in the peak periods, three buses in the off-peak.
- Waverley West – Downtown: eight buses in the peak periods, four buses in the off-peak on each of the two routes.

Bus requirements for the peak period were based on the 45/50 passenger load factors and estimated peak hour external passenger volumes (Section 6.4.1). The results are as follows:

- Polo Park – University: three to four buses in the peak periods with the lower mode split, and six to nine buses in the peak periods with the higher mode split.
- Waverley West – University: three to four buses in the peak periods with the lower mode split, and six to nine buses in the peak periods with the higher mode split.
- Waverley West – Downtown: seven to 10 buses in the peak periods with the lower mode split, and 15 to 23 buses in the peak periods with the higher mode split.

Winnipeg Transit's planned bus service levels appear sufficient to meet the area's transit needs with the higher mode split and development density levels, except for a potential shortfall in the higher development density scenario for the downtown service. Additional buses travelling in convoy, or a reduced headway to 10 minutes would be required to meet this demand level. Peak period headways could be reduced to 20 to 30 minutes for the other two routes based on the lower demand levels. In total, 13 to 18 peak period buses would be required with the lower mode split estimate, and 27 to 41 would be required with the higher mode split estimate, compared to the proposed 21 buses with the planned service.

6.5 Goods Movement

Goods movement is concerned with the movement of freight and the trucks on which the freight moves. Little information concerning goods movements within the city of Winnipeg is available prior to or since the 1996 Profile of Urban Goods Movement in Winnipeg conducted by the University of Manitoba Transport Information Group on behalf of ND LEA (then know as DS Lea Consultants Ltd.) for Phase 1 of TransPlan 2010. The report identifies and clarifies issues and options about urban goods movements in Winnipeg. The following discussion about urban goods movements in

Winnipeg and the effect of the Waverley West development on goods movements in the city is based directly on the findings contained in this report.

Many of the primary roads in southwest Winnipeg are part of the existing City of Winnipeg designated truck route network, including Kenaston Boulevard, Waverley Street, Pembina Highway, McGillivray Boulevard, Bishop Grandin Boulevard, and the south Perimeter Highway. Based on the layout of the current truck route network, it is anticipated that the westward extension of Bishop Grandin to PTH 3 and the southward extension of Kenaston through Waverley West to PTH 75 south of St. Norbert will be included in the Winnipeg truck route network. The Perimeter Highway and PTH 75, along with its extension(s) into the City are considered economic routes by MTGS.

In 1996, there were 20 major truck terminals and two intermodal terminals in Winnipeg. The majority of these terminals are located adjacent to Route 90 and Bishop Grandin Boulevard. For-hire trucking companies are scattered throughout Winnipeg, with a high concentration located along Route 90 north of Portage Avenue. The locations of the truck terminals and trucking companies correspond to truck volumes on Winnipeg roads. Average annual weekday truck volumes on Winnipeg truck routes for 1995 were available in the *Profile of Urban Goods Movement in Winnipeg* report. High volumes of truck traffic were recorded on Lagimodiere Boulevard, Route 90 (Kenaston Boulevard), Inkster Boulevard, Portage Avenue, and McGillivray Boulevard. Fermor Avenue, Pembina Highway, Waverley Street and Wilkes Avenue also recorded significant truck volumes.

Based on the pattern of existing truck volumes in southwest Winnipeg, Pembina Highway, the south Perimeter Highway and Waverley Street are currently the primary trucking routes used to access PTH 75 south of Winnipeg. The proposed extension of Kenaston south through the Waverley West development to PTH 75, bypassing St. Norbert, will likely become another attractive north-south route for trucks originating in or destined for the western part of Winnipeg. As well, tentative plans for Waverley West indicate that Waverley Street will end within the development and will no longer connect to the south Perimeter Highway. It is therefore anticipated that some of the truck traffic currently using Pembina, and much of the truck traffic using Waverley, will shift to the Kenaston extension.

The office park and commercial developments tentatively planned for the Waverley West development will result in some shipping and delivery truck traffic. Most of these truck trips will be intra-city trips using small trucks (2 or 3-axle single unit trucks). The major portion of truck traffic on the Kenaston extension through Waverley West will likely be through trips that do not originate in and are not destined for locations within the Waverley West development. Many of these trips will originate in or be destined for locations south of the city of Winnipeg. Approximately three-quarters of external truck trips are made using combination trucks, primarily tractor-semi trailers. It is expected that a portion of trucks moving between the trucking terminals and companies along Route 90 and locations south of Winnipeg will use the Kenaston extension to bypass St.

Norbert and avoid heavy traffic volumes along Pembina Highway. As well, truck trips destined for industrial areas in west Winnipeg such as the airport or the Inkster industrial park will also find the Kenaston extension to be an attractive trucking route.

7.0 SUMMARY OF FINDINGS

7.1 System Requirements

7.1.1 Transit

Winnipeg Transit has identified a potential routing system to service Waverley West. The proposed routing patterns provide direct service to three major destination areas, with connections to many other routes available downtown and at Polo Park. A key point in Transit being able to competitively serve the area is the planned Southwest Transit Corridor, which brings this area to within Transit's optimum travel time to the downtown (less than 35 minutes). This, combined with the opportunity for two directional travel, and supporting pedestrian infrastructure within the area, should help transit achieve higher than typical mode splits. Another feature that has proven beneficial in other areas of the City is locating transit centres at key points within the area. This should be considered for the two employment centres.

7.1.2 Road Network

The internal roadway system will be developed as part of the area structure plan, with additional details available as part of the subdivision plan process for areas within Waverley West. For the purposes of this review, it was assumed that two major roadway extensions are desirable. One is the extension of Kenaston through the area, continuing south of the Perimeter, connecting to PTH 75 south of St. Norbert. This would result in Waverley being redirected into the Kenaston extension north of the Perimeter.

The westerly extension of Bishop Grandin, with a tie in to PTH 3 has also been identified. This would result in McGillivray being redirected into the Bishop Grandin extension, possibly west of the City limit.

Other roadway modifications have been identified, with most occurring due to forecast background traffic growth, irrespective of whether or not Waverley West proceeds. As with any upgrade such as this, the actual need, and timing, should be based on measured traffic volumes as opposed to long-range forecasts.

7.2 Cost Estimates

7.2.1 Transit

Transit bus costs were based on $70 per bus-hour, which includes bus operations, replacement cost for new buses, and administration/overhead costs. While the addition of new services may reduce some of the system-side overhead costs, additional route-specific overhead costs such as additional transit supervisors would be added. As such, Winnipeg Transit indicate that $70 is a reflection of the actual cost of adding new service. Costs were estimated for the planned service levels and resultant minimum requirements. It was assumed that peak hour service would comprise four hours of the weekday, with off-peak service the balance of the weekday, Saturdays, Sundays, and statutory holidays.

The resultant cost to operate four routes is approximately $9M per year. Actual cost will depend on the ridership levels and the number of buses that are needed.

Transit will also collect revenue to help offset the service costs. The revenue was based on the Waverley Wes-related ridership, and average revenue per revenue rider for January to June in 2002 of approximately $1.28. This was applied to the forecast yearly ridership for Waverley West riders, yielding revenue of approximately $2,700,000 to $3,700,000 per year depending on the actual mode split. Please note that riders outside of Waverley West will also contribute to revenue generation.

7.2.2 External Road Network

Tables 4 and 5 summarize cost estimates for the construction of additional lanes on various links in the study area that are external to the Waverley West development based on the low and high traffic estimates. Forecast costs are provided at the 10, 20, and 25-year timeframe. The capacity improvements summarized below are as a result of the combination of background traffic and Waverley West development traffic, over the 25-year time frame of this study. A maximum of three lanes per direction was assumed due to limitations on right-of-way acquisition. In some cases, lane requirements for the future background and/or post-development scenarios exceeded three lanes per direction, which was thought to be unreasonable. Costs for widening existing roadways include roadworks and street lighting and a 25 percent contingency. The cost estimates do not include additional property costs, engineering fees, or G.S.T.

Street Link	Existing # of Lanes	10 Year Interval					20 Year Background Lane Requirement
		10 Year Background Lane Requirement	10 Year Post Dev. Lane Requirement	Total Cost	Back-ground Cost	Post Dev. Cost	
Kenaston (Corydon-Grant)	4	4	4	$0	$0	$0	4
Kenaston (Grant-McGillivray)	4	4	5	$3.5M	$0	$3.5M	5
Kenaston/Bishop Grandin (McGillivray-Waverley)	4	4	4	$0	$0	$0	5
Bishop Grandin (Waverley-Pembina)	4	4	4	$0	$0	$0	6
Bishop Grandin (E of Pembina)	4	6	6		*		7
Waverley (Grant-McGillivray)	4	4	4	$0	$0	$0	4
Waverley (McGillivray-Bishop Grandin)	4	4	5	$1.55M	$0	$1.55M	5
Pembina (Corydon-Grant)	6	6	7		*		8
Pembina (Grant-McGillivray)	6	6	6	$0	$0	$0	6
Pembina (McGillivray-Bishop Grandin)	6	6	6	$0	$0	$0	6
TOTAL				**$5.05M**	**$0**	**$5.05M**	
NET PRESENT VALUE**				**$3.4M**	**$0**	**$3.4M**	

* Refers to links where construction of further additional lanes is not practical due to right-of-way limitations. Alternative tra\

** Calcuation of Net Present Value includes an assumed inflation rate of 2% per year and interest rate of 6% per year.

	Total Cost	Net Present Value
Background	**$9.1M**	**$3.9M**
Post Development	**14.1M**	**$7.2M**
	$23.2M	**$11.1M**

Street Link	Existing # of Lanes	10 Year Interval						
		10 Year Background Lane Requirement	10 Year Post Dev. Lane Requirement	Total Cost	Back-ground Cost	Post Dev. Cost	20 Year Background Lane Requirement	F
Kenaston (Corydon-Grant)	4	4	4	$0	$0	$0	4	
Kenaston (Grant-McGillivray)	4	4	5	$3.5M	$0	$3.5M	5	
Kenaston/Bishop Grandin (McGillivray-Waverley)	4	4	4	$0	$0	$0	5	
Bishop Grandin (Waverley-Pembina)	4	4	4	$0	$0	$0	6	
Bishop Grandin (E of Pembina)	4	6	6		*		7	
Waverley (Grant-McGillivray)	4	4	4	$0	$0	$0	4	
Waverley (McGillivray-Bishop Grandin)	4	4	5	$1.55M	$0	$1.55M	5	
Pembina (Corydon-Grant)	6	6	8		*		8	
Pembina (Grant-McGillivray)	6	6	6	$0	$0	$0	6	
Pembina (McGillivray-Bishop Grandin)	6	6	6	$0	$0	$0	6	
TOTAL				**$5.05M**	**$0**	**$5.05M**		
NET PRESENT VALUE**				**$3.4M**	**$0**	**$3.4M**		

* Refers to links where construction of further additional lanes is not practical due to right-of-way limitations. Alternative trav

** Calcuation of Net Present Value includes an assumed inflation rate of 2% per year and interest rate of 6% per year.

	Total Cost	Net Present Value
Background	**$7.55M**	**$3.3M**
Post Development	**$15.65M**	**$8.1M**
	$23.2M	**$11.4M**

This report has been prepared for three specific time-related scenarios, with potential roadway modifications identified for the same corresponding years. In fact, roadway modification are not typically tied to a "point in time" given the number of assumptions that must be made when forecasting future traffic needs. The actual timing and nature of development, as well as changes in background traffic trends, can influence future traffic volumes, and hence, the timing for the need for transportation-related modifications. Roadway requirements are more typically based on monitoring future traffic volumes and operational performance and implementing road modifications when they become warranted.

A specific change in the cross-section for a number of roadway links is not identified if it was considered impractical or not cost effective. An example is along Pembina Highway, where the only opportunity to widen would require acquisition of the frontage development, which is not considered appropriate. These are cases where future travel trends must be monitored and where implementation of the Southwest Transit Corridor, or a continuing downward trend in background traffic growth (especially in the peak hours), may moderate traffic demand. In addition, the analysis in this report has assumed maintaining level of service D, however, as growth occurs, level of service E has often been tolerated by both the user and road authority.

As an example of this approach, development in southeast Winnipeg in areas such as South St. Vital, Royal Wood, and Island Lakes is of a similar magnitude to Waverley West. These developments resulted in roadway additions and upgrades within and adjacent to the development areas, but few changes in the routes used to access major destinations such as the downtown on links such as St. Anne's Road, St. Mary's Road, Dakota Street, Archibald Street, etc. occurred.

The City of Winnipeg Council adopted an amendment to the developer agreement parameters in 2002. The amendment states that the developer is 100 percent responsible for the construction of local and collector streets within a new development, while the City is entirely responsible for expressway and higher designation roadways. Arterials are cost-shared approximately 50/50 between the City and the developer on streets within or abutting the new development. For example, for a new four-lane divided arterial, the City may pay for the inside two lanes, while the property owners on each side of the street will pay for the outside two lanes.

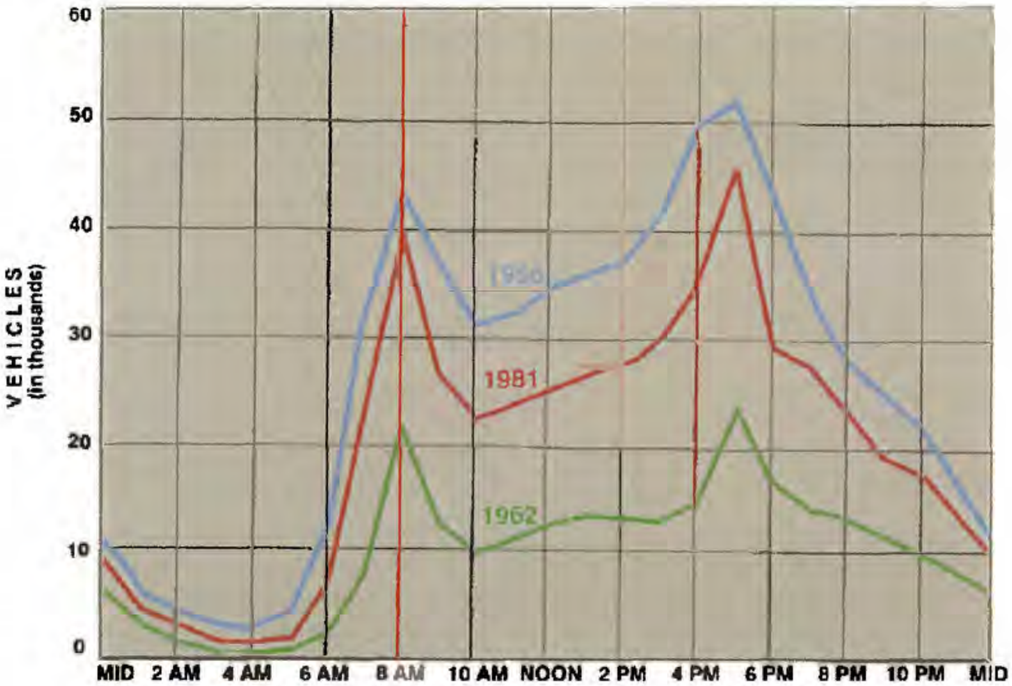
8.0 DISCUSSION

The forecasts discussed in this report are based on a series of assumptions. Many factors may change in the future to alter the traffic forecasts. The traffic growth rate for background traffic, while seemingly appropriate at 1.5 percent per year based on historical growth rates for southwest Winnipeg, may change within the next few decades, altering the traffic forecast. The forecast traffic also assumes similar travel characteristics to what has occurred in the past. This includes the traditional work place, as opposed to additional "work at home" options in the future.

In addition, the forecast assumes the traditional peak hour time distribution for traffic. As volumes increase to the point that street capacity becomes an issue, peak spreading will likely occur, as has happened in other larger cities. In a small community, the peak "hour" may in fact be a peak 15 to 30 minutes; as the size of the city increases, so does the length of the peak period. In examining historic traffic data for Winnipeg arterials, a distinct morning and afternoon peak hour is evident. It may well be that in the future the length of the peak "hour" may increase to spread the peak traffic load on either side of the current peak hour. This allows for greater use of the existing roadway capacity. This was reviewed for a number of locations in Winnipeg, examining the percent of the daily traffic that occurs in the peak hour and the hours immediately prior and after the peak hour. While not definitive due to the limited sample size, it suggests that peak hour volumes as a percentage of the daily traffic is stable to slightly decreasing, whereas the adjacent hours are stable to slightly increasing as a percentage of the daily traffic.

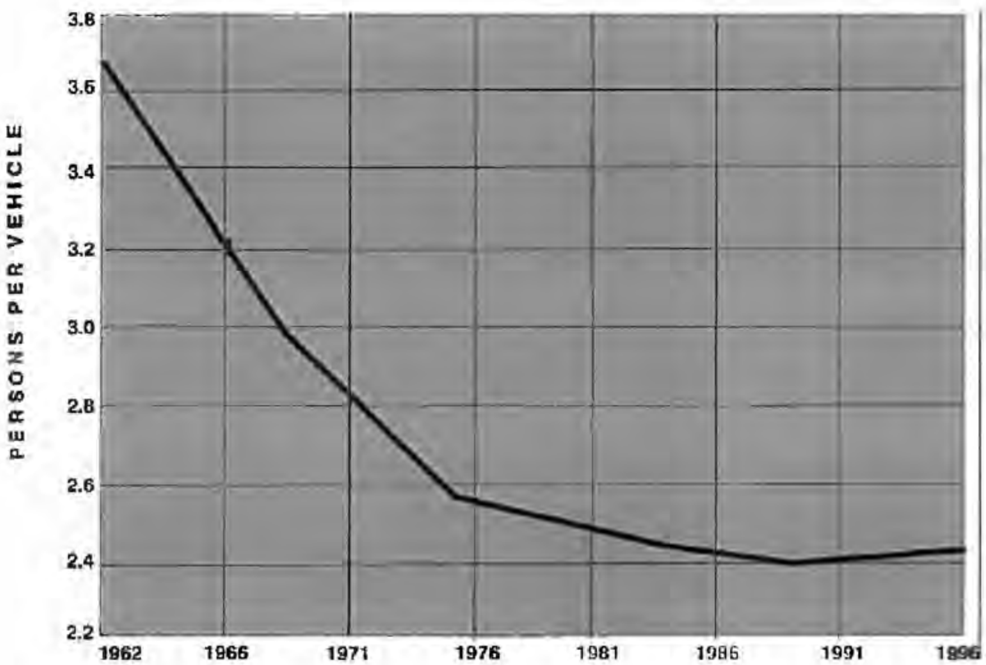
The *TransPlan 2010 – Moving Towards Solutions (1998)* final report describes the peak hour spreading trend. The report states, "*peak periods of traffic are not increasing substantially but are spreading over a longer period of time, and the non-peak traffic is increasing*." Reasons given for this trend include increases in service-industry employment; more part-time employment; and increase in home workplaces. Figure 3.11 of the TransPlan report is reproduced here as Figure 20 and illustrates historical traffic volumes crossing the city's bridges, by time of day.

Figure 20: Traffic Crossing Rivers, by Time of Day



Other important demographic trends noted in the TransPlan report suggest that the number of persons per passenger-vehicle has stabilized at about 2.4 after a rapid decline from 3.67 in 1962 to 2.46 in 1981. Therefore, car ownership per person may have hit a maximum and future increases in car registrations may be more closely related to population increases. In addition, the aging population represents a smaller work force and a resulting decrease in peak-hour travel, but will likely cause an increase in off-peak travel. Figure 3.12 of the TransPlan report is reproduced here as Figure 21 and shows the historical decline and levelling of persons per registered passenger vehicle in Winnipeg.

Figure 21: Persons per Registered Passenger Vehicle



The TransPlan report states that, "*based on these demographic trends, we would expect that growth in commuter travel, particularly in the peak-hour periods, would occur at a slower rate than in the past and would be more closely related to population changes than to increased automobile ownership.*"

The traffic forecasts used in this report also make assumptions regarding the percent of internal trips and transit mode split. It is understood that the proponents for the Waverley West development hope to create an environment that offers choices to residents, in both their travel mode, and ability to live and work within the development. This may influence the number of external trips.

Winnipeg Transit is planning to begin construction of the first phase of the Southwest Transit Corridor in the short-term, and expect to see its extension to the University of Manitoba within the study horizon. This, combined with what may well be the most alternative mode-friendly subdivision in the City, is hoped to increase the transit mode split to well above what occurs in many other subdivisions. This would reduce the number of vehicle trips generated by the development.

The intent of this discussion is to highlight the various factors that influence trip generation and forecasting that may well contribute to a reduction in the traffic impact as reported in this report.

APPENDIX A

Growth Rate Sensitivity Analysis

Appendix A: Growth Rate Sensitivity Analysis

The Public Works Department recommended a sensitivity analysis of the growth rate. Growth rates of 1.25%, 1.5% and 1.75% were compared. In terms of total traffic in the study area, total volumes vary by less than 6.5 percent between the 1.25% and 1.5% scenarios, as well as between the 1.5% and 1.75% scenarios.

The following tables illustrate variations in the lane requirement calculations using the three percentage growth rates. Lane requirements are examined in Section 3.3 and 6.1 of the report. The calculations use a capacity of 1,275 vehicles per hour per lane. One table is given for each of the 25-year background traffic, Waverley West post-development (low estimate), and Waverley West post-development (high estimate) scenarios. Only those links where capacity improvements are eventually triggered are shown in the tables. Tables A1 to A3 indicate that there are moderate differences in the lane requirements depending on the growth rate used.

Table A1: 25-Year Background Traffic

Street Link	Existing # of Lanes		1.25% Growth		1.5% Growth		1.75% Growth	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Kenaston *(North of Grant)*	2	2	*	*	+1	+1	+1	+1
Kenaston *(Grant to McGillivray)*	2	2	*	+1	*	+1	*	+1
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	*	*	*	*	*	+1
Bishop Grandin *(East of Waverley)*	2	2	*	*	*	+1	+1	+1
Bishop Grandin *(East of Pembina)*	2	2	+1	+2	+2	+2	+2	+2
Waverley *(Grant to McGillivray)*	2	2	*	*	*	*	+1	*
Waverley *(McGillivray to Bishop Grandin)*	2	2	+1	*	+1	*	+1	*
Pembina *(North of Grant)*	3	3	+1	+1	+1	+1	+1	+2
Pembina *(Grant to McGillivray)*	3	3	*	*	*	*	*	*
Pembina *(McGillivray to Bishop Grandin)*	3	3	*	*	*	*	*	*
PTH 100 *(North of Roblin)*	2	2	*	*	*	*	*	+1

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound
* = Demand met with existing supply
+1 = Number of lanes required over existing supply

Table A2: Waverley West Post-Development (Low Estimate)

Street Link	Existing # of Lanes		1.25% Growth		1.5% Growth		1.75% Growth	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Kenaston *(North of Grant)*	2	2	+1	+1	+1	+1	+1	+1
Kenaston *(Grant to McGillivray)*	2	2	+1	+1	+1	+1	+1	+1
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	*	+1	+1	+1	+1	+1
Bishop Grandin *(East of Waverley)*	2	2	+1	+1	+1	+1	+2	+1
Bishop Grandin *(East of Pembina)*	2	2	+2	+2	+2	+2	+3	+2
Waverley *(Grant to McGillivray)*	2	2	*	*	+1	*	+1	+1
Waverley *(McGillivray to Bishop Grandin)*	2	2	+1	+1	+1	+1	+1	+1
Pembina *(North of Grant)*	3	3	+1	+1	+2	+2	+2	+2
Pembina *(Grant to McGillivray)*	3	3	+1	+1	+1	+1	+1	+1
Pembina *(McGillivray to Bishop Grandin)*	3	3	+1	+1	+1	+1	+1	+1
PTH 100 *(North of Roblin)*	2	2	*	*	*	*	*	+1

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound
* = Demand met with existing supply
+1 = Number of lanes required over existing supply

Table A3: Waverley West Post-Development (High Estimate)

Street Link	Existing # of Lanes		1.25% Growth		1.5% Growth		1.75% Growth	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Kenaston *(North of Grant)*	2	2	+1	+1	+1	+1	+1	+1
Kenaston *(Grant to McGillivray)*	2	2	+1	+1	+1	+2	+1	+2
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	+1	+1	+1	+1	+1	+1
Bishop Grandin *(East of Waverley)*	2	2	+1	+1	+2	+1	+2	+2
Bishop Grandin *(East of Pembina)*	2	2	+2	+2	+2	+2	+3	+2
Waverley *(Grant to McGillivray)*	2	2	+1	*	+1	+1	+1	+1
Waverley *(McGillivray to Bishop Grandin)*	2	2	+1	+1	+1	+1	+2	+1
Pembina *(North of Grant)*	3	3	+2	+2	+2	+2	+2	+3
Pembina *(Grant to McGillivray)*	3	3	+1	+1	+1	+1	+1	+1
Pembina *(McGillivray to Bishop Grandin)*	3	3	+1	+1	+1	+1	+1	+1
PTH 100 *(North of Roblin)*	2	2	*	*	*	*	*	+1

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound
* = Demand met with existing supply
+1 = Number of lanes required over existing supply

APPENDIX B

Executive Summary from Waverley West Plan Winnipeg Amendment Housing & Population Report

PREAMBLE

The purpose of this report is to determine whether there is a demand and need for additional Plan Winnipeg Neighbourhood Policy area lands in southwest Winnipeg.

The availability of lands for residential development within the City of Winnipeg – and especially those within the southwest quadrant – is nearing a critical juncture. There is an insufficient supply of serviceable building lots and apartment sites to support medium and long-term housing market demands in this quadrant of the city. This report identifies a need for additional "Neighbourhood Policy Area" lands to support Plan Winnipeg policies. With the exception of the Whyte Ridge subdivision, there have been no significant additions to the City's Neighbourhood Policy areas in southwest Winnipeg since 1968. The existing designated land areas, including Linden Woods, Whyte Ridge and Richmond West, are built-out or are nearing build-out conditions. Waverley West represents the logical extension of Neighbourhoods Policy Area lands in Fort Garry and southwest Winnipeg. Without its development and at present rates of growth, there will be almost no lots available for construction in the Fort Garry area within two years.

EXECUTIVE OVERVIEW

The overriding conclusion of this report is that there is very limited capacity within the existing inventories of available developable land and vacant lots to supply Winnipeg's medium and long-term housing needs. This is especially true in southwest Winnipeg. There is a need for additional "Neighbourhood Policy Area" lands for future residential development, regardless of the location within the city. Lands within Waverley West are capable of providing a significant component of this supply to meet projected demand. The availability of trunk services and access to major transportation infrastructure, as well as proximity to other residential neighbourhoods makes this area particularly suitable as a Neighbourhood Policy Area and for the development of new residential neighbourhoods.

The projected demand for new housing units – single and multiple family – within the City of Winnipeg ranges between 1,850 and 2,680 units per year over the next 20 years. This is an increase in the average number of new units constructed annually over the past decade. It is expected that residential construction in Waverley West would account for approximately 25-30% of this development. The remaining construction would occur in the other three quadrants, existing neighbourhoods, and downtown Winnipeg. The present Fort Garry market currently absorbs well over 30% of the city's new residential development, and Waverley West would represent the logical extension of this market as the existing developments reach full build-out.

Is the projected housing demand reasonable?

This report makes seven key assumptions in order to determine the projected demand for future housing in Winnipeg. Many of the assumptions represent cautious or conservative approaches with respect to suburban growth projections. The rationale for adopting this approach was to ensure that the suburban growth scenarios met what would be considered the minimum demand criteria for determining the need for additional Neighbourhood Policy Area lands. In the event that the assumptions are too conservative, it does not change the conclusion that the Waverley West lands are required to meet the expected demand. A more aggressive suburban growth scenario would result in a shorter build-out schedule for the area than is discussed in this report.

Key Assumptions:

1. *Winnipeg's population will increase in the order of 18,600 persons by 2011, and 39,700 by 2021.* These figures are in keeping with Plan Winnipeg projections.

2. *Household size will decrease from the current average of 2.45 persons per household to 2.30 within ten years and remain constant thereafter.* This trend is widely accepted and is evident in most developed countries. The impact of the decrease in household size is equally important in contributing to demand for new housing, if not more so, as is an increase in population.

3. *Overall in the city, the ratio of construction between single-family homes and multi-family units will increase into the range of 65:35 and 70:30.* These ratios represent an increase in multi-family construction (including rental apartments and condo units). The existing single/multi-family split for Winnipeg is approximately 77:23.

4. *25% of new multi-family units will be built in downtown and city centre neighbourhoods.* This is significantly greater than existing residential development in the downtown. The traditional capture rate for downtown Winnipeg was in the order of 20%. However, between 1990-2000 the rate was near 0%.

5. *5% of all new single-family homes will be built on an infill basis in older established neighbourhoods.* This is more than a doubling of past and current trends. In recent years, about 2% of homes have been constructed on infill lots.

6. *Approximately 30% of the market share for suburban development will be in the southwest quadrant.* Since the early 1990s, the two southern quadrants of the city have captured close to 70% of the overall residential housing market for Winnipeg. Much of the new home construction in the northeast and northwest quadrants has actually occurred outside Winnipeg in the surrounding rural municipalities.

7. *The addition of 1,500 new rental units is required simply to restore some balance to the existing rental market by raising the vacancy rate into the 3% range.* Over the past ten years there have been almost no new conventional rental units constructed in the city. With a vacancy rate dropping to less than

1%, new units are likely to emerge and would boost multiple family developments.

KEY QUESTIONS ADDRESSED IN THIS REPORT

Is the current supply report accurate?

The City of Winnipeg Vacant Lot Inventory identifies approximately 6,000 vacant lots within the entire city. This in itself sounds like a significant supply; however, the inventory does not distinguish between developable lots and those that may not be suitable or easy to develop due to servicing constraints, marketability, and additional land use approval requirements. Even should all lots be developable, this would represent less than a five-year supply of lots, which would not adequately contribute to a sustainable and balanced residential market.

The availability of developable land within Winnipeg is affected by servicing constraints, marketability issues, and the degree of difficulty of land use approvals. Based on these factors, it is estimated that there are only approximately 1,200 existing lots available throughout the entire city that can be developed immediately or within a short time frame. Given the demonstrated demand for new housing units, the existing supply of readily developable land is expected to be able to supply the current need for less than two years in the southwest quadrant of the city.

Will the development of Waverley West be at the expense of infill development?

There is no evidence to support this. The report has accounted for an increasing level of development of infill housing in older neighbourhoods. It is expected that the market share for infill development will more than double to approximately 5%, accounting for an additional 80 to 100 new single-family dwellings per year in established neighbourhoods. The continued development of infill lots is expected to continue simultaneously with development in *greenfield* areas. A sustainable and balanced new home residential market requires a wide variety of choice – a choice of location; type; tenure, etc.

Will the development of Waverley West be at the expense of downtown and inner city development?

Development of the Waverley West area will not affect the continued redevelopment of downtown and established neighbourhoods. The type of single-family homes that will be built in Waverley West will serve a significantly different market than those housing units that may be developed on infill lots or in the downtown. This report acknowledges infill and downtown development to serve important niche markets.

In addition, this report includes assumptions that multi-family development will increase significantly in downtown and city centre neighbourhoods. This will bring the multi-family market share for the city centre back to 1980s levels, where the downtown and near downtown neighbourhoods captured roughly 20% of new multi-family unit construction.

Will the development of Waverley West be at the expense of other areas (quadrants) of the City of Winnipeg?

Historically, development within the city boundaries had been evenly divided between each of the four quadrants. More recently, market share in the south has increased while demand for new housing in the north has tended to occur outside the city's boundaries. Providing additional lands for development within the city will help to ensure that the market served by this type of development does not *leak* outside of Winnipeg into the adjacent rural municipalities.

Within the southwest quadrant, the Waverley West lands are readily serviceable and represent a logical extension of the city to accommodate natural growth patterns. Waverley West lands also provide the largest, and most contiguous source of new "Neighbourhood Policy Area" lands within Winnipeg city limits.

Will the development of Waverley West harm or enhance City of Winnipeg finances?

The analysis in this report suggests that the City of Winnipeg requires an average contribution of approximately $1,000 per household for ongoing city operations. This includes the cost of maintaining infrastructure such as streets and sewers, etc., as well as for capital works. It is expected that, on average, each household in Waverley West will generate approximately $2,200 in municipal tax revenue for the City (adjusted to a 2002 base year). This is more than double the City's annual per household operating cost. Regional capital works requirements directly and indirectly attributed to area development will be paid for by realty taxes paid by new residential property owners.

It is also important to note that the cost of developing the proposed subdivisions, including the construction of all local streets, sewers, watermains, parks, etc., are borne by the developer and paid for by the new homebuyers in the price of their houses.

Will the development of Waverley West be at the expense of the environment?

Development in Waverley West will incorporate Smart Growth principles as promoted by the City of Winnipeg's Civic Environmental Committee. In the present state, most of the land within Waverley West has already been altered by development, either through agriculture or development. New development in Waverley West proposes that 20% of the land area will be dedicated for parkland and natural areas – significantly greater than the City's minimum 8% requirement. Significant natural areas including tree stands and drainage patterns are to be integrated into the development. Innovative solutions will be sought to resolve direct environmental impacts.

The development objective for Waverley West is approximately 6 - 7 residential units per net developable acre, which is higher than most traditionally designed new suburbs, and is higher than many of Winnipeg's existing older residential neighbourhoods. Higher densities mean more people are using less land. A planned ratio of 65/35 for single family and multiple-family homes supports sustainable social design. The subdivision will be laid out with transit service as critical design criteria and with integrated linear pathways for cycling and pedestrian use, focusing on mixed-use nodes.

Will the development of Waverley West add an unnecessary burden on the regional transportation system in southwest Winnipeg?

Growth that will add to the demands on the city's transportation system will occur whether Waverley West develops or not. The question is where the growth occurs and, therefore, where the demand will increase. If Waverley West does not develop and the growth is shifted to other quadrants in the city, the demands on the regional streets will rise elsewhere in the system. If the growth is shifted to rural areas outside of Winnipeg, there will be a corresponding increase of demand on the city's regional street system, but without the capture of new realty taxes to help pay for the system. The report demonstrates that without Waverley West, the demand for new suburban housing will not shift to inner city neighbourhoods or the downtown. The demand for these areas has been accounted for in other ways (25% capture of new multi-family units and 5% of new single family infill).

An additional comprehensive transportation impact review has been prepared for the Waverley West proposal as part of the Plan Winnipeg amendment process.

Is the development of Waverley West in accordance with Plan Winnipeg policy?

Waverley West represents a readily serviceable, logical extension of the city, perhaps to a greater extent than any previous development in the city. The following relevant Plan Winnipeg policies are supported by Waverley West:

3B-02 Guide the Development of New and Existing Residential Areas

3B-08 Regulate Land Uses in Rural Areas

3B-01 Promote Vibrant Neighbourhoods

3A-02 Promote Compact Urban Form

2B-03 Commit to Responsive Government

3A-01 Promote Orderly Development

3C-03 Commit to Traffic Operations Improvements

3A-04 Protect Traffic Flows from Significant Increases

1A-01 Promote Downtown Development

2A-01 Commit to Citizen Engagement

STEPS IN THE DEVELOPMENT PROCESS

The amendment to Plan Winnipeg 2020 Vision is the first step in the development process. The level of detail (subdivision designs, servicing plans, pedestrian plans, etc.) will increase as the process advances through additional steps. An Area Structure Plan will be developed to address the regional needs of this quadrant. Prior to Council's approval, this Area Structure Plan will be subject to public review and public hearing processes. The final step in the approval process involves the filing of specific subdivision and rezoning applications by individual landowners.

Step 1 – Plan Winnipeg Amendment (2003 – 2004)

- Deals with broad policy issues.

Step 2 – Adoption of Area Structure Plan (2004)

- Outlines design criteria and establishes land use and transportation concepts.

Step 3 – Subdivision and Rezoning Applications (starting 2004)

- Deals with individual landowner's applications for street and lot layouts and specific zoning designations for each parcel of land.

APPENDIX C

Lane Requirements by Direction

Appendix C – Lane Requirements

Table C1: Existing and Future Background Lane Requirements by Link

(i.e., without Waverley West Development)

Street Link	Existing # of Lanes		10-Year		20-Year		25-Year	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Roblin *(PTH 100 to Grant)*	2	2	1	2	2	2	2	2
Grant *(Roblin to Kenaston)*	2	2	1	1	1	1	1	1
Grant *(Kenaston to Waverley)*	2	2	1	2	1	2	2	2
Grant (Waverley to Pembina)	2	2	1	1	2	1	2	2
McGillivray *(PTH 100 to Kenaston)*	1	1	1	1	1	1	1	1
McGillivray *(Kenaston to Waverley)*	1	1	1	1	1	1	1	1
McGillivray *(Waverley to Pembina)*	2	2	1	1	1	1	1	1
Kenaston *(North of Grant)*	2	2	2	2	2	2	*3*	*3*
Kenaston *(Grant to McGillivray)*	2	2	2	2	2	*3*	2	*3*
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	2	2	2	2	2	2
Bishop Grandin *(East of Waverley)*	2	2	2	2	2	2	2	*3*
Bishop Grandin *(East of Pembina)*	2	2	*3*	*3*	*3*	*4*	*4*	*4*
Bison *(Waverley to Pembina)*	2	2	1	2	2	2	2	2
Chancellor Matheson *(East of Pembina)*	2	2	2	1	2	1	2	1
Waverley *(Grant to McGillivray)*	2	2	2	2	2	2	2	2
Waverley *(McGillivray to Bishop Grandin)*	2	2	2	2	*3*	2	*3*	2
Pembina *(North of Grant)*	3	3	3	3	*4*	*4*	*4*	*4*
Pembina *(Grant to McGillivray)*	3	3	3	3	3	3	3	3
Pembina *(McGillivray to Bishop Grandin)*	3	3	3	3	3	3	3	3
Pembina *(North of Bison)*	3	3	2	2	2	2	2	2
Pembina *(Bison to PTH 100)*	3	3	2	2	2	3	3	3
Pembina *(South of PTH 100)*	2	2	2	2	2	2	2	2
PTH 100 *(North of Roblin)*	2	2	2	2	2	2	2	2
PTH 100 *(South of Roblin)*	2	2	1	1	1	1	1	2
PTH 100 *(West of Waverley)*	2	2	1	1	1	1	1	1
PTH 100 *(East of Waverley)*	2	2	1	1	1	1	1	1
PTH 100 *(E of Pembina)*	2	2	2	2	2	2	2	2

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound

3 = Lane requirement greater than the existing supply

Table C2: Future (Adjusted) Background Lane Requirements by Link – LOW Waverley West Traffic Estimate

Street Link	Existing # of Lanes		10-Year		20-Year		25-Year	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Roblin *(PTH 100 to Grant)*	2	2	1	2	2	2	2	2
Grant *(Roblin to Kenaston)*	2	2	1	1	1	1	1	1
Grant *(Kenaston to Waverley)*	2	2	1	2	1	2	2	2
Grant (Waverley to Pembina)	2	2	1	1	2	2	2	2
McGillivray *(PTH 100 to Kenaston)*	1	1	1	1	1	1	1	1
McGillivray *(Kenaston to Waverley)*	1	1	1	1	1	1	1	1
McGillivray *(Waverley to Pembina)*	2	2	1	1	1	1	2	2
Kenaston *(North of Grant)*	2	2	2	2	2	2	***3***	***3***
Kenaston *(Grant to McGillivray)*	2	2	2	2	2	***3***	***3***	***3***
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	2	2	2	***3***	2	***3***
Bishop Grandin *(East of Waverley)*	2	2	2	2	***3***	***3***	***3***	***3***
Bishop Grandin *(East of Pembina)*	2	2	***3***	***3***	***3***	***4***	***4***	***4***
Bison *(Waverley to Pembina)*	2	2	1	2	2	2	2	2
Chancellor Matheson *(East of Pembina)*	2	2	2	1	2	1	2	1
Waverley *(Grant to McGillivray)*	2	2	2	2	2	2	***3***	2
Waverley *(McGillivray to Bishop Grandin)*	2	2	2	2	***3***	2	***3***	***3***
Pembina *(North of Grant)*	3	3	3	3	***4***	***4***	***5***	***5***
Pembina *(Grant to McGillivray)*	3	3	3	3	3	3	***4***	***4***
Pembina *(McGillivray to Bishop Grandin)*	3	3	3	3	3	3	***4***	***4***
Pembina *(North of Bison)*	3	3	2	2	2	2	2	2
Pembina *(Bison to PTH 100)*	3	3	2	2	3	3	3	3
Pembina *(South of PTH 100)*	2	2	2	2	2	2	2	2
PTH 100 *(North of Roblin)*	2	2	2	2	2	2	2	2
PTH 100 *(South of Roblin)*	2	2	1	1	1	1	1	2
PTH 100 *(West of Waverley)*	2	2	1	1	1	1	1	1
PTH 100 *(East of Waverley)*	2	2	1	1	1	1	2	1
PTH 100 *(E of Pembina)*	2	2	2	2	2	2	2	2

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound

3 = Lane requirement greater than the existing supply

Table C3: Post-Development Lane Requirements by Link – LOW Waverley West Traffic Estimate

Street Link	Existing # of Lanes		10-Year		20-Year		25-Year	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Roblin *(PTH 100 to Grant)*	2	2	1	2	2	2	2	2
Grant *(Roblin to Kenaston)*	2	2	1	1	1	1	2	2
Grant *(Kenaston to Waverley)*	2	2	1	2	1	2	2	2
Grant (Waverley to Pembina)	2	2	1	1	2	2	2	2
McGillivray *(PTH 100 to Kenaston)*	1	1	1	1	1	1	1	1
McGillivray *(Kenaston to Waverley)*	1	1	1	1	1	1	1	1
McGillivray *(Waverley to Pembina)*	2	2	1	1	2	2	2	2
Kenaston *(North of Grant)*	2	2	2	2	*3*	*3*	*3*	*3*
Kenaston *(Grant to McGillivray)*	2	2	2	*3*	*3*	*3*	*3*	*3*
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	2	2	2	*3*	*3*	*3*
Bishop Grandin *(East of Waverley)*	2	2	2	2	*3*	*3*	*3*	*3*
Bishop Grandin *(East of Pembina)*	2	2	*3*	*3*	*4*	*4*	*4*	*4*
Bison *(Waverley to Pembina)*	2	2	1	2	2	2	2	2
Chancellor Matheson *(East of Pembina)*	2	2	2	1	2	1	2	1
Waverley *(Grant to McGillivray)*	2	2	2	2	2	2	*3*	*3*
Waverley *(McGillivray to Bishop Grandin)*	2	2	*3*	2	*3*	2	*3*	*3*
Pembina *(North of Grant)*	3	3	*4*	3	*4*	*4*	*5*	*5*
Pembina *(Grant to McGillivray)*	3	3	3	3	*4*	*4*	*4*	*4*
Pembina *(McGillivray to Bishop Grandin)*	3	3	3	3	3	3	*4*	*4*
Pembina *(North of Bison)*	3	3	2	2	2	2	2	2
Pembina *(Bison to PTH 100)*	3	3	2	2	3	3	3	3
Pembina *(South of PTH 100)*	2	2	2	2	2	2	2	2
PTH 100 *(North of Roblin)*	2	2	2	2	2	2	2	2
PTH 100 *(South of Roblin)*	2	2	1	1	1	1	1	2
PTH 100 *(West of Waverley)*	2	2	1	1	1	1	1	1
PTH 100 *(East of Waverley)*	2	2	1	1	1	1	2	1
PTH 100 *(E of Pembina)*	2	2	2	2	2	2	2	2

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound

3 = **Lane requirement greater than the existing supply**

Table C4: Future (Adjusted) Background Lane Requirements by Link – HIGH Waverley West Traffic Estimate

Street Link	Existing # of Lanes		10-Year		20-Year		25-Year	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Roblin *(PTH 100 to Grant)*	2	2	1	2	2	2	2	2
Grant *(Roblin to Kenaston)*	2	2	1	1	1	1	2	2
Grant *(Kenaston to Waverley)*	2	2	1	2	1	2	2	2
Grant (Waverley to Pembina)	2	2	1	1	2	2	2	2
McGillivray *(PTH 100 to Kenaston)*	1	1	1	1	1	1	1	1
McGillivray *(Kenaston to Waverley)*	1	1	1	1	1	1	1	1
McGillivray *(Waverley to Pembina)*	2	2	1	1	2	2	2	2
Kenaston *(North of Grant)*	2	2	2	2	2	2	*3*	*3*
Kenaston *(Grant to McGillivray)*	2	2	2	2	2	*3*	*3*	*3*
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	2	2	2	*3*	*3*	*3*
Bishop Grandin *(East of Waverley)*	2	2	2	2	*3*	*3*	*3*	*3*
Bishop Grandin *(East of Pembina)*	2	2	*3*	*3*	*3*	*4*	*4*	*4*
Bison *(Waverley to Pembina)*	2	2	1	2	2	2	2	2
Chancellor Matheson *(East of Pembina)*	2	2	2	1	2	1	2	1
Waverley *(Grant to McGillivray)*	2	2	2	2	2	2	*3*	2
Waverley *(McGillivray to Bishop Grandin)*	2	2	2	2	*3*	2	*3*	*3*
Pembina *(North of Grant)*	3	3	3	3	*4*	*4*	*5*	*5*
Pembina *(Grant to McGillivray)*	3	3	3	3	3	3	*4*	*4*
Pembina *(McGillivray to Bishop Grandin)*	3	3	3	3	3	3	*4*	*4*
Pembina *(North of Bison)*	3	3	2	2	2	2	2	2
Pembina *(Bison to PTH 100)*	3	3	2	2	3	3	3	3
Pembina *(South of PTH 100)*	2	2	2	2	2	2	2	2
PTH 100 *(North of Roblin)*	2	2	2	2	2	2	2	2
PTH 100 *(South of Roblin)*	2	2	1	1	1	1	1	2
PTH 100 *(West of Waverley)*	2	2	1	1	1	1	1	1
PTH 100 *(East of Waverley)*	2	2	1	1	1	1	2	1
PTH 100 *(E of Pembina)*	2	2	2	2	2	2	2	2

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound

3 = Lane requirement greater than the existing supply

Table C5: Post-Development Lane Requirements by Link – HIGH Waverley West Traffic Estimate

Street Link	Existing # of Lanes		10-Year		20-Year		25-Year	
	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2	Dir 1	Dir 2
Roblin *(PTH 100 to Grant)*	2	2	1	2	2	2	2	2
Grant *(Roblin to Kenaston)*	2	2	1	1	1	1	2	2
Grant *(Kenaston to Waverley)*	2	2	1	2	1	2	2	2
Grant (Waverley to Pembina)	2	2	1	1	2	2	2	2
McGillivray *(PTH 100 to Kenaston)*	1	1	1	1	1	1	1	1
McGillivray *(Kenaston to Waverley)*	1	1	1	1	1	1	1	1
McGillivray *(Waverley to Pembina)*	2	2	1	1	2	2	2	2
Kenaston *(North of Grant)*	2	2	2	2	*3*	*3*	*3*	*3*
Kenaston *(Grant to McGillivray)*	2	2	2	*3*	*3*	*3*	*3*	*4*
Kenaston/Bishop Grandin *(McGillivray to Waverley)*	2	2	2	2	*3*	*3*	*3*	*3*
Bishop Grandin *(East of Waverley)*	2	2	2	2	*3*	*3*	*4*	*3*
Bishop Grandin *(East of Pembina)*	2	2	*3*	*3*	*4*	*4*	*4*	*4*
Bison *(Waverley to Pembina)*	2	2	2	2	2	2	2	2
Chancellor Matheson *(East of Pembina)*	2	2	2	1	2	1	2	1
Waverley *(Grant to McGillivray)*	2	2	2	2	2	2	*3*	*3*
Waverley *(McGillivray to Bishop Grandin)*	2	2	*3*	2	*3*	*3*	*3*	*3*
Pembina *(North of Grant)*	3	3	*4*	*4*	*4*	*4*	*5*	*5*
Pembina *(Grant to McGillivray)*	3	3	3	3	*4*	*4*	*4*	*4*
Pembina *(McGillivray to Bishop Grandin)*	3	3	3	3	3	3	*4*	*4*
Pembina *(North of Bison)*	3	3	2	2	2	2	2	2
Pembina *(Bison to PTH 100)*	3	3	2	2	3	3	3	3
Pembina *(South of PTH 100)*	2	2	2	2	2	2	2	2
PTH 100 *(North of Roblin)*	2	2	2	2	2	2	2	2
PTH 100 *(South of Roblin)*	2	2	1	1	1	1	1	2
PTH 100 *(West of Waverley)*	2	2	1	1	1	1	1	1
PTH 100 *(East of Waverley)*	2	2	1	1	1	1	2	1
PTH 100 *(E of Pembina)*	2	2	2	2	2	2	2	2

Note: Dir 1 = Northbound or Eastbound; Dir 2 = Southbound or Westbound

3 = Lane requirement greater than the existing supply

This is Exhibit "K" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

WAVERLEY WEST
PLAN WINNIPEG AMENDMENT
CITY OF WINNIPEG FINANCIAL COST-BENEFIT ANALYSIS

Prepared For

Ladco Company Limited
Manitoba Housing and Renewal Corporation

Submitted By

ND LEA

July 2004 (Revisions December 2004)

41165.101

STANDARD LIMITATIONS

This report was prepared by ND LEA Engineers & Planners Inc. (ND LEA) for the account of Ladco Company Ltd. and Manitoba Housing Renewal Corporation. The disclosure of any information contained in this report is the sole responsibility of the client, Ladco Company Ltd. and Manitoba Housing Renewal Corporation. The material in this report reflects ND LEA's best judgment in light of the information available to it at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties.

ND LEA accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.

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TABLES AND FIGURES

ATTACHMENTS

EXECUTIVE SUMMARY

The purpose of this report was to review the direct financial costs and benefits to the City of Winnipeg as a result of the development of Waverley West. Financial benefits include property and business taxes, building permits and development fees. Indirect revenues such as user fees, fines, licences, levies, and grants from other levels of government were not included since they are not directly related to the physical development of the area. Direct costs include the capital costs for civic infrastructure and the ongoing operating costs for basic civic services such as fire, police, transportation, maintenance, and community services. The cost to install the local infrastructure including streets, sewer, water, land drainage, utilities, boulevards, and parks were not included because these costs are paid by the developer and ultimately the new home buyer. School taxes and costs were not included since these are not within the City's jurisdiction.

This analysis shows that from its commencement, Waverley West will be a net financial contributor and will not be a drain as some have suggested. By full build-out in 23 years, Waverley West will have contributed \$195 million (NPV of \$108 million) of net revenue (property and business taxes plus development fees and building permits less capital and operating costs). Over the longer term, taking an 80-year perspective, which allows for life cycle costing (i.e. the renewal of municipal infrastructure), Waverley West will have contributed ***\$799 million (NPV of \$213 million)*** (\$2003), which constitutes a significant net civic benefit.

There are basically two reasons for this result. First, the average new home in the suburbs contributes substantially more to civic coffers than the average home in Winnipeg (\$2,400 v. \$1,200 per single-family home per annum in 2003). Second, it costs the City substantially less to provide services to these new developments.

The primary alternative to suburban development within Winnipeg limits, is exurban development outside of Winnipeg. Given the choice between dense, multi-family housing within the City or detached single-family housing in the bedroom communities, most of the market will opt for the later. In this case the City would lose an average of \$2,400 in annual revenue for each and every home built in the exurban areas, but would still have to provide the basic infrastructure (such as streets) and services (such as recreational and community services). For every 100 homes built in the rural municipalities that would otherwise have been built in Winnipeg, the City will lose \$240,000 in annual property taxes. Over an 80-year timeframe, these 100 homes alone would have contributed \$19.2 million in gross revenue to the City.

1.0 INTRODUCTION

The purpose of this report is to identify the financial costs and benefits to the City of Winnipeg as a result of the proposed development of Waverley West. The study does not examine the costs to provide local infrastructure (such as local streets, water, sewer, land drainage, parks, etc.) because these costs are covered by the developer, and ultimately are passed on to the new home buyer.

This analysis will support the ongoing Plan Winnipeg Amendment process. As detailed planning is yet to occur (and will occur through the Area Structure Plan and rezoning/subdivision stages), the ideas presented here are based on broad development parameters and previous studies undertaken in support of the Plan Winnipeg Amendment, including:

- Waverley West Housing and Population Report (ND LEA 2003);
- Waverley West Long Range Market Assessment (Royal LePage Stevenson Advisors 2003);
- Waverley West Demographic and Housing Market Analysis (ND LEA 2003); and
- Waverley West Transportation Review (ND LEA 2003).

We have adopted a case study approach to simplify the analysis and to project the costs and benefits related to this *particular* development. This analysis takes a long-term approach with revenues and costs projected over an 80-year investment horizon to provide an estimate of the direct fiscal impact of suburban development.

There are three primary components:

1. Direct revenues to the City including property and business taxes, development fees and building permits;
2. Capital costs to the City to provide services and infrastructure; and
3. Operating costs for maintenance and services.

The most significant source of revenue is property taxes from single-family homes. This report assumes that the homes built in Waverley West will retain their values and, at a minimum, keep pace with inflation over the 80-year time frame. Over the past 25 years, single-family homes in Winnipeg have increased at an average rate of 5.5% per annum (8% annually from 2000-2004)[1]. This compares favourably to the 4.2% per annum increase in the Consumer Price Index (1978 to 2003)[2].

[1] Royal Le Page Survey of Canadian Home Prices: housing in Winnipeg 1979-2004.
[2] Statistics Canada: Consumer Price Index, historical summary Winnipeg 1978-2003.

At present the average assessed value of a newly constructed home in suburban Winnipeg is approximately $180,000 based on a 1999 reference year (ie. 1999 market values)[3]. Please see *Attachment "A"* for a visual representation of the assessed value of homes in Winnipeg.

By 2003, the market value of newly built suburban homes had increased to well over $210,000, and by mid-2004, the average had further increased to $230,000[4].

This average assessed value is significantly higher than the "average" home in Winnipeg, which is currently assessed at $94,000 (median assessed value of $88,000).

Since we envision multi-family and commercial development, our model picks up the property and business taxes associated with these properties as well.

On the cost side, this analysis has made specific allowances for the capital costs the City will face and has examined the City's Operating Budgets from 2000 to 2003 in order to project operating costs on a dollars per household basis.

Our model assumes that operating costs will gradually increase over time. A number of factors make it less costly for the City to provide services to newer suburban developments including:

- modern development technologies and construction practices including materials such as PVC pipes, reduced infrastructure requirements resulting in less pavement (i.e. limiting back allies), maximizing land use utilization (i.e. narrow residential lots), etc.
- more efficient servicing policies such as limiting back lanes (resulting in less capital and maintenance requirements including snow removal, less property crime and vandalism, etc.), separated sewers, consolidating community services and facilities, etc.

2.0 GENERAL FINDINGS

Contrary to common belief, the overriding conclusion is that suburban development is ***not*** a drain, but makes a significant contribution to the City's bottom line (see *Attachment "B"* Waverley West Cost Benefit Analysis to the City of Winnipeg spreadsheet).

We do not suggest that the problems faced by Winnipeg and other aging cities can be solved by suburban growth alone, but that suburban growth is **not** the cause of the financial challenges facing these cities. The issues are ultimately much deeper and are rooted in the general financial structure which places too much reliance on property tax revenues. This reliance has led to an even greater reliance on suburban growth to subsidize many areas of the City (see *Attachment "A"* for assessed values of homes in Winnipeg) that must find the resources to rehabilitate the regional and local infrastructure

[3] City of Winnipeg Property Assessment Department, June 2004.
[4] Source: CHMC, 2004.

and separate the sanitary and land drainage sewer systems as required by the Clean Environment Commission.

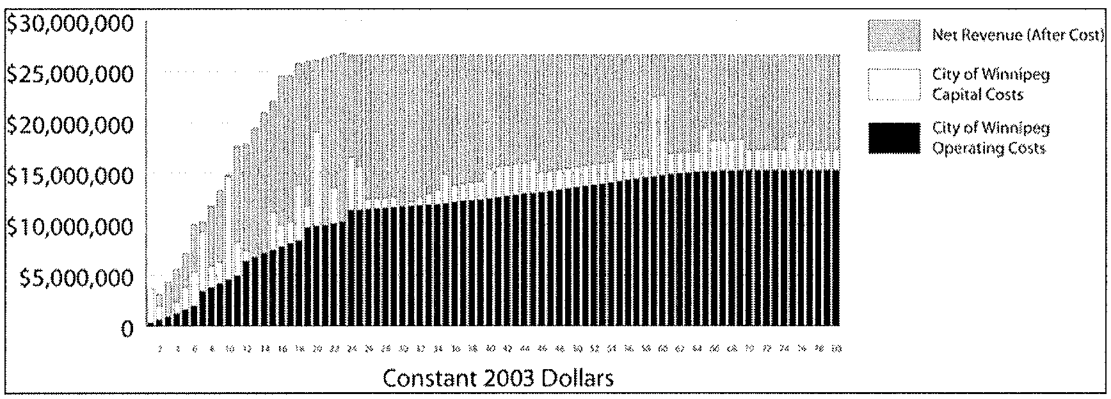
In the end, direct or indirect restrictions on suburban growth will not improve the financial health of the City. On the contrary, a moratorium would simply force new housing outside the city limits. The cost to the City would be very substantial (see Section 5.0 Opportunity Costs).

Figure 1 depicts the long-term financial impact of Waverley West over an 80-year horizon including net revenues (after costs) and both operating and capital costs.

For consistency, all of our estimates and projections have been stated in constant 2003 or real dollars. In other words, we implicitly assume that municipal receipts and costs will keep pace with inflation.

A single dollar estimate or Net Present Value (NPV) was derived by discounting these constant dollars at a real rate of 4% (which reflects the City's long-term borrowing rate less an allowance for inflation)[5].

Figure 1: Life Cycle Costs and Benefits to the City of Winnipeg (Years 1-80)

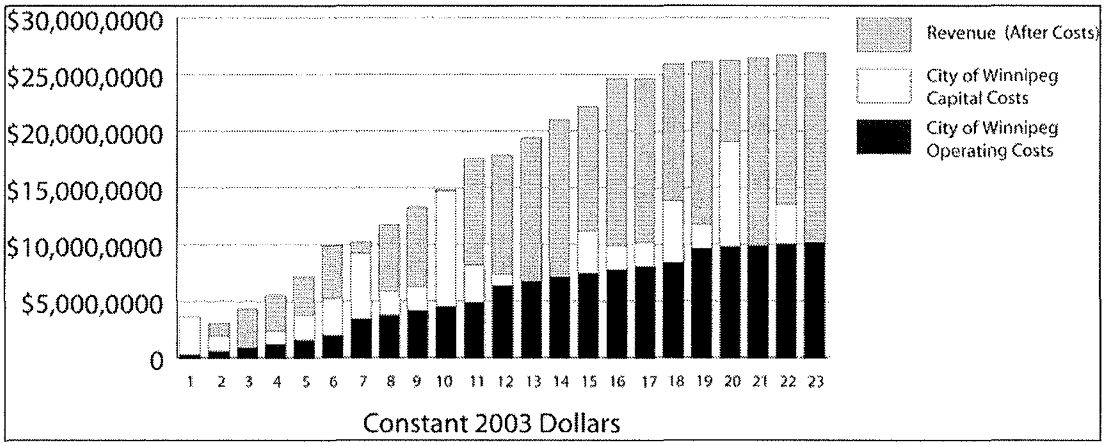


2.1 Short-term

Right from the beginning Waverley West will produce positive cash flow for the City of Winnipeg. From the beginning through to build out in the 23rd year, the City will face capital costs for the construction of basic regional infrastructure and facilities. Operating costs will also grow during the first 23 years, however the revenues from property and business taxes and from development fees and building permits will more than offset these capital and operating costs. Figure 2 depicts the property and business taxes and the direct financial costs and benefits during build out. During this period, cash flow to the City will be $195 million (NPV of $108 million).

[5] This is the same as discounting nominal cashflows at a nominal discount rate.

Figure 2: Short-Term Costs and Benefits to the City of Winnipeg (Years 1-23)

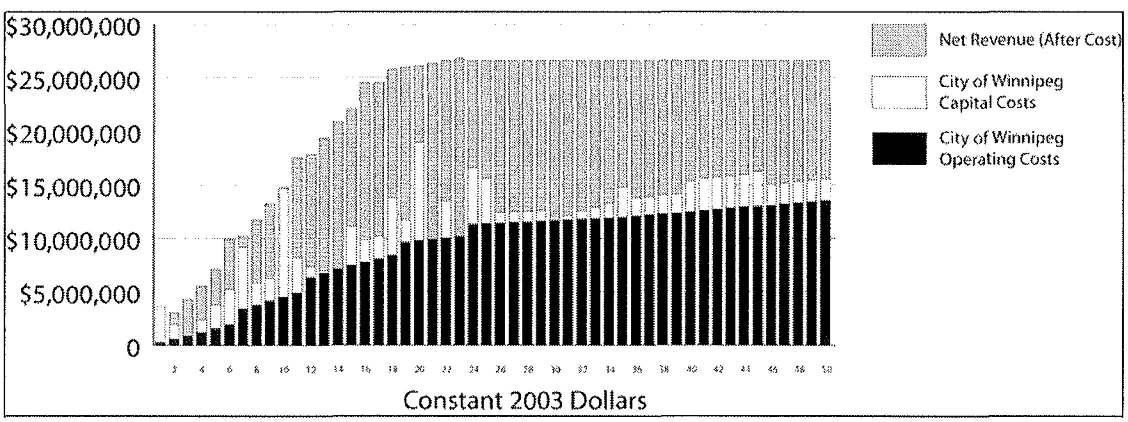


2.2 Medium-term

From build-out to the half-century mark (years 23 to 50) the City should face steady tax revenues, gradually increasing operating costs, and intermittent capital requirements.

We have made an allowance for the infrastructure that must be renewed as time passes. Even with these additional costs, tax revenues will still exceed capital and operating costs by a wide margin as shown in Figure 3.

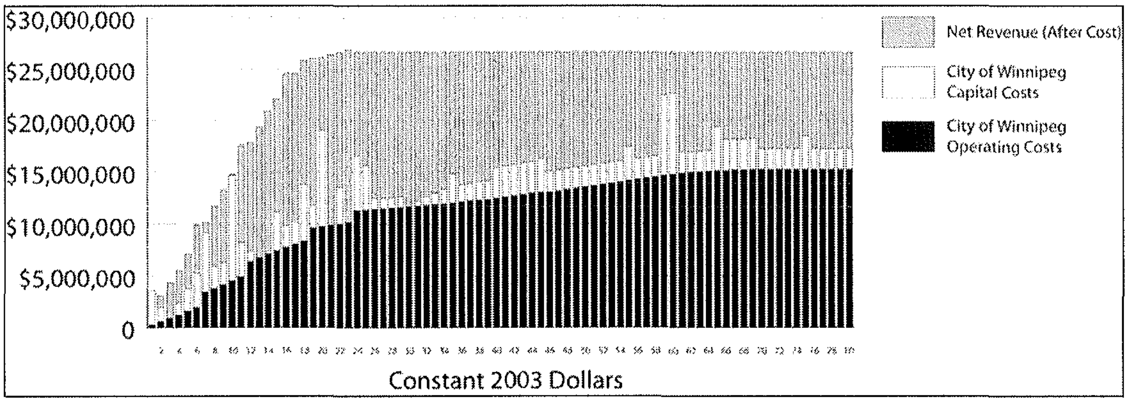
Figure 3: Medium-Term Costs and Benefits to the City of Winnipeg (Years 1-50)



2.3 Long-term

Over the long-term, Waverley West will generate a net civic benefit equal to ***$799 million*** **(NPV of $213 million)**. Even with the higher operating costs our model recognizes in later years, revenues will exceed costs as shown in Figure 4.

Figure 4: Long-Term Costs and Benefits to the City of Winnipeg (Years 1-80)



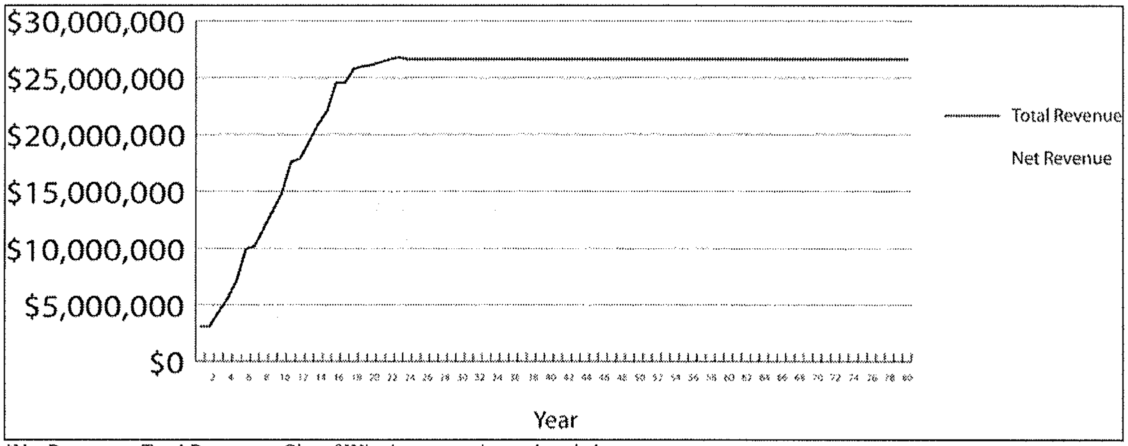
3.0 REVENUES (FISCAL BENEFITS)

Annual revenues are projected to grow from approximately $3.1 million in year one to $26.6 million at build out (23rd year) and will remain at that level throughout the 80-year time frame as shown in Figure 5.

The City will receive direct revenues from a number of different sources. Over the long term the primary source of revenue will be property and business taxes. During development the City will also receive fees for development and building permits.

Revenue streams considered to be cost neutral to the City (including the Sewer & Water Utility) along with other indirect revenue sources have not been included in this analysis. Please see Sections 3.3 for further discussion.

Figure 5: City of Winnipeg Revenues



*Net Revenue = Total Revenue – City of Winnipeg operating and capital costs.

3.1 City Permit and Development Fees

The City will collect over $18 million worth of building permit and development fees from the build out of Waverley West.

3.1.1 Permit Fees

The City will collect approximately $13 million worth of building permit fees. Most of this revenue will come from the construction of residential properties - single-family homes will contribute $8.0 million, multi-family properties $4.3 million, and commercial/business properties $0.7 million.

<u>Single-family:</u>

Single-family homes will generate $1,065 for each home based on an 1,800 square foot home with a 900 sq. ft. unfinished basement:

▪ Building permit:	$518
▪ Electrical permit:	$122
▪ Plumbing permit:	$122
▪ Lot grading fee:	$100
▪ Approach fee:	$75
▪ Deck permit:	$31
▪ Inspection:	$98
Total:	$1,065

Multi-family:

On average multi-family properties will generate $1,069 for each unit:

- Bungalow Condos (1,600 units) will generate $1,010 for each unit based on 2,000 sq. ft. with an unfinished basement;
- Medium Density Multi-family Condos (35 properties with 40 units or 1,400 units) will generate $1,275 for each unit based on estimated construction costs of $6 million for each property ($51,000 worth of fees for each property); and
- Medium Density Multi-family Rental (7 properties with 143 units or 1,000 units) will generate $875 for each unit based on estimated construction costs of $12.9 million for each property ($125,000 worth of fees for each property).

Commercial/Business:

With planning still at the conceptual stages we cannot determine the scope/configuration of the commercial properties that will ultimately service the area. We have adopted a conservative approach and have assumed that there will ultimately be approximately one million square feet (based on 200 acres and site coverage of 10%) developed at a cost of approximately $100 per sq. ft. This would yield approximately $732,000 over the 10-year construction time frame ($712,000 worth of construction permits and $20,000 worth of plumbing, electrical and other fees).

3.1.2 Development Fees

The City applies two principal charges on new developments: a development agreement charge of $1,650 per acre and a subdivision lot fee of $36 for each lot. The development agreement charges will generate $4.95 million based on 3,000 gross acres and the subdivision lot fees will generate $267,000 for the single-family lots alone, for a total of more than $5 million.

3.2 Property Taxes

The City will derive most of its revenue from property and business taxes.

3.2.1 Single-family Homes

Our research suggests that each single family home in Waverley West will generate annual property taxes of $2,405.

A survey was conducted utilizing assessment records for newly constructed homes in comparable neighborhoods (Linden Woods, Whyte Ridge, Richmond West, Royalwood and

Island Lakes). Taxes were estimated by multiplying the average assessed value of $180,000 by the current portion (45%) and mill rate (29.686 mils) or $2,405 for each home.

We did **not** include school taxes (School Division and the Education Support Levy) in our analysis - the City collects but must remit these taxes. However, based on our research, each single family home will pay $2,390 in school taxes (nearly $2 billion over the 80 year time frame).

At the same time, the City of Winnipeg Property Assessment Department indicates that the **average** single-family home in Winnipeg is assessed at $94,000 (median assessment of $88,000 which means that 50% of the homes in Winnipeg are assessed at a market value less than $88,000).

In other words, with the average assessment at $94,000, the average single family home will pay municipal taxes of $1,255 - about one half the taxes paid by the average newly built suburban home (please see *Attachment "A"* Property Assessment Map).

In addition, now that the City has moved to market based assessment, there is no reason to believe that newly built single-family homes will not hold their values, and continue to make a substantial contribution to the City's bottom line.

Over the past 25 years single-family homes have increased at an average annual rate of 5.5% (8% annually from 2000-2004)[6]. At the same time, from 1978 to 2003, the Consumer Price Index for Winnipeg increased by an average of 4.2% annually.[7]

3.2.2 Multi-family Properties

Based on our research, the 4,000 multi-family units in Waverley West will generate annual property taxes of $1,407 (weighted average) or $5.6 million:

- each of the 1,600 detached/semi detached condo units will be assessed at $150,000;
- each of the 1,400 medium density condo/life lease "equity" projects will be assessed at $100,000 based on 35-40 unit properties, each assessed at $6 million;
- each of the 1,000 medium density rental units will be assessed at $41,333 per unit based on 7-150 unit properties.[8]

Utilizing the present portioning and mill rates, the following table provides a breakdown of the municipal property taxes revenues generated by the multi-family properties.

[6] Royal Le Page Survey of Canadian Home Prices: housing in Winnipeg 1979-2004.
[7] Statistics Canada: Consumer Price Index, historical summary Winnipeg 1978-2003
[8] Although the average assessed value on a per unit basis for a rental unit would average $41,333, the actual construction cost for such a rental unit would be significantly greater at approximately $90,000 per unit. The difference between the cost of construction, and the market and assessed value (which is based on income) explains why very few rental properties have been constructed in Winnipeg over the past 10 - 15 years. We have taken a conservative approach by simply using the assessed values for comparable properties which are significantly lower than the cost of construction As such our estimate of the tax revenue is very conservative.

Table 1: Multi-Family Residential Property Tax Summary

	Units	Assessed Value	Per Unit Taxation Generated	Total Annual Taxation
Detached Condominiums	1600	$150,000/unit	$2,004	$3,206,400
Medium Density Condominiums	35 properties; 1,400 units	$4,000,000/property	$1,335	$1,869,000
Medium Density Rental	7 properties; 1,000 units.	$6,200,000/property	$552	$552,000
TOTAL:	**4,000 units**	**$423,400,000**	**$1,407**	**$5,627,400**

3.2.3 Commercial Properties

With planning still at the conceptual stage, our analysis included a review of a number of typical "neighbourhood" retail commercial and office/industrial projects. In particular, we used the commercial strip in Southdale on Fermor and the West Fort Garry Business Park as a starting point to calculate a conservative estimate of market and assessed values and property and business taxes.

Based on our analysis, the commercial/retail developments will ultimately generate annual property taxes equal to $14,278 per acre for a total of $1.43 million[9]. Similarly the business/office properties would contribute $12,755 per acre or $1.27 million by build out[10].

3.2.4 Business Taxes

Based on a comparison of the business and property taxes generated by the commercial developments in Southdale and the West Fort Garry Business Park, at build out Waverley West will generate annual business taxes equal to approximately 10% of the property taxes or $270,000 each year. While there has been some public discussion about the possibility of reducing or eliminating the business tax, for consistency these taxes have remained in our analysis.

[9] Based on the assessed values of Lakewood Plaza, Southdale Mall and Southdale Square (average assessment of $740,000 per acre), 100 acres of neighborhood retail development would generate taxes of at least $14,278 per acre ($740,000 x 65% x 29.676 mils).

[10] Based on the West Fort Garry Business Park (average assessment of $661,000 per acres), 100 acres of office/industrial would generate taxes of $12,755 per acre ($661,000 x 65% x 29.686 mils).

3.3 Other Revenues Not Included in the Analysis

The City will receive a number of grants, fees, levies and other receipts that have **not** been included in this analysis.

3.3.1 Water and Waste Department

Since the City operates the Water and Waste Department as a cost-neutral utility, neither the revenue from nor the costs associated with the Department have been included in our analysis.

The City collects a sewer and water levy (frontage fee) to fund sewer and water renewal projects and collects user fees that are based on consumption to fund operations including general maintenance.

By build out in the 23rd year, the City will have collected approximately $15 million worth of frontage levies[11], and by the end of the 80 year time frame the City will have collected over $77 million (please see *Attachment "C"* which projects revenue for this utility).

In addition, based on an average annual water bill of $648.40 ($600 for consumption and a basic charge of $48.40), by build out in the 23rd year the City will collect annual receipts of $7.5 million, for a total of over $500 million by the end of the 80-year time frame.

These numbers compare very favourably to the approximately $13.5 million it will cost the City to extend service to the area.

In this case, trunk services are readily available at the boundaries of Waverley West. In addition, the developer and ultimately the new home buyer pays for a full complement of modern municipal services including a separate land drainage and sanitary sewer system (Section 4.1.8 describes the capital costs to extend the sanitary interceptor and domestic water service).

3.3.2 Transportation Levy

The City is also contemplating a city-wide charge of $1.00 per front foot for local street and sidewalk renewal. These levies would help to offset future renewal projects (which have been included in our analysis without any offsetting revenues).

By build out this type of levy would generate $427,000 each year for a total of $30 million over the 80-year time frame (based on the 1,940 acres and 220 FF/A).

[11] The Water and Waste levies were calculated by multiplying 1,940 net developable acres by an estimated 220 front feet per acre and by applying the 2003 rates of $1.90/FF for sewer and $.65/FF for water service (1,940 x 220 x $2.55 = $1,088,340). See Attachment "C" for additional detail.

3.3.3 Other City of Winnipeg Non-Direct Sources of Revenue

This analysis does *not* include other sources of revenue that will make a significant contribution to the City's bottom line:

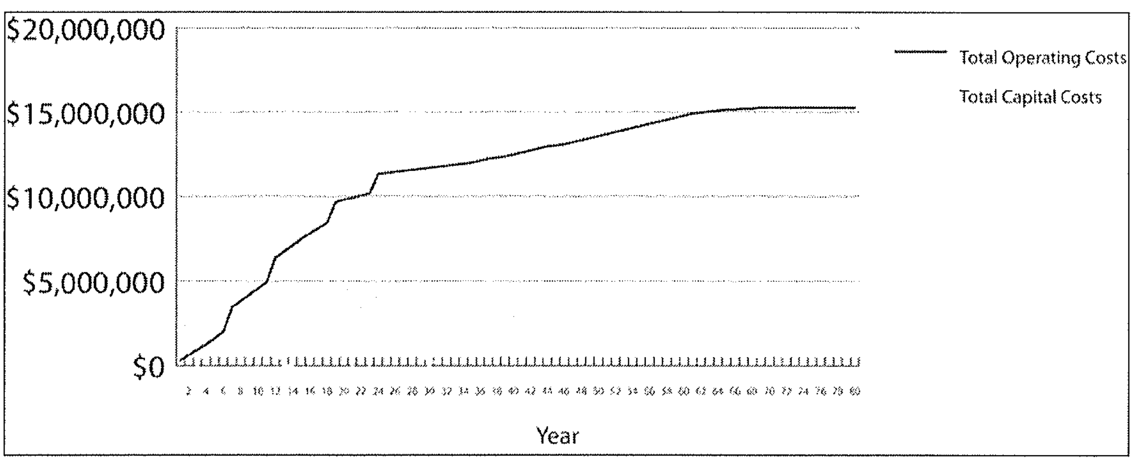
- grants from the Province (income tax sharing, support grants, grants for libraries, transit, ambulance service, VLT sharing, etc.);
- other forms of taxation (on hydro, natural gas, entertainment, etc.);
- regulatory fees (for permits, licensing, fines, and other fees);
- sale of goods and services (including ambulance service, recreation, and user fees);
- sale of City owned land in Waverley West;
- interest charges; and
- any "New Deal" with the Federal or Provincial Governments (including the GST rebate/sharing, fuel taxes, etc).

4.0 COSTS

This section identifies the direct costs associated with the development of Waverley West (as displayed in Figure 6).

There is no doubt that Waverley West will trigger capital and annual operating costs for the City. However, the City will face additional costs for infrastructure and services whether development occurs in Waverley West or elsewhere in the City or in the surrounding jurisdictions. In this regard some of the costs should **not** be attributed solely to Waverley West, but should be viewed as general costs to satisfy the demand for residential housing in the City as a result of population growth, household formation and economic growth.

Figure 6: City of Winnipeg Capital and Operating Costs



4.1 Capital Costs

The developer and ultimately the new home buyer (**not** the City or other taxpayers) pays for local and collector roads, half of the arterial streets, underground services, street signage and lighting, sidewalks, parks, berms, pedestrian trails, etc.

However, the City will be responsible for certain infrastructure including regional and arterial (50%) streets, regional sewer and water, and community and emergency services. These capital costs have been included in our analysis.

In addition our analysis includes:

- a $15 million allowance for miscellaneous or unforeseen capital costs that might arise during the 80 year timeframe; and
- the capital costs that will be incurred to repair and replace the infrastructure, beginning in the 30th year of the 80-year horizon (this addresses the common allegation that suburban development is not economical because the financial models do not include these costs).

4.1.1 Internal Transportation

Most of the City's capital costs are related to transportation upgrades which are required, not only for Waverley West, but also for general system-wide improvements and for higher levels of background traffic. A comprehensive transportation review has been conducted and the relevant costs have been included in this analysis. In this regard, the relevant costs are those shouldered by the City that are directly related to the development of Waverley West:

1. Extension of Waverley Street. Waverley Street is envisioned to shift westerly from its existing north/south alignment, through the southern quadrant of Waverley West (from the eastern periphery) cross Kenaston (at grade), and continue through to Brady Road. The total cost estimate to construct this section of Waverley Street has been estimated at $9.7 million (includes four travel lanes, lighting, sidewalks, trees and 33% for contingency and engineering). With a developer contribution of 50%, the cost estimate to the City of Winnipeg is **$4.85 million.** Development will be phased in as Waverley West progresses.

2. Improvements to the Existing Waverley Street. The existing alignment of Waverley Street (eastern boundary road) would require improvements and upgrading. Initially, this section of Waverley will be upgraded to a four lane arterial south of Bison Drive, and one additional lane in each direction north of Bison Drive. The cost estimate for the initial upgrade (including lighting, sidewalks, trees and 33% for contingency and engineering) totals $4.7 million, with the City contributing 50% of the cost **($2.35 million)**.

A future upgrade to a 6-lane cross-section (south of Bison Drive) would require an additional **$1.1 million** to be funded by the City. This cost has been included in the analysis.

3. Intersection Improvements at Waverley and Bison Drive. Improvements to the existing Waverley and Bison intersection will be required. The cost estimate for intersection improvements totals approximately $720,000 (costs include turn lanes, and improvements to traffic control signals, 33% for contingency and engineering). Half of this is a developer cost, with the City of Winnipeg's share of **$360,000.**

4. Extension of Bison Drive. Bison Drive would be extended from a point approximately 550 metres east of Waverley, through Waverley West to Brady Road. The construction cost estimate is approximately $10.6 million (includes four travel lanes, lighting, sidewalks, trees and 33% for contingency and engineering). The City of Winnipeg's share is **$5.3 million**, with the development to be phased in as Waverley West progresses.

5. Extension of Kenaston Boulevard. Kenaston Boulevard will be extended from the existing point where it turns into Bishop Grandin, south to the Perimeter Highway. The initial cost estimate to construct Kenaston to a four-lane expressway is $33.4 million. The cost estimate includes grade-separated fly-overs at future Bison Drive and Ladco's Main Street, lighting, noise attenuation berm, street lighting, trees and 33% for contingency and engineering. Costs to be fully funded by the City, with at-grade intersections funded by developer.

   As Kenaston Boulevard will function as a multi-regional transportation route, including as an economic route, only approximately 50% of the usage would be directly attributed to future residents and businesses in Waverley West. The remaining 50% is attributed to regional, as well as city and province-wide traffic. Therefore, 50% of the City of Winnipeg costs have been included in this analysis as a direct result of Waverley West – **$16.7 million**[12].

   An additional $4.2 million to add a third lane in each direction after build-out has been included in this analysis, with 50% of the cost attributed to Waverley West generated traffic, **($2.1 million)**, and the other 50% for regional needs. This infrastructure would be phased in as Waverley West progresses.

4.1.2 Offsite Transportation

The Waverley West Transportation Report (ND LEA, 2003) had previously identified a number of off-site transportation improvements to Waverley Street, Kenaston Boulevard

[12] The extension of Kenaston Boulevard has been identified in Plan Winnipeg 2020 Vision as required. This extension will be necessary regardless of development occurring in Waverley West or not. This cost estimate does not include an interchange at the Perimeter Highway as this cost is foreseen as a Provincial government responsibility.

and Bishop Grandin Boulevard. Some costs were directly or indirectly related to development in Waverley West, with other costs associated with general increased traffic growth. Total future improvements had been estimated at $30.9 million ($23.2 million plus 33% for contingency and engineering). The costs attributed to Waverley West development only have been incorporated into this analysis, and are estimated to cost the City of Winnipeg approximately **$20.8 million** ($15.65 million plus 33% for contingency and engineering). These developments would be phased-in as Waverley West progresses.

4.1.3 Fire and Paramedic Services

A budget line of **$11.0 million** has been included in this analysis for potential future capital requirements (buildings, rolling stock and equipment). As the detailed development concept for Waverley West has yet to be determined, these figures are intended to indicate a realm of potential expenditures and are not based on specific measurements of need.

The cost of a fire hall has been estimated at $1.6 million (based on the replacement costs for Stations No. 21 and No. 12 as identified in the City of Winnipeg 2005-2009 capital budget). The cost for rolling stock is estimated at $2.5 million for fire trucks and ambulances, and an additional $0.9 million for miscellaneous related equipment (Note: the City of Winnipeg Capital Budget 2005-2009 does not identify any additional fire apparatus, therefore, these figures are estimates). An additional $1.0 million every 10 years after the initial investments has been incorporated into this analysis.

4.1.4 Winnipeg Police Services

As with the Fire and Paramedic Services, a line item of **$2.5 million** has been included for potential future capital requirements. Again, as the detailed development concept for Waverley West has yet to be determined, these figures are intended to indicate a realm of potential expenditures, and are not based on specific measurements of need. The addition of a new police station is not anticipated; therefore these costs would be related primarily for vehicles and equipment (Note: most vehicle and equipment costs for police services are currently funded through the City's operating budget, as opposed to the capital budgets). An additional $250,000 has been included in this analysis approximately every 10 years after the initial investment for potential further capital requirements.

4.1.5 Community Services

A capital line item of **$23.34 million** has been included in the analysis to provide for community services in Waverley West. It is not known at this time specifically what capital requirements may be necessary in Waverley West, however, should a regional/multi-use recreation and community services centre for the Fort Garry area be located in Waverley West, the total cost could be in the realm of $35.0 million. Waverley

West would account for approximately one-third of the population base of this catchment and, therefore, one-third of the cost would be attributed to Waverley West development (approximately $11.67 million). Future replacement of the facility ($11.67 million) is also attributed for in this analysis in year 60.

4.1.6 Miscellaneous Capital Contingency

To account for potential unforeseen or unknown future capital cost items, a line item of **$15.0 million** has been included in this analysis to address such possible capital costs. These may include transportation, community or other public services.

4.1.7 Infrastructure Renewal

This analysis includes a street infrastructure renewal component to redevelop the existing street infrastructure, commencing after 30 years of development. This renewal has been estimated at **$94.2 million**. For the purposes of estimating the cost to renew the street network in Waverley West, the full construction costs for arterial streets, Kenaston, and neighbourhood "main" streets were utilized, plus the local improvement rate for the local and collector streets ($120 per front foot x 426,800 front feet).[13] Costs to redevelop the infrastructure commence in year 31, thirty years after the initial capital investment, and continue throughout the timeframe of this analysis.

4.1.8 Water and Waste System Expansions

Extension by the City of Winnipeg of the regional trunk water and sanitary sewer interceptor systems will be necessary to facilitate development in Waverley West. These systems presently exist on the periphery of Waverley West, however, they will require extension into the area, where the local system will connect into the regional. Costs to the City of Winnipeg have been estimated at ***$13.5 million***, (based on developer estimates, review of the five year capital budget 2005-2009 and discussions with Water and Waste Department officials). These costs *are not* formally included in this analysis as these costs would be funded through the utility, and not through the City of Winnipeg's tax supported budget (see also section 3.3.1 of this report, and *Attachment "C"* for additional information).

All costs of providing such services are ultimately paid for by the end-user in the form of frontage levies and user fees (water bills). The capital costs are often front-ended by the developer, and ultimately paid back by the City as budgets permit. All local water and

[13] Waverley Street ($16.3 million) + Bison Drive ($10.6 million) + Kenaston Blvd - less berms and grade-separation ($11 million – note as Kenaston has regional and province-wide benefits, only 50% is considered in this analysis) + $5 million for the commercial main streets + $51.3 million for local and collector streets ($120/front foot x 1,940 acres x 220 ff/acre=426,800 front feet).

sewer systems, including land drainage, are developer funded and are also not included in this analysis.

The City of Winnipeg has budgeted $5.50 million within its 2005-2009 Capital Budget for the first phase of Waverley West in 2009 ($2.5 million for the water feeder main, and $3.0 million for the interceptor sewer). More detailed plans are to be prepared under the Area Structure Plan component of Waverley West review, and until such time, the exact total requirement is not fully known. This report assumes that the total City contribution will be in the realm of $13.5 million. Additional funds are to be budgeted in the 2010 budget (potentially up to $8.0 million), however, at the point of drafting this report, the five-year capital budget does not extend to 2010.

The underground services within Waverley West will require some level of ongoing maintenance, but due to technological improvements this infrastructure will probably **not** require a complete renewal during the 80-year horizon.[14] Should there be capital renewal costs for underground services other than general maintenance, the public utility would be well positioned to fund these improvements through funds collected in Waverley West. Over the 80-year timeframe of this analysis, the City of Winnipeg would collect over $77 million in frontage levies and over $500 million in utility fees (see section 3.3.1 and *Attachment "C"*).

4.2 Operating Costs

In this section we estimate the cost to provide ongoing services to Waverley West. In this regard, we have focused on the **incremental cost** to provide basic civic services, rather than the per capita or average cost to the entire City.

We started with the average cost to provide city services to each single-family home and adjusted this cost to include single **and** multi-family properties. An allowance was made for commercial properties and a separate analysis was conducted for Winnipeg Transit. Finally we derived and applied a factor that reflects the incremental cost of new subdivisions.

[14] This report acknowledges that many 30-40 year old subdivisions including Windsor Park and Fort Richmond, have not required any significant sewer and water renewal, and likely will not require such work for decades. Current sewer and water renewal work in the city consists mostly of separating the combined sewers and replacing/repairing +60 year old sewers that were inadequately designed and/or installed compared to today's standards. Many of these sewers are made out of clay (not PVC), are undersized for their current use, and lack sufficient bedding material. As technological improvements for sewer construction have changed drastically over the past decades, this report assumes that there will be limited renewal requirements for underground services other than regular maintenance, and that full renewal will not occur until after the 80 year period.

4.2.1 Residential

The Budget Estimates (2000-2002)[15] indicate that it costs the City $1,098.90 to provide service to the average homeowner (with an average assessed value of $87,900):

-	Policing	$ 243.12
-	Street maintenance and other public works	239.51
-	Emergency response (fire and ambulance)	167.51
-	Transit	64.76
-	Provision of recreation facilities	57.96
-	Parks	52.34
-	Libraries	40.69
-	Land drainage	39.54
-	Garbage removal	36.19
-	Snow removal	32.50
-	Land use, development, planning zoning and building inspections	32.12
-	Transportation planning, traffic management, engineering	22.80
-	Zoo, horticulture, natural heritage protection	21.99
-	Street lighting	19.41
-	Grants to external organizations	16.45
-	Regulatory licensing and animal services	12.42
Total:		$ 1,098.90

Sixty-eight percent of the operating expenditures are concentrated in four departments (Public Works 21.5%, Police Services 20.1%, Fire & Paramedic Services 14.5% and Community Services 11.7%). Corporate expenditures comprise another 13% with the remaining 19% spread over the other departments and operations.

Since the City's Operating Budget increased by 8% from 2000 to 2003[16] we projected a cost in 2003 of **$1,190** for each single-family home.

In addition, a weighted average cost was calculated for all of the single and multi-family properties based upon:

- the relative area occupied by single and multi-family properties; and
- our assumption that most City costs would be roughly consistent for single and multi-family housing on a per acre basis.

[15] Information source on cost to provide services to the average home in Winnipeg from the Preliminary 2000-2002 Current Estimates Overview.
[16] The City of Winnipeg operating budget for 2003 totalled $684.9 million. The 2000 operating budget (less $33.9 million in one time pension refund expenditures) totalled $632.8 million. Difference is $52.1 million, or 8.32%.

With single-family housing densities of approximately 5 units per acre and with multi-family densities ranging from 10-15 upa, we adopted a ratio of 2.25:1 (with a range from 2:1 and 2.5:1) and determined a weighted average for each household:

High Cost Estimate – Ratio 2:1 (the cost to provide services to two multi-family units is equal to one single-family unit.)
Single-family: 7,500 units * $1,190 = $8,925,000
Multi-family: 4,000 units * $ 595 = $2,380,000
$11,305,000 / 11,500 = $983 average per household

Medium Cost Estimate – Ratio 2.25:1 (the cost to provide services to 2.25 multi-family units is equal to one single-family unit.)
Single-family: 7,500 units * $1,190 = $8,925,000
Multi-family: 4,000 units * $ 529 = $2,116,000
$11,041,000 / 11,500 = **$960 average per household**

Low Cost Estimate – Ratio 2.5:1 (the cost to provide services to 2.5 multi-family units is equal to one single-family unit.)
Single-family: 7,500 units * $1,190 = $8,925,000
Multi-family: 4,000 units * $ 476 = $1,904,000
$10,829,000 / 11,500 = $942 average per household

In the end we adopted a mid-point estimate of **$960/household** (which reflects the average cost of providing civic services to each household in the City). Sensitivity analysis supports our final conclusion that Waverley West is cost beneficial to the City: Even if our estimate were to increase by 40%, our NPV is still positive (the average costs increase by a NPV of $57.5 million over the 80 year horizon which suggests an NPV for Waverley West of $155.5 million).

4.2.2 Commercial/Business

Based on our planning to date, about 10% of Waverley West will be built out with "neighborhood" retail and/or suburban office/light industrial properties. We estimated the cost to provide civic services to these commercial properties by carrying forward the average cost for residential properties. In other words, we have projected the cost based on the **area** these commercial properties would occupy (this is a very conservative assumption since many City services have no direct relationship to commercial properties).

4.2.3 Proportioned Operating Costs

Our research suggests that compared to the City at large or compared to some of the older neighborhoods, it will cost significantly less to provide basic services to the residents of a new subdivision such as Waverley West. This conclusion is reflected in both this report and the City's financial impact analysis.

There are many reasons for this conclusion[17], which must be reflected in an incremental analysis, including:

- the high cost of operating and maintaining the aging/obsolete public infrastructure in the older parts of the City;
- the high cost of providing a wide range of fire, police, emergency and other services to the older parts of the City; and
- the fact that many City costs are fixed (or hybrid) costs that will **not** increase with additional growth or development.

As a result, once we determined our basic City-wide estimates, we adjusted the numbers by applying a factor that reflects the incremental cost to provide services to Waverley West.

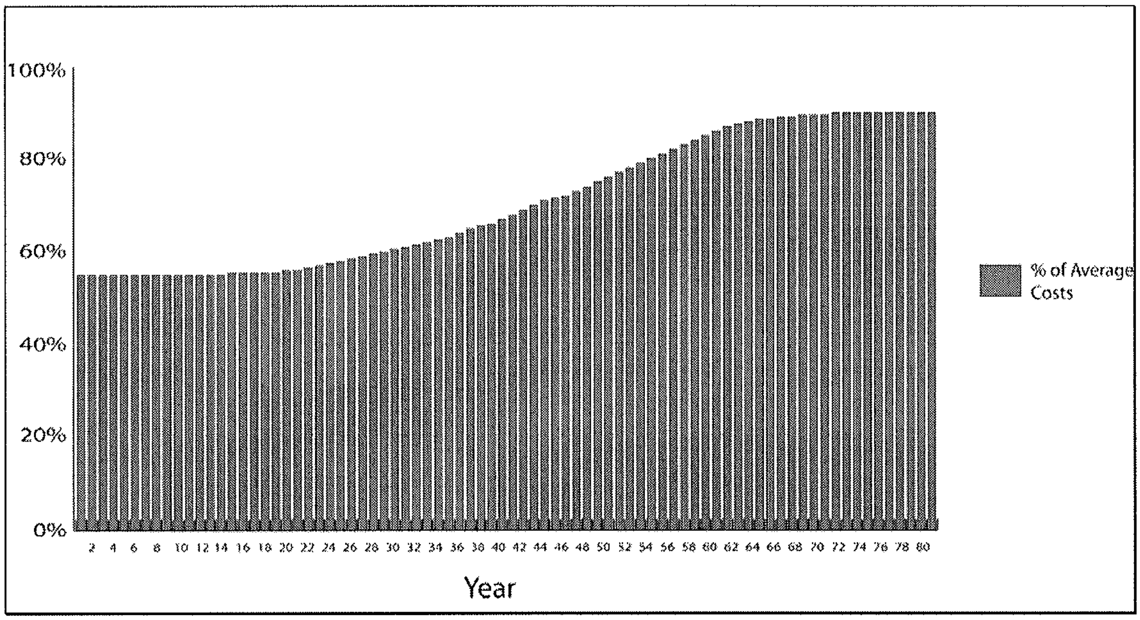
Over time we expect that the cost of providing civic services will increase, but the cost will remain below the average cost to the City (costs will increase as the infrastructure ages, but our analysis already contemplates and allows for the renewal of the public infrastructure in the long term).

Our analysis suggests that the operating costs per household will gradually increase from 55% in the early years to 90% of the City-wide average by the end of the 80 year timeframe as set out in **Figure 7**.

[17] Annual operations costs for the City are lower in the early years of new subdivisions because all facilities are new. For example, streets/public works maintenance average approximately $240 per household in Winnipeg, however, because all the streets are new in new subdivisions, actual maintenance expenditures (excluding snow removal) are very low in the first 20-30 years. Other physical infrastructure would also require only routine maintenance throughout initial years, and due to modern construction practices future maintenance will be significantly less than older neighbourhoods. Parks and recreation facilities will be centralized and will not require as much ongoing maintenance and upgrading as scattered facilities. Policing and fire protection are not as significant in newer developments due to socio-economic conditions and physical development standards (i.e., more stringent building codes, fewer back alleys). Land drainage and flooding is also not an issue in areas with separated sewers and retention facilities, as opposed to older neighbourhoods, which have combined services and limited storm water capacity. These are the primary operating budget expenditures of the City of Winnipeg.

As well, some of the costs reflected in the Budget are fixed costs that will not change with additional growth. Some of the costs are variable in nature and will increase on a roughly proportionate basis (ie. with population and/or the number of households). Some of the costs are hybrids that will increase, but not proportionately with growth. And finally, some of the costs will gradually increase over time as the development ages. For example, development will **not** trigger an increase in corporate expenditures. Conversely snow removal and garbage collection services will increase with more households (although even these operations have a "fixed" component and garbage collection will benefit from a well designed street system and the proximity to the Brady landfill site).

Figure 7: Operating Costs – Waverley West Projection Compared to City Average



4.2.4 Transit Subsidy

From discussions with Winnipeg Transit, it is expected that at completion there could be as many as four transit routes servicing Waverley West. The Waverley West Transportation Review (ND LEA, 2003) provides additional information on the potential transit requirements. The City's cost estimate to operate these four bus routes is approximately $9.0 million annually, which includes all Transit operating and capital costs.

This analysis estimates that approximately ***$4.35 million*** would be required annually after full build out (over and above revenues from rider-ship and taxation) to operate these four routes. This is incorporated into the analysis as a separate line item and phased in over the development timeframe of Waverley West. Table 2 provides additional explanation.

Table 2: Transit Operating Subsidy[18]

$ millions	Low	High
Cost of New Routes	$9.0	$9.0
Less Efficiencies	-$1.4	-$0.5
Less Revenues from Waverley West	-$3.7	-$2.7
Operating Loss from new routes	$3.9	$5.8
Less Subsidy paid in WW Property Taxes	-$0.5	-$0.5
Subsidy	$3.4	$5.3
Average	**$4.35**	

5.0 OPPORTUNITY COSTS

If Waverley West is delayed or does not proceed, there will be a significant cost to the City. In simple terms the City will lose net revenue, but will still have to provide infrastructure and services to deal with the projected growth.

Over the past decade, Fort Garry has represented approximately 35% of the City market for new housing (in the past the demand has been satisfied by Waverley Heights, Richmond West, South Tuxedo, Linden Woods, Whyte Ridge and Linden Ridge).

By the end of 2005 there will be virtually no supply remaining in south-west Winnipeg. In other words, there will be a complete stock out in this quadrant.

No one knows exactly how the market will respond, but it's safe to assume that part of the new home market will:

- move to other parts of the City;
- move outside the City; or
- postpone any decision to buy a new home.

A 1998 survey prepared for Qualico Homes by Prairie Research Associates indicates that (given the choice) nearly two-thirds of new home buyers would choose to live in the same quadrant, and another 15% would move outside the City[19]. Based on this survey it is reasonable to assume that a significant share of the market that would have otherwise

[18] It is expected that there will be some efficiencies to the existing Transit system though the establishment of these four routes. For the purposes of this analysis, an assumption has been made that between 5-15% efficiency will be generated. These are incorporated into the low and high scenarios. Revenue from rider-ship from Waverley West is expected to be between $2.7 and $3.7 million. As outlined in section 4.2 of this report, 5.9% of the operating costs generated in Waverley West go to Transit, which accounts for approximately $500,000.

[19] Profile of Residents in Winnipeg Communities. Prairie Research Associates Inc. on behalf of Qualico Home. 1998

purchased in the south-west quadrant, will look outside of the City once there are no opportunities remaining in south-west Winnipeg.

Conceptually, a comprehensive estimate of the opportunity cost must include the incremental net revenue (taxes/fees less operating costs) less the incremental capital costs that will be avoided or postponed if Waverley West does not proceed. Obviously some of the capital costs will be incurred anyway, but may be delayed. On the other hand, the City would have additional costs to provide infrastructure and services to residents of the Capital Region municipalities who have left the City.

We have included a simple analysis that examines the magnitude of the opportunity costs (*Attachment "D"*) if some of the demand for single family housing **alone** is transferred outside of the City (10-50%):

- if 10% of the demand is transferred outside of Winnipeg, the City would forego approximately $72 million of net revenue (incremental taxes less operating costs);

- if 50% of the demand is transferred outside of Winnipeg, the City would forego approximately $360 million of net revenue.

A more complete analysis is beyond the scope of this report (it would require, inter alia, a detailed review of the City's incremental capital costs and the loss of multi-family and commercial properties).

6.0 CONCLUSIONS

Our analysis suggests that Waverley West will make a significant contribution to the City's bottom line. Over the 80 year time frame which allows for life cycle costing (ie. for the City to replace aging infrastructure), Waverley West will add ***$799* million** of nominal 2003 dollars to City coffers (**NPV of $213 million**).

This is not to say that Waverley West (or any other proposed subdivision) is the answer to all of Winnipeg's budgetary problems; it's not. However, our analysis does confirm that Waverley West will not be a financial drain and that it will help to mitigate the loss of additional development to the Capital Region.

Although the terms of reference for this study have specifically focused on direct fiscal costs and benefits to the City of Winnipeg, Waverley West would ultimately contribute positively in many non-quantitative areas, including quality of life and also the general economic development of Winnipeg. This development is proposed to be unique to Winnipeg in many ways including environmental practices, housing mix, and innovative planning. The large scale of Waverley West provides an opportunity to plan for a series of inter-connected developments, as opposed to traditional planning consisting of one neighbourhood at a time.

Waverley West would not only provide a positive impact on the residents and businesses within its boundaries, but would benefit all of Winnipeg. Waverley West is intended to provide a variety of housing opportunities, incorporate the latest land use planning methodologies, development techniques and technologies, and provide unique environmental practices and recreation opportunities. These all are positive contributors to society, however, are not quantifiable in nature.

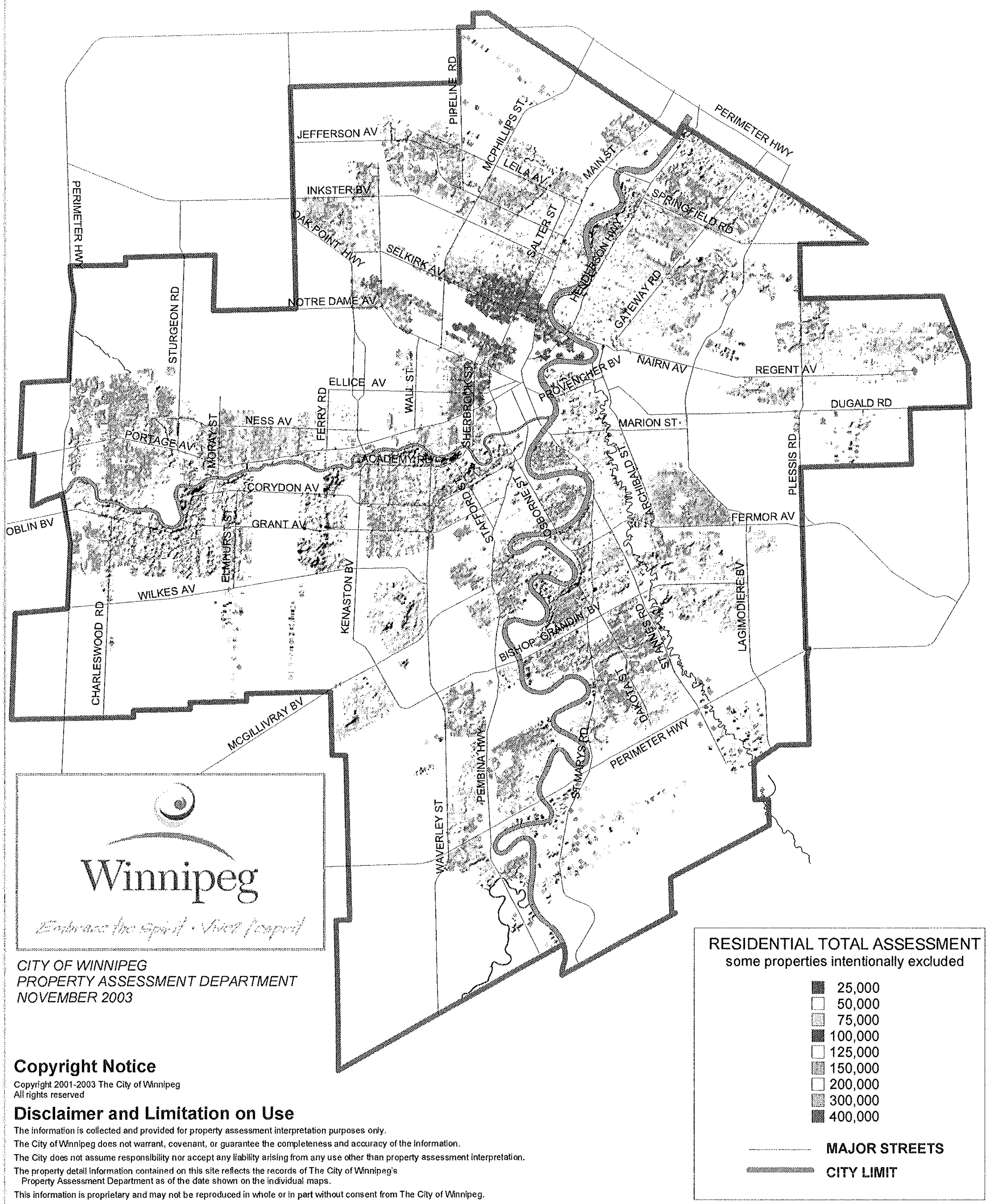
The expected economic impacts of development in Waverley West will be comparable to any of the large-scale development projects anticipated in Winnipeg, as well as throughout Manitoba over the next decade. Over $2.5 billion in economic activity would be generated in direct development activity over the initial 23 years. This will have significant positive impacts to the housing industry and the economy in general. Critics will suggest that this development would occur elsewhere regardless of Waverley West. There are, however, no other land holdings within or outside of Winnipeg of the scale and nature of Waverley West and, therefore, the ability of the market to be sustained over the long-term without Waverley West is uncertain.

Finally, it is recognized that the City of Winnipeg, as well as many other cities in Canada and North America, is experiencing significant financial constraints due to limited revenue opportunities and the rising costs of providing services. The costs of providing services is especially significant in older areas of the city where aging infrastructure is in need of renewal, other soft and social services are in high demand, and the taxation revenue potential is limited by economic factors which keep property assessments below average.

The answers to the financial issues are just as complex as the issues surrounding the costs. Continued growth in suburban areas will not be enough to balance the financial bottom line, but will assist in improving it, as has been the case over the past five decades. The costs associated with forcing development outside of the city limits would compound the financial predicament that is being experienced today. As the tax base shifts further outside the city limits, the costs of providing existing services would continue to increase, and be borne solely by the current residents of the City of Winnipeg.

ATTACHMENT “A”
Average Assessed Values of Single-Family Homes in Winnipeg

RESIDENTIAL TOTAL ASSESSMENT



CITY OF WINNIPEG
PROPERTY ASSESSMENT DEPARTMENT
NOVEMBER 2003

ATTACHMENT "B"
Waverley West Cost Benefit Analysis to the City of Winnipeg

ATTACHMENT "B"

Waverley West: Cost Benefit Analysis to the City of Winnipeg*

Projected to build out (23 years), and through to 80 years

* all in year 2003 dollars; revenues and expenditures not adjusted for inflation.

FISCAL BENEFITS:

		YEAR																							TOTAL AT FULL BUILD OUT
DIRECT REVENUE TO THE CITY OF WINNIPEG		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
Single Family Homes [1]	7500	410	820	1230	1640	2050	2460	2870	3280	3690	4100	4510	4920	5330	5740	6150	6560	6970	7380	7500	7500	7500	7500	7500	
Municipal Taxes (2003 base)	$2,405	$985,050	$1,972,100	$2,958,150	$3,944,200	$4,930,250	$5,916,300	$6,902,350	$7,888,400	$8,874,450	$9,860,500	$10,846,550	$11,832,600	$12,818,650	$13,804,700	$14,790,750	$15,776,800	$16,762,850	$17,748,900	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$258,802,050
Multiple Family Units [2]	4000	175	350	525	700	875	1050	1225	1400	1575	1750	1925	2100	2275	2450	2625	2800	2975	3150	3325	3500	3675	3850	4000	
Municipal Taxes Estimate per Unit (2003 base)	$1,407	$246,225	$492,450	$738,675	$984,900	$1,231,125	$1,477,350	$1,723,575	$1,969,800	$2,216,025	$2,462,250	$2,708,475	$2,954,700	$3,200,925	$3,447,150	$3,693,375	$3,939,600	$4,185,825	$4,432,050	$4,678,275	$4,924,500	$5,170,725	$5,416,950	$5,628,000	$67,922,925
Commercial (100 acres) [3]	acres	0	0	0	0	10	20	30	40	50	60	70	80	90	100	100	100	100	100	100	100	100	100	100	
Municipal Taxes (2003 base per acre)	$14,278	$0	$0	$0	$0	$142,780	$285,550	$428,340	$571,120	$713,900	$856,680	$999,460	$1,142,240	$1,285,020	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$20,703,100
Business/Office (100 acres) [4]	acres	0	0	0	0	10	20	30	40	50	60	70	80	90	100	100	100	100	100	100	100	100	100	100	
Municipal Taxes (2003 base per acre)	$12,755	$0	$0	$0	$0	$127,550	$255,100	$382,650	$510,200	$637,750	$765,300	$892,850	$1,020,400	$1,147,950	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$18,494,750
Business Taxes (est. 10% prop tax) [5]	0.1	$0	$0	$0	$0	$27,033	$54,066	$81,099	$108,132	$135,165	$162,198	$189,231	$216,264	$243,297	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$3,919,785
City Permit Fees																									
Single Family Homes ($1,065 per house) [6]	$1,065	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$435,650	$436,650	$436,650	$436,650	$127,800	$0	$0	$0	$0	$7,887,500
Multi-Family Units ($1,069 per unit) [7]	$1,069	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$187,075	$180,350	$4,276,000
Commercial/Office (estimated at $3,660 per acre) [8]	$3,660	$0	$0	$0	$0	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$732,000
Development Fees																									
Per Acre Administration Fee (3000 acres) [9]	$1,650	$1,237,500	$0	$0	$0	$0	$1,237,500	$0	$0	$0	$0	$1,237,500	$0	$0	$0	$0	$1,237,500	$0	$0	$0	$0	$0	$0	$0	$4,950,000
Lot Fee (410 lots per year) [10]	$35.60	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$4,272	$0	$0	$0	$0	$267,000
Other Fees Not Included in Analysis: Sewer and Water Frontage Levy [11] Proposed Public Works Frontage Levy [12]																									
TOTAL REVENUE:		$3,108,096	$3,102,871	$4,335,146	$5,567,421	$7,170,259	$8,837,397	$10,229,535	$11,759,173	$13,288,811	$14,818,449	$17,585,587	$17,877,725	$19,497,363	$20,937,091	$22,896,076	$24,565,851	$24,560,626	$25,792,901	$26,088,552	$26,122,705	$26,368,830	$26,615,165	$26,789,460	$388,055,110
Cumulative Total:		$3,108,096	$6,210,967	$10,546,113	$16,113,534	$23,283,793	$33,221,190	$43,450,725	$55,209,898	$68,498,709	$83,317,158	$100,902,745	$118,780,470	$138,187,833	$159,124,834	$181,220,910	$205,786,761	$230,347,387	$256,140,288	$282,148,840	$308,271,545	$334,640,475	$361,256,638	$388,856,110	$388,855,110

FISCAL COSTS

Operating Costs Phased in from 55%-90% of City Average Over 80 Years

		YEAR:																							TOTAL AT FULL BUILD OUT
DIRECT COSTS TO THE CITY OF WINNIPEG:		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
Capital Costs (City costs directly attributed to Waverley West development):																									
Extension of Waverley Street [13]	$4,850,000	$1,280,000	$0	$0	$0	$1,200,000	$0	$0	$0	$0	$1,200,000	$0	$0	$0	$0	$1,200,000	$0	$0	$0	$0	$0	$0	$0	$0	$4,800,000
Improvements to Existing Waverley Street [14]	$3,450,000	$1,150,000	$0	$0	$1,150,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,300,000
Intersection Improvements Waverley/Bison [15]	$360,000	$0	$360,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$360,000
Extension of Bison Drive [16]	$5,300,000	$1,000,000	$1,000,000	$0	$0	$1,000,000	$0	$0	$0	$0	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,300,000	$0	$0	$0	$5,300,000
Extension of Kenaston Boulevard [17]	$18,800,000	$0	$0	$0	$0	$0	$3,300,000	$3,300,000	$0	$0	$0	$3,300,000	$0	$0	$0	$0	$0	$0	$3,300,000	$0	$0	$0	$3,500,000	$0	$16,700,000
Offsite Transportation Improvements [18]	$20,800,000	$0	$0	$0	$0	$0	$0	$0	$2,100,000	$2,100,000	$2,100,000	$0	$0	$0	$0	$0	$2,100,000	$2,100,000	$2,100,000	$2,100,000	$2,100,000	$0	$0	$0	$16,800,000
Fire and Paramedic Services [19]	$11,000,000	$0	$0	$0	$0	$0	$0	$2,500,000	$0	$0	$0	$0	$0	$0	$0	$2,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$5,000,000
Police [20]	$2,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000
Community Services [21]	$23,340,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,835,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,835,000	$0	$0	$0	$11,670,000
Miscellaneous Capital Contingency [22]	$15,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Infrastructure Renewal [23]	$94,200,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital Cost:	**$199,600,000**	**$3,350,000**	**$1,360,000**	**$0**	**$1,150,000**	**$2,200,000**	**$3,300,000**	**$5,800,000**	**$2,100,000**	**$2,100,000**	**$10,135,000**	**$3,300,000**	**$1,000,000**	**$0**	**$0**	**$3,700,000**	**$2,100,000**	**$2,100,000**	**$5,400,000**	**$2,100,000**	**$9,235,000**	**$0**	**$3,500,000**	**$0**	**$63,930,000**
Annual City of Winnipeg Operating Costs:*		55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.5%	55.5%	55.5%	55.5%	55.5%	56.0%	56.0%	56.5%	57.0%	
Residential [24]	$960.00	$388,880	$517,768	$926,640	$1,235,520	$1,544,400	$1,853,280	$2,162,160	$2,471,040	$2,779,928	$3,088,800	$3,397,680	$3,706,560	$4,015,440	$4,324,320	$4,675,320	$4,987,008	$5,298,696	$5,610,384	$5,767,560	$5,913,600	$6,007,680	$6,156,240	$6,292,800	$83,141,688
Commercial/Business/Office [25]		$0	$0	$0	$0	$62,928	$125,856	$188,784	$251,712	$314,640	$377,568	$440,496	$503,424	$566,352	$629,280	$629,288	$629,280	$629,288	$629,280	$629,288	$629,280	$629,260	$629,280	$629,288	$9,124,560
Annual Transit Subsidy [26]		$0	$0	$0	$0	$0	$0	$1,887,500	$1,087,500	$1,087,500	$1,087,500	$1,087,500	$2,175,000	$2,175,000	$2,175,000	$2,175,000	$2,175,000	$2,175,000	$2,175,000	$3,262,500	$3,262,500	$3,262,500	$3,262,500	$3,262,500	$36,975,000
Total Operating Costs:		**$388,880**	**$617,760**	**$926,640**	**$1,235,520**	**$1,607,328**	**$1,979,136**	**$3,438,444**	**$3,818,252**	**$4,182,068**	**$4,553,868**	**$4,925,676**	**$6,384,984**	**$6,756,792**	**$7,128,600**	**$7,479,680**	**$7,791,288**	**$8,102,976**	**$8,414,664**	**$9,659,348**	**$9,805,388**	**$9,899,460**	**$10,048,020**	**$10,184,588**	**$129,241,248**
TOTAL CITY OF WINNIPEG COSTS:		$3,658,880	$1,977,760	$926,640	$2,385,520	$3,807,328	$5,279,136	$9,238,444	$5,910,252	$6,282,068	$14,688,868	$8,225,676	$7,384,984	$6,756,792	$7,128,600	$11,179,680	$9,891,288	$10,202,976	$13,814,664	$11,759,340	$19,040,388	$9,899,460	$13,548,020	$10,184,598	$193,171,248
Cumulative Total:		$3,658,880	$5,636,640	$6,563,280	$8,948,800	$12,756,128	$18,035,264	$27,273,708	$33,183,960	$39,466,028	$54,154,888	$62,380,564	$69,765,548	$76,522,340	$83,650,940	$94,830,540	$104,721,828	$114,924,804	$128,739,468	$140,498,808	$159,539,168	$169,438,648	$182,986,668	$193,171,248	$193,171,248

*Operating Costs Phased in from 55%-90% of City Average Over 80 Years

SUMMARY

YEAR:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	BUILD OUT
TOTAL REVENUE:	$3,108,096	$3,102,871	$4,335,146	$5,567,421	$7,170,259	$9,917,387	$10,229,535	$11,759,173	$13,288,811	$14,818,449	$17,586,687	$17,877,725	$19,867,363	$20,937,081	$22,896,076	$24,565,851	$24,568,626	$25,792,901	$26,008,552	$26,122,705	$26,368,930	$26,615,155	$26,789,488	$388,055,110
TOTAL CITY OF WINNIPEG COSTS:	$3,658,880	$1,977,760	$926,640	$2,385,520	$3,807,328	$5,279,136	$9,238,444	$5,910,252	$6,282,068	$14,688,868	$8,225,676	$7,384,084	$6,756,792	$7,128,600	$11,179,680	$9,891,288	$10,202,976	$13,814,664	$11,759,340	$18,040,388	$9,899,468	$13,548,020	$10,184,580	$193,171,248
DIFFERENCE:	[illegible]	$1,125,111	$3,408,506	$3,181,901	$3,362,931	$4,658,261	$991,091	$5,848,921	$7,096,751	$129,581	$9,359,911	$10,492,741	$12,650,571	$13,808,481	$10,916,476	$14,674,563	$14,367,650	$11,978,237	$14,249,212	$7,082,325	$16,469,470	$13,067,135	$16,614,900	$194,883,862
Cumulative Difference:	[illegible]	$574,327	$3,982,833	$7,164,734	$10,527,665	$15,185,926	$16,177,017	$22,025,938	$29,032,689	$29,162,270	$38,522,181	$49,014,922	$61,665,493	$75,473,894	$86,390,370	$101,064,933	$115,432,583	$127,400,820	$141,650,032	$148,732,357	$165,201,827	$178,268,962	$194,883,862	

Present Value	[illegible]	$1,040,228	$3,030,149	$2,719,902	$2,764,884	$3,691,491	$753,146	$4,273,749	$4,922,850	$87,540	$6,080,928	$6,553,735	$7,597,605	$7,974,008	$8,061,532	$7,834,869	$7,378,833	$5,912,795	$6,763,281	$3,232,281	$7,227,357	$5,513,748	$6,741,102	$107,606,706

Total Cumulative after 80 years	$798,687,152
Net Present Value	$212,868,907

FISCAL BENEFITS Continued to Year 46:

DIRECT REVENUE TO THE CITY OF WINNIPEG Cont...	24	25	26	27	28	29	30	31	32	33	34	35
Single Family Homes	7500	7500	7500	7500	7500	7500	7500	7500	7500	7500	7500	7500
Municipal Taxes (2003 base)	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500
Multiple Family Units	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000
Municipal Taxes Estimate per Unit (2003 base)	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000
Commercial (100 acres)	100	100	100	100	100	100	100	100	100	100	100	100
Municipal Taxes (2003 base per acre)	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800
Business/Office (100 acres)	100	100	100	100	100	100	100	100	100	100	100	100
Municipal Taxes (2003 base per acre)	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Taxes (est. 10% prop tax)	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330
City Permit Fees												
Single Family Homes ($1,065 per house)	-	-	-	-	-	-	-	-	-	-	-	-
Multi-Family Units ($824 per unit)	-	-	-	-	-	-	-	-	-	-	-	-
Commercial/Office (estimated at $3,660 per acre)	-	-	-	-	-	-	-	-	-	-	-	-
Development Fees												
Per Acre Administration Fee (3000 acres)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lot Fee (410 lots per year)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130
Cumulative Total:	$414,694,240	$441,333,370	$467,972,500	$494,611,630	$521,250,760	$547,889,890	$574,529,020	$601,168,150	$627,807,280	$654,446,410	$681,085,540	$707,724,670

DIRECT REVENUE TO THE CITY OF WINNIPEG Cont...	36	37	38	39	40	41	42	43	44	45	46
Single Family Homes	7500	7500	7500	7500	7500	7500	7500	7500	7500	7500	7500
Municipal Taxes (2003 base)	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500
Multiple Family Units	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000
Municipal Taxes Estimate per Unit (2003 base)	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000
Commercial (100 acres)	100	100	100	100	100	100	100	100	100	100	100
Municipal Taxes (2003 base per acre)	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800
Business/Office (100 acres)	100	100	100	100	100	100	100	100	100	100	100
Municipal Taxes (2003 base per acre)	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Taxes (est. 10% prop tax)	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330
City Permit Fees											
Single Family Homes ($1,065 per house)	-	-	-	-	-	-	-	-	-	-	-
Multi-Family Units ($824 per unit)	-	-	-	-	-	-	-	-	-	-	-
Commercial/Office (estimated at $3,660 per acre)	-	-	-	-	-	-	-	-	-	-	-
Development Fees											
Per Acre Administration Fee (3000 acres)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lot Fee (410 lots per year)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130
Cumulative Total:	$734,363,800	$761,002,930	$787,642,060	$814,281,190	$840,920,320	$867,559,450	$894,198,580	$920,837,710	$947,476,840	$974,115,970	$1,000,755,100

FISCAL COSTS Continued to Year 46:

DIRECT COSTS TO THE CITY OF WINNIPEG Cont...	24	25	26	27	28	29	30	31	32	33	34	35
Capital Costs (City costs directly attributed to Waverley West development):												
Extension of Waverley Street	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Improvements to Existing Waverley Street	$1,150,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Intersection Improvements Waverley/Bison	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Extension of Bison Drive	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Extension of Kenaston Boulevard	$2,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Offsite Transportation Improvements	$2,000,000	$2,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire and Paramedic Services	$0	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000
Police	$0	$250,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$250,000
Community Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous, Capital Contingency	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0	$0	$0	$0	$0	$0
Infrastructure Renewal	$0	$0	$0	$0	$0	$0	$0	$400,000	$800,000	$1,100,000	$1,400,000	$1,600,000
Total Capital Cost:	$5,250,000	$4,250,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0	$400,000	$800,000	$1,100,000	$1,400,000	$2,850,000
Annual City of Winnipeg Operating Costs:	57.5%	58.0%	58.5%	59.0%	59.5%	60.0%	60.5%	61.0%	61.5%	62.0%	62.5%	63.0%
Residential	$6,348,000	$6,403,200	$6,458,400	$6,513,600	$6,568,800	$6,624,000	$6,679,200	$6,734,400	$6,789,600	$6,844,800	$6,900,000	$6,955,200
Commercial/Business/Office	$634,800	$640,320	$645,840	$651,360	$656,880	$662,400	$667,920	$673,440	$678,960	$684,480	$690,000	$695,520
Annual Transit Subsidy	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000
Total Operating Costs:	$11,332,800	$11,393,520	$11,454,240	$11,514,960	$11,575,680	$11,636,400	$11,697,120	$11,757,840	$11,818,560	$11,879,280	$11,940,000	$12,000,720
TOTAL CITY OF WINNIPEG COSTS:	$16,582,800	$15,643,520	$12,454,240	$12,514,960	$12,575,680	$12,636,400	$11,697,120	$12,157,840	$12,618,560	$12,979,280	$13,340,000	$14,850,720
Cumulative Total:	$209,754,040	$225,397,560	$237,851,800	$250,366,760	$262,942,440	$275,578,840	$287,275,960	$299,433,800	$312,052,360	$325,031,640	$338,371,640	$353,222,360

DIRECT COSTS TO THE CITY OF WINNIPEG Cont...	36	37	38	39	40	41	42	43	44	45	46
Capital Costs (City costs directly attributed to Waverley West development):											
Extension of Waverley Street	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Improvements to Existing Waverley Street	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Intersection Improvements Waverley/Bison	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Extension of Bison Drive	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Extension of Kenaston Boulevard	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Offsite Transportation Improvements	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire and Paramedic Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000	$0
Police	$0	$0	$0	$0	$0	$0	$0	$0	$0	$250,000	$0
Community Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous, Capital Contingency	$0	$0	$0	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0	$0
Infrastructure Renewal	$1,700,000	$1,700,000	$1,800,000	$1,800,000	$1,900,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000
Total Capital Cost:	$1,700,000	$1,700,000	$1,800,000	$1,800,000	$2,900,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,250,000	$2,000,000
Annual City of Winnipeg Operating Costs:	64.0%	65.0%	65.5%	66.0%	67.0%	68.0%	69.0%	70.0%	71.0%	71.5%	72.0%
Residential	$7,065,600	$7,176,000	$7,231,200	$7,286,400	$7,396,800	$7,507,200	$7,617,600	$7,728,000	$7,838,400	$7,893,600	$7,948,800
Commercial/Business/Office	$706,560	$717,600	$723,120	$728,640	$739,680	$750,720	$761,760	$772,800	$783,840	$789,360	$794,880
Annual Transit Subsidy	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000
Total Operating Costs:	$12,122,160	$12,243,600	$12,304,320	$12,365,040	$12,486,480	$12,607,920	$12,729,360	$12,850,800	$12,972,240	$13,032,960	$13,093,680
TOTAL CITY OF WINNIPEG COSTS:	$13,822,160	$13,943,600	$14,104,320	$14,165,040	$15,386,480	$15,607,920	$15,729,360	$15,850,800	$15,972,240	$16,282,960	$15,093,680
Cumulative Total:	$367,044,520	$380,988,120	$395,092,440	$409,257,480	$424,643,960	$440,251,880	$455,981,240	$471,832,040	$487,804,280	$504,087,240	$519,180,920

SUMMARY Continued to Year 46

YEAR:	24	25	26	27	28	29	30	31	32	33	34	35
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130
TOTAL CITY OF WINNIPEG COSTS:	$16,582,800	$15,643,520	$12,454,240	$12,514,960	$12,575,680	$12,636,400	$11,697,120	$12,157,840	$12,618,560	$12,979,280	$13,340,000	$14,850,720
DIFFERENCE:	$10,056,330	$10,995,610	$14,184,890	$14,124,170	$14,063,450	$14,002,730	$14,942,010	$14,481,290	$14,020,570	$13,659,850	$13,299,130	$11,788,410
Cumulative Difference:	$204,940,192	$215,935,802	$230,120,692	$244,244,862	$258,308,312	$272,311,042	$287,253,052	$301,734,342	$315,754,912	$329,414,762	$342,713,892	$354,502,302
Present Value	$3,923,198	$4,124,638	$5,116,337	$4,898,496	$4,689,844	$4,489,995	$4,886,991	$4,293,127	$3,996,875	$3,744,885	$3,505,014	$2,987,365

YEAR:	36	37	38	39	40	41	42	43	44	45	46
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130
TOTAL CITY OF WINNIPEG COSTS:	$13,822,160	$13,943,600	$14,104,320	$14,165,040	$15,386,480	$15,607,920	$15,729,360	$15,850,800	$15,972,240	$16,282,960	$15,093,680
DIFFERENCE:	$12,816,970	$12,695,530	$12,534,810	$12,474,090	$11,252,650	$11,031,210	$10,909,770	$10,788,330	$10,666,890	$10,356,170	$11,545,450
Cumulative Difference:	$367,319,272	$380,014,802	$392,549,612	$405,023,702	$416,276,352	$427,307,562	$438,217,332	$449,005,662	$459,672,552	$470,028,722	$481,574,172
Present Value	$3,122,095	$2,974,523	$2,823,918	$2,702,145	$2,343,804	$2,289,308	$2,190,948	$1,997,656	$1,899,201	$1,772,980	$1,908,581

FISCAL BENEFITS Continued to Year 65:

DIRECT REVENUE TO THE CITY OF WINNIPEG Cont...	47	48	49	50	After 50 Years	51	52	53	54	55	56	57	58	59	60	After 60 Years	61	62	63	64	65
Single Family Homes	7500	7500	7500	7500		7500	7500	7500	7500	7500	7500	7500	7500	7500	7500		7500	7500	7500	7500	7500
Municipal Taxes (2003 base)	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$745,814,560	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$926,189,560	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500
Multiple Family Units	4000	4000	4000	4000		4000	4000	4000	4000	4000	4000	4000	4000	4000	4000		4000	4000	4000	4000	4000
Municipal Taxes Estimate per Unit (2003 base)	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$219,878,925	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$276,158,925	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000
Commercial (100 acres)	100	100	100	100		100	100	100	100	100	100	100	100	100	100		100	100	100	100	100
Municipal Taxes (2003 base per acre)	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$59,253,700	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$73,531,700	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800
Business/Office (100 acres)	100	100	100	100		100	100	100	100	100	100	100	100	100	100		100	100	100	100	100
Municipal Taxes (2003 base per acre)	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$52,933,250	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$65,688,250	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Taxes (est. 10% prop tax)	$270,330	$270,330	$270,330	$270,330	$11,218,695	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$13,921,995	$270,330	$270,330	$270,330	$270,330	$270,330
City Permit Fees																					
Single Family Homes ($1,065 per house)	-	-	-	-	$7,987,500	-	-	-	-	-	-	-	-	-	-	$7,987,500	-	-	-	-	-
Multi-Family Units ($824 per unit)	-	-	-	-	$4,276,000	-	-	-	-	-	-	-	-	-	-	$4,276,000	-	-	-	-	-
Commercial/Office (estimated at $3,660 per acre)	-	-	-	-	$732,000	-	-	-	-	-	-	-	-	-	-	$732,000	-	-	-	-	-
Development Fees																					
Per Acre Administration Fee (3000 acres)	$0	$0	$0	$0	$4,950,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,950,000	$0	$0	$0	$0	$0
Lot Fee (410 lots per year)	$0	$0	$0	$0	$267,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$267,000	$0	$0	$0	$0	$0
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,107,311,620	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,373,702,920	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130
Cumulative Total:	$1,027,394,230	$1,054,033,360	$1,080,672,490	$1,107,311,620	$1,107,311,620	$1,133,950,750	$1,160,589,880	$1,187,229,010	$1,213,868,140	$1,240,507,270	$1,267,146,400	$1,293,785,530	$1,320,424,660	$1,347,063,790	$1,373,702,920	$1,373,702,920	$1,400,342,050	$1,426,981,180	$1,453,620,310	$1,480,259,440	$1,506,898,570

FISCAL COSTS Continued to Year 65:

DIRECT COSTS TO THE CITY OF WINNIPEG Cont...	47	48	49	50	After 50 Years	51	52	53	54	55	56	57	58	59	60	After 60 Years	61	62	63	64	65
Capital Costs (City costs directly attributed to Waverley West development):																					
Extension of Waverley Street	$0	$0	$0	$0	$4,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,800,000	$0	$0	$0	$0	$0
Improvements to Existing Waverley Street	$0	$0	$0	$0	$3,450,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,450,000	$0	$0	$0	$0	$0
Intersection Improvements Waverley/Bison	$0	$0	$0	$0	$360,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$360,000	$0	$0	$0	$0	$0
Extension of Bison Drive	$0	$0	$0	$0	$5,300,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,300,000	$0	$0	$0	$0	$0
Extension of Kenaston Boulevard	$0	$0	$0	$0	$18,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,800,000	$0	$0	$0	$0	$0
Offsite Transportation Improvements	$0	$0	$0	$0	$20,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$20,000,000	$0	$0	$0	$0	$0
Fire and Paramedic Services	$0	$0	$0	$0	$8,000,000	$0	$0	$0	$0	$1,000,000	$0	$0	$0	$0	$0	$9,000,000	$0	$0	$0	$0	$1,000,000
Police	$0	$0	$0	$0	$1,750,000	$0	$0	$0	$0	$250,000	$0	$0	$0	$0	$0	$2,800,000	$0	$0	$0	$0	$250,000
Community Services	$0	$0	$0	$0	$11,670,000	$0	$0	$0	$0	$0	$0	$0	$0	$5,835,000	$5,835,000	$23,340,000	$0	$0	$0	$0	$0
Miscellaneous, Capital Contingency	$0	$0	$0	$0	$10,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$10,000,000	$0	$0	$0	$0	$1,000,000
Infrastructure Renewal	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$34,200,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$54,200,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000
Total Capital Cost:	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$119,130,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$3,250,000	$2,000,000	$2,000,000	$2,000,000	$7,835,000	$7,835,000	$152,050,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$4,250,000
Annual City of Winnipeg Operating Costs:	73.0%	74.0%	75.0%	76.0%		77.0%	78.0%	79.0%	80.0%	81.0%	82.0%	83.0%	84.0%	85.0%	86.0%		87.0%	87.5%	88.0%	88.5%	89.0%
Residential	$8,059,200	$8,169,600	$8,280,000	$8,390,400	$278,549,688	$8,500,800	$8,611,200	$8,721,600	$8,832,000	$8,942,400	$9,052,800	$9,163,200	$9,273,600	$9,384,000	$9,494,400	$368,525,688	$9,604,800	$9,660,000	$9,715,200	$9,770,400	$9,825,600
Commercial/Business/Office	$805,920	$816,960	$828,000	$839,040	$28,665,360	$850,080	$861,120	$872,160	$883,200	$894,240	$905,280	$916,320	$927,360	$938,400	$949,440	$37,662,960	$960,480	$966,000	$971,520	$977,040	$982,560
Annual Transit Subsidy	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$154,425,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$197,925,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000
Total Operating Costs:	$13,215,120	$13,336,560	$13,458,000	$13,579,440	$461,640,048	$13,700,880	$13,822,320	$13,943,760	$14,065,200	$14,186,640	$14,308,080	$14,429,520	$14,550,960	$14,672,400	$14,793,840	$604,113,648	$14,915,280	$14,976,000	$15,036,720	$15,097,440	$15,158,160
TOTAL CITY OF WINNIPEG COSTS:	$15,215,120	$15,336,560	$15,458,000	$15,579,440	$580,770,048	$15,700,880	$15,822,320	$15,943,760	$16,065,200	$17,436,640	$16,308,080	$16,429,520	$16,550,960	$22,507,400	$22,628,840	$756,163,648	$16,915,280	$16,976,000	$17,036,720	$17,097,440	$19,408,160
Cumulative Total:	$534,396,048	$549,732,608	$565,190,608	$580,770,048	$580,770,048	$596,470,928	$612,293,248	$628,237,008	$644,302,208	$661,738,848	$678,046,928	$694,476,448	$711,027,408	$733,534,808	$756,163,648	$756,163,648	$773,078,928	$790,054,928	$807,091,648	$824,189,088	$843,597,248

SUMMARY Continued to Year 65:

YEAR:	47	48	49	50	After 50 Years	51	52	53	54	55	56	57	58	59	60	After 60 Years	61	62	63	64	65
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,107,311,620	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,373,702,920	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130
TOTAL CITY OF WINNIPEG COSTS:	$15,215,120	$15,336,560	$15,458,000	$15,579,440	$580,770,048	$15,700,880	$15,822,320	$15,943,760	$16,065,200	$17,436,640	$16,308,080	$16,429,520	$16,550,960	$22,507,400	$22,628,840	$756,163,648	$16,915,280	$16,976,000	$17,036,720	$17,097,440	$19,408,160
DIFFERENCE:	$11,424,010	$11,302,570	$11,181,130	$11,059,690	$526,541,572	$10,938,250	$10,816,810	$10,695,370	$10,573,930	$9,202,490	$10,331,050	$10,209,610	$10,088,170	$4,131,730	$4,010,290	$617,539,272	$9,723,850	$9,663,130	$9,602,410	$9,541,690	$7,230,970
Cumulative Difference:	$492,998,182	$504,300,752	$515,481,882	$526,541,572	$526,541,572	$537,479,822	$548,296,632	$558,992,002	$569,565,932	$578,768,422	$589,099,472	$599,309,082	$609,397,252	$613,528,982	$617,539,272	$617,539,272	$627,263,122	$636,926,252	$646,528,662	$656,070,352	$663,301,322
Present Value	$1,808,221	$1,729,192	$1,636,253	$1,556,238	$198,551,375	$1,479,952	$1,407,232	$1,337,916	$1,271,851	$1,064,319	$1,148,887	$1,091,714	$1,037,239	$408,474	$381,220	$201,180,178	$888,601	$849,280	$811,484	$775,339	$564,975

FISCAL BENEFITS Continued to Year 80:

DIRECT REVENUE TO THE CITY OF WINNIPEG Cont...	66	67	68	69	70	After 70 Years	71	72	73	74	75	76	77	78	79	80	After 80 Years
Single Family Homes	7500	7500	7500	7500	7500		7500	7500	7500	7500	7500	7500	7500	7500	7500	7500	
Municipal Taxes (2003 base)	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$1,106,664,650	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$18,037,500	$1,286,939,550
Multiple Family Units	4000	4000	4000	4000	4000		4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	
Municipal Taxes Estimate per Unit (2003 base)	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$332,438,925	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$5,628,000	$388,718,925
Commercial (100 acres)	100	100	100	100	100		100	100	100	100	100	100	100	100	100	100	
Municipal Taxes (2003 base per acre)	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$87,809,700	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$1,427,800	$102,087,700
Business/Office (100 acres)	100	100	100	100	100		100	100	100	100	100	100	100	100	100	100	
Municipal Taxes (2003 base per acre)	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$78,443,250	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$91,198,250
Business Taxes (est. 10% prop tax)	$270,330	$270,330	$270,330	$270,330	$270,330	$16,625,295	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$270,330	$19,328,595
City Permit Fees																	
Single Family Homes ($1,065 per house)	-	-	-	-	-	$7,887,500	-	-	-	-	-	-	-	-	-	-	$7,887,500
Multi-Family Units ($824 per unit)	-	-	-	-	-	$4,276,000	-	-	-	-	-	-	-	-	-	-	$4,276,000
Commercial/Office (estimated at $3,660 per acre)	-	-	-	-	-	$732,000	-	-	-	-	-	-	-	-	-	-	$732,000
Development Fees																	
Per Acre Administration Fee (3000 acres)	$0	$0	$0	$0	$0	$4,950,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,950,000
Lot Fee (410 lots per year)	$0	$0	$0	$0	$0	$267,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$267,000
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,640,094,220	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,906,485,520
Cumulative Total:	$1,533,537,700	$1,560,176,830	$1,586,815,960	$1,613,455,090	$1,640,094,220	$1,640,094,220	$1,666,733,350	$1,693,372,480	$1,720,011,610	$1,746,650,740	$1,773,289,870	$1,799,929,000	$1,826,568,130	$1,853,207,260	$1,879,846,390	$1,906,485,520	$1,906,485,520

FISCAL COSTS Continued to Year 80:

DIRECT COSTS TO THE CITY OF WINNIPEG Cont...	66	67	68	69	70	After 70 Years	71	72	73	74	75	76	77	78	79	80	After 80 Years
Capital Costs (City costs directly attributed to Waverley West development):																	
Extension of Waverley Street	$0	$0	$0	$0	$0	$4,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,800,000
Improvements to Existing Waverley Street	$0	$0	$0	$0	$0	$3,450,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,450,000
Intersection Improvements Waverley/Bison	$0	$0	$0	$0	$0	$360,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$360,000
Extension of Bison Drive	$0	$0	$0	$0	$0	$5,300,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,300,000
Extension of Kenaston Boulevard	$0	$0	$0	$0	$0	$18,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,800,000
Offsite Transportation Improvements	$0	$0	$0	$0	$0	$20,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$20,800,000
Fire and Paramedic Services	$0	$0	$0	$0	$0	$10,000,000	$0	$0	$0	$0	$1,000,000	$0	$0	$0	$0	$0	$11,000,000
Police	$0	$0	$0	$0	$0	$2,250,000	$0	$0	$0	$0	$250,000	$0	$0	$0	$0	$0	$2,500,000
Community Services	$0	$0	$0	$0	$0	$23,340,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$23,340,000
Miscellaneous, Capital Contingency	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$0	$15,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$15,000,000
Infrastructure Renewal	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$74,200,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$94,200,000
Total Capital Cost:	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$2,000,000	$178,300,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$3,250,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$199,550,000
Annual City of Winnipeg Operating Costs:	89.0%	89.5%	89.5%	90.0%	90.0%		90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	
Residential	$9,625,600	$9,880,800	$9,880,800	$9,936,000	$9,936,000	$466,560,888	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$9,936,000	$565,920,888
Commercial/Business/Office	$982,560	$986,080	$968,080	$993,600	$993,600	$47,468,480	$993,600	$993,600	$993,600	$993,600	$993,600	$993,600	$993,600	$993,600	$993,600	$993,600	$57,402,480
Annual Transit Subsidy	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$241,425,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$284,925,000
Total operating Costs:	$15,158,160	$15,218,880	$15,218,880	$15,279,600	$15,279,600	$755,452,368	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$15,279,600	$908,248,368
TOTAL CITY OF WINNIPEG COSTS:	$18,158,160	$18,218,880	$18,218,880	$18,279,600	$17,279,600	$933,752,368	$17,279,600	$17,279,600	$17,279,600	$17,279,600	$18,529,600	$17,279,600	$17,279,600	$17,279,600	$17,279,600	$17,279,600	$1,107,798,368
Cumulative Total:	$861,755,408	$879,974,280	$898,193,168	$916,472,768	$933,752,368	$933,752,368	$951,031,968	$968,311,568	$985,591,168	$1,002,870,768	$1,021,400,368	$1,038,679,968	$1,055,850,568	$1,073,239,168	$1,090,518,768	$1,107,798,368	$1,107,798,368

SUMMARY Continued to Year 80:

YEAR:	66	67	68	69	70	After 70 Years	71	72	73	74	75	76	77	78	79	80	After 80 Years
TOTAL REVENUE:	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,640,094,220	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$26,639,130	$1,906,485,520
TOTAL CITY OF WINNIPEG COSTS:	$18,158,160	$18,218,880	$18,218,880	$18,279,600	$17,279,600	$933,752,368	$17,279,600	$17,279,600	$17,279,600	$17,279,600	$18,529,600	$17,279,600	$17,279,600	$17,279,600	$17,279,600	$17,279,600	$1,107,798,368
DIFFERENCE:	$8,480,970	$8,420,250	$8,420,250	$8,359,530	$9,359,530	$706,341,852	$9,359,530	$9,359,530	$9,359,530	$9,359,530	$8,109,530	$9,359,530	$9,359,530	$9,359,530	$9,359,530	$9,359,530	$798,687,152
Cumulative Difference:	$671,782,292	$680,202,542	$688,622,792	$696,982,322	$706,341,852	$706,341,852	$715,701,382	$725,060,912	$734,420,442	$743,779,972	$751,889,502	$761,249,032	$770,608,562	$779,968,092	$789,327,622	$798,687,152	$798,687,152
Present Value	$637,155	$608,263	$584,868	$558,318	$601,063	$208,059,724	$577,946	$555,717	$534,343	$513,792	$426,051	$475,829	$456,759	$439,191	$422,299	$406,057	$212,868,907

ATTACHMENT "C"
Frontage Levy Summary

ATTACHMENT "C" Frontage Levy Summary

Water and Waste Department Summary:

YEAR:	1	2	3	4	5	6	7	8	9	10	11	12
Total Developed Acres	92.4	184.8	277.2	369.6	482	594.4	706.8	819.2	931.6	1044	1156.4	1268.8
Gross Revenue Summary												
Revenues - Frontage Levy ($2.55 per ff)*	$51,836	$103,673	$155,509	$207,346	$270,402	$333,458	$396,515	$459,571	$522,626	$585,684	$648,740	$711,797
Water Bill - user fees ($600 per household per year)	$351,000	$702,000	$1,053,000	$1,404,000	$1,755,000	$2,106,000	$2,457,000	$2,808,000	$3,159,000	$3,510,000	$3,861,000	$4,212,000
Water Bill - meter fee ($48.40 per household per year)	$28,314	$56,628	$84,942	$113,256	$141,570	$169,884	$198,198	$226,512	$254,826	$283,140	$311,454	$339,768
City of Winnipeg Capital Costs:												
Water Feeder Main	$2,500,000	$2,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interceptor Sewer	$3,000,000	$5,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Revenue: frontage levy less capital costs:	-$5,448,164	-$7,896,327	$155,509	$287,346	$270,402	$333,458	$396,515	$459,571	$522,628	$585,684	$648,748	$711,787
Cumulative Total:	-$5,448,164	-$13,344,491	-$13,188,982	-$12,981,636	-$12,711,234	-$12,377,776	-$11,981,261	-$11,521,690	-$10,999,062	-$10,413,378	-$9,764,638	-$8,952,841

YEAR:	13	14	15	16	17	18	19	20	21	22	23	BUILD OUT
Total Developed Acres	1381.2	1493.6	1586	1678.4	1770.8	1863.2	1897.6	1908	1918.4	1928.8	1940	
Gross Revenue Summary												
Revenues - Frontage Levy ($2.55 per ff)*	$774,853	$837,910	$889,746	$941,582	$993,419	$1,045,255	$1,064,554	$1,070,388	$1,076,222	$1,082,057	$1,088,340	$15,311,485
Water Bill - user fees ($600 per household per year)	$4,563,000	$4,914,000	$5,265,000	$5,616,000	$5,967,000	$6,318,000	$6,495,000	$6,600,000	$6,705,000	$6,810,000	$6,900,000	$93,531,000
Water Bill - meter fee ($48.40 per household per year)	$368,082	$396,396	$424,710	$453,024	$481,338	$509,652	$523,930	$532,400	$540,870	$549,340	$556,600	$7,544,834
City of Winnipeg Capital Costs:												
Water Feeder Main	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,000,000
Interceptor Sewer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,500,000
Net Revenue: frontage levy less capital costs:	$774,853	$837,918	$889,746	$941,582	$993,419	$1,045,255	$1,864,554	$1,070,388	$1,076,222	$1,082,057	$1,088,340	$1,811,485
Cumulative Total:	-$8,277,988	-$7,440,078	-$6,550,332	-$5,608,759	-$4,615,331	-$3,570,076	-$2,505,522	-$1,435,134	-$358,912	$723,145	$1,811,485	$1,811,486

Transportation Levy:

YEAR:	1	2	3	4	5	6	7	8	9	10	11	12
Total Developed Acres	92.4	184.8	277.2	369.6	482	594.4	706.8	819.2	931.6	1044	1156.4	1268.8
Possible Transportation Levy:												
Revenues - Frontage Levy ($1.00 per ff)*	$20,328	$40,656	$60,984	$81,312	$105,040	$130,768	$155,496	$180,224	$204,952	$229,680	$254,408	$279,136
Cumulative Total:	$20,328	$60,984	$121,968	$203,280	$309,320	$440,088	$596,584	$776,808	$980,760	$1,210,440	$1,464,848	$1,743,984

YEAR:	13	14	15	16	17	18	19	20	21	22	23	BUILD OUT
Total Developed Acres	1381.2	1493.6	1586	1678.4	1770.8	1863.2	1897.6	1908	1918.4	1928.8	1940	
Possible Transportation Levy:												
Revenues - Frontage Levy ($1.00 per ff)*	$303,864	$328,592	$348,920	$369,248	$389,576	$409,904	$417,472	$419,750	$422,048	$424,336	$426,800	$6,004,504
Cumulative Total:	$2,047,848	$2,376,440	$2,725,360	$3,094,608	$3,484,184	$3,894,088	$4,311,560	$4,731,320	$5,153,368	$5,577,704	$6,004,504	$6,004,504

*the frontage levy's assume 220 front feet per developable acre.

Water and Waste Department Summary:

YEAR:	24	25	26	27	28	29	30	31	32	33	34	35
Total Developed Acres	1940	1940	1940	1940	1940	1940	1940	1940	1940	1940	1940	1940
Gross Revenue Summary												
Revenues - Frontage Levy ($2.55 per ff)*	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340
Water Bill - user fees ($680 per household per year)	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,080	$6,900,000	$6,900,000	$6,900,000	$6,908,000	$6,900,000	$6,900,000
Water Bill - meter fee ($48.40 per household per year)	$556,600	$556,680	$556,600	$556,680	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$666,600
City of Winnipeg Capital Costs:												
Water Feeder Main	$8	$0	$0	$0	$8	$0	$8	$0	$0	$0	$0	$0
Interceptor Sewer		$8	$0	$0	$8	$0	$0	$0	$0	$0	$0	$0
Net Revenue: frontage levy less capital costs	$1,088,340	$1,088,340	$1,888,348	$1,088,340	$1,888,348	$1,088,340	$1,088,340	$1,888,348	$1,088,340	$1,088,340	$1,088,348	$1,088,340
Cumulative Total:	$2,899,825	$3,988,165	$5,076,505	$6,164,845	$7,253,185	$8,341,525	$9,429,865	$10,518,205	$11,606,545	$12,694,885	$13,783,225	$14,871,565

YEAR:	36	37	38	39	40	41	42	43	44	45	46
Total Developed Acres	1940	1940	1940	1940	1940	1940	1940	1940	1940	1940	1940
Gross Revenue Summary											
Revenues - Frontage Levy ($2.55 per ff)*	$1,088,340	$1,088,340	$1,084,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340
Water Bill - user fees ($680 per household per year)	$6,900,000	$6,900,000	$6,908,000	$6,908,800	$6,980,008	$6,900,800	$6,900,800	$6,908,008	$6,908,000	$6,900,000	$6,900,000
Water Bill - meter fee ($48.40 per household per year)	$556,680	$556,600	$556,800	$556,600	$556,600	$556,608	$556,600	$556,608	$556,680	$556,600	$556,600
City of Winnipeg Capital Costs:											
Water Feeder Main	$0	$0	$0	$0	$0	$0	$8	$0	$0	$0	$0
Interceptor Sewer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8
Net Revenue: frontage levy less capital costs	$1,088,340	$1,088,340	$1,088,348	$1,088,340	$1,088,340	$1,088,340	$1,088,348	$1,088,340	$1,088,340	$1,088,340	$1,868,340
Cumulative Total:	$15,959,905	$17,048,245	$18,136,585	$19,224,925	$20,313,265	$21,401,605	$22,489,945	$23,578,285	$24,666,625	$25,754,965	$26,843,305

Transportation Levy:

YEAR:	24	25	26	27	28	29	30	31	32	33	34	35
Total Developed Acres	1940	1940	1940	1940	1940	1940	1940	1948	1948	1948	1940	1940
Possible Transportation Levy:												
Revenues - Frontage Levy ($1.00 per ff)*	$426,600	$426,800	$426,800	$426,808	$426,800	$426,800	$426,800	$426,800	$426,800	$426,808	$426,600	$426,800
Cumulative Total:	$6,431,304	$6,858,104	$7,284,904	$7,711,704	$8,138,504	$8,565,304	$8,992,104	$9,418,904	$9,845,704	$10,272,504	$10,699,304	$11,126,104

YEAR:	36	37	38	39	40	41	42	43	44	45	46
Total Developed Acres	1940	1940	1940	1940	1940	1940	1940	1948	1940	1940	1940
Possible Transportation Levy:											
Revenues - Frontage Levy ($1.00 per ff)*	$426,800	$426,800	$426,800	$426,808	$426,800	$426,608	$426,800	$426,608	$426,800	$426,800	$425,800
Cumulative Total:	$11,552,904	$11,979,704	$12,406,504	$12,833,304	$13,260,104	$13,686,904	$14,113,704	$14,540,504	$14,967,304	$15,394,104	$15,820,904

Water and Waste Department Summary:

YEAR:	47	48	49	50	After 50 Years	51	52	53	54	55	56	57	58
Total Developed Acres	1940	1940	1940	1940		1940	1940	1940	1940	1940	1940	1940	1940
Gross Revenue Summary													
Revenues - Frontage Levy ($2.55 per ff)*	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$44,696,665	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340
Water Bill - user fees ($600 per household per year)	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$279,831,800	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000
Water Bill - meter fee ($48.40 per household per year)	$556,600	$556,600	$556,600	$556,600	$22,573,034	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$555,600	$556,600
City of Winnipeg Capital Costs:													
Water Feeder Main	$0	$0	$0	$0	$5,000,000	$0	$0	$0	$0	$0	$0	$0	$0
Interceptor Sewer	$0	$0	$0	$0	$8,500,000	$0	$0	$0	$0	$0	$0	$0	$0
Net Revenue: frontage levy less capital costs	$1,888,340	$1,088,348	$1,088,348	$1,888,340	$31,196,665	$1,088,340	$1,088,340	$1,088,348	$1,888,340	$1,888,348	$1,088,348	$1,088,348	$1,888,348
Cumulative Total:	$27,931,645	$29,019,985	$30,108,325	$31,196,665	$31,196,665	$32,285,005	$33,373,345	$34,461,685	$35,550,025	$36,638,365	$37,726,705	$38,815,045	$39,903,385

YEAR:	59	60	After 60 Years	61	62	63	64	65
Total Developed Acres	1940	1940		1940	1940	1940	1940	1940
Gross Revenue Summary								
Revenues - Frontage Levy ($2.55 per ff)*	$1,088,340	$1,088,340	$55,580,065	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340
Water Bill - user fees ($600 per household per year)	$6,900,000	$6,900,000	$348,831,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000
Water Bill - meter fee ($48.40 per household per year)	$556,600	$556,600	$28,139,034	$556,600	$556,600	$556,600	$556,600	$556,600
City of Winnipeg Capital Costs:								
Water Feeder Main	$0	$0	$5,000,000	$0	$0	$0	$0	$0
Interceptor Sewer	$0	$0	$8,500,000	$0	$0	$0	$0	$0
Net Revenue: frontage levy less capital costs	$1,088,340	$1,088,340	$42,080,065	$1,088,348	$1,088,348	$1,088,348	$1,888,340	$1,088,348
Cumulative Total:	$40,981,725	$42,088,065	$42,080,065	$43,166,405	$44,256,745	$45,345,085	$46,433,425	$47,521,765

Transportation Levy:

YEAR:	47	48	49	50	After 50 Years	51	52	53	54	55	56	57	58
Total Developed Acres	1940	1940	1940	1940		1940	1940	1940	1940	1940	1940	1940	1940
Possible Transportation Levy:													
Revenues - Frontage Levy ($1.00 per ff)*	$426,800	$426,800	$426,600	$426,800	$17,528,104	$426,800	$426,800	$426,800	$426,800	$426,800	$426,800	$426,800	$426,800
Cumulative Total:	$16,247,704	$16,674,504	$17,101,304	$17,528,104	$17,528,104	$17,954,904	$18,381,704	$18,808,504	$19,235,304	$19,662,104	$20,088,904	$20,515,704	$20,942,504

YEAR:	59	60	After 60 Years	61	62	63	64	65
Total Developed Acres	1940	1940		1940	1940	1940	1940	1940
Possible Transportation Levy:								
Revenues - Frontage Levy ($1.00 per ff)*	$426,800	$426,800	$21,796,104	$426,800	$426,800	$426,800	$426,800	$426,800
Cumulative Total:	$21,369,304	$21,796,104	$21,796,104	$22,222,904	$22,648,704	$23,076,504	$23,503,304	$23,938,104

Water and Waste Department Summary:

YEAR:	66	67	68	69	70	After 70 Years	71	72	73	74	75	76	77	78	79	80	After 80 Years
Total Developed Acres	1940	1948	1940	1940	1940		1948	1940	1940	1940	1940	1940	1940	1940	1940	1940	
Gross Revenue Summary																	
Revenues - Frontage Levy ($2.55 per ff)*	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$66,463,465	$1,088,340	$1,088,340	$1,088,348	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$1,088,340	$77,346,865
Water Bill - user fees ($600 per household per year)	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$417,831,000	$6,900,008	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,900,000	$6,908,000	$6,900,000	$6,900,000	$486,831,000
Water Bill - meter fee ($48.40 per household per year)	$556,600	$556,600	$556,600	$556,600	$556,600	$33,705,034	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$556,600	$39,271,034
City of Winnipeg Capital Costs:																	
Water Feeder Main	$0	$0	$8	$8	$0	$5,008,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,000,000
Interceptor Sewer	$0	$0	$0	$8	$0	$8,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,500,000
Net Revenue: frontage levy less capital costs	$1,088,340	$1,088,340	$1,888,340	$1,888,348	$1,888,340	$52,963,465	$1,888,348	$1,088,348	$1,888,340	$1,088,340	$1,888,348	$1,088,348	$1,088,340	$1,888,348	$1,088,340	$1,888,348	$63,846,885
Cumulative Total:	$48,610,105	$49,698,445	$50,786,785	$51,875,125	$52,963,465	$52,963,466	$54,051,805	$55,140,145	$56,228,485	$57,316,825	$58,405,165	$59,493,505	$60,581,845	$61,670,185	$62,758,525	$63,846,865	$63,846,865

Transportation Levy:

YEAR:	66	67	68	69	70	After 70 Years	71	72	73	74	75	76	77	78	79	80	After 80 Years
Total Developed Acres	1940	1940	1948	1940	1940		1948	1940	1940	1940	1940	1948	1940	1940	1948	1940	
Possible Transportation Levy:																	
Revenues - Frontage Levy ($1.00 per ff)*	$426,800	$426,800	$426,680	$426,800	$426,800	$26,064,104	$426,800	$426,800	$426,808	$426,800	$426,800	$426,800	$426,800	$426,800	$426,808	$426,800	$30,332,104
Cumulative Total:	$24,356,904	$24,783,704	$25,210,504	$25,637,304	$26,064,104	$26,064,104	$26,490,904	$26,917,704	$27,344,504	$27,771,304	$28,198,104	$28,624,904	$29,051,704	$29,478,504	$29,905,304	$30,332,104	$30,332,104

ATTACHMENT “D”
Opportunity Costs

ATTACHMENT "D"

Opportunity Costs
Taxation Revenue less Operating Costs (single-family component only)
in 2003$

YEAR:		1	2	3	4	5	6	7	8	9	10	11	12
Opportunity Costs [26]													
50% of lots locate out side city (205 annually)	**Tax Revenue**	$493,025	$986,050	$1,479,075	$1,972,100	$2,465,125	$2,958,150	$3,451,175	$3,944,200	$4,437,225	$4,930,250	$5,423,275	$5,916,300
	Operating Cost	$154,440	$308,880	$463,320	$617,760	$772,200	$926,640	$1,081,080	$1,235,520	$1,389,960	$1,544,400	$1,698,840	$1,853,280
	Net Loss	$338,585	$677,170	$1,015,755	$1,354,340	$1,692,925	$2,031,510	$2,370,095	$2,708,680	$3,047,265	$3,385,850	$3,724,435	$4,063,020
33% of lots locate out side city (135 annually)	**Tax Revenue**	$325,397	$650,793	$976,190	$1,301,586	$1,626,983	$1,952,379	$2,277,776	$2,603,172	$2,928,569	$3,253,965	$3,579,362	$3,904,758
	Operating Cost	$101,930	$203,861	$305,791	$407,722	$509,652	$511,582	$713,513	$815,443	$917,374	$1,019,304	$1,121,234	$1,223,165
	Net Loss	$223,466	$446,932	$670,398	$893,864	$1,117,331	$1,340,797	$1,564,263	$1,787,729	$2,011,195	$2,234,661	$2,458,127	$2,681,593
25 % of lots locate out side city (102 annually)	**Tax Revenue**	$246,513	$493,025	$739,538	$986,050	$1,232,563	$1,479,075	$1,725,588	$1,972,100	$2,218,613	$2,465,125	$2,711,638	$2,958,150
	Operating Cost	$77,220	$154,440	$231,660	$308,880	$386,100	$463,320	$540,540	$617,760	$694,980	$772,200	$849,420	$926,640
	Net Loss	$169,293	$338,585	$507,878	$677,170	$846,463	$1,015,755	$1,185,048	$1,354,340	$1,523,633	$1,692,925	$1,662,218	$2,831,510
15% of lots locate out side city (62 annually)	**Tax Revenue**	$147,908	$295,815	$443,723	$591,630	$739,538	$887,445	$1,035,353	$1,183,260	$1,331,168	$1,479,075	$1,626,983	$1,774,890
	Operating Cost	$46,332	$92,664	$138,996	$185,328	$231,660	$277,992	$324,324	$370,656	$416,988	$463,320	$509,652	$555,984
	Net Loss	$101,576	$209,151	$304,727	$406,302	$507,878	$609,453	$711,029	$812,604	$914,180	$1,015,755	$1,117,331	$1,218,906
10% of lots locate out side city (41 annually)	**Tax Revenue**	$98,605	$197,210	$295,815	$394,420	$493,025	$591,630	$690,235	$788,840	$887,445	$986,050	$1,084,655	$1,183,260
	Operating Cost	$30,888	$61,776	$92,664	$123,552	$154,440	$185,328	$216,218	$247,104	$277,992	$308,880	$339,768	$370,656
	Net Loss	$67,717	$135,434	$203,151	$270,868	$338,585	$406,302	$474,019	$541,736	$609,453	$677,170	$744,887	$812,604

YEAR:		13	14	15	16	17	18	19	20	21	22	23	BUILD OUT
Opportunity Costs [26]													
50% of lots locate out side city (205 annually)	**Tax Revenue**	$6,409,325	$6,902,350	$7,395,375	$7,888,400	$8,381,425	$8,874,450	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	**$129,401,025**
	Operating Cost	$2,007,720	$2,162,160	$2,337,660	$2,493,504	$2,649,348	$2,805,192	$2,883,780	$2,956,800	$3,003,840	$3,078,120	$3,146,400	**$41,570,844**
	Net Loss	$4,401,605	$4,740,180	$5,057,715	$5,394,896	$5,732,077	$6,069,258	$6,134,970	$6,061,950	$6,014,910	$5,940,630	$5,872,350	**$87,830,181**
33% of lots locate out side city (135 annually)	**Tax Revenue**	$4,230,155	$4,555,551	$4,880,948	$5,206,344	$5,531,741	$5,857,137	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	**$85,404,677**
	Operating Cost	$1,325,095	$1,427,026	$1,542,856	$1,645,713	$1,748,570	$1,851,427	$1,903,295	$1,951,488	$1,982,534	$2,031,559	$2,076,624	**$27,436,757**
	Net Loss	$2,905,059	$3,128,525	$3,338,092	$3,560,631	$3,783,171	$4,005,710	$4,049,080	$4,000,887	$3,969,841	$3,920,816	$3,875,751	**$57,967,919**
25 % of lots locate out side city (102 annually)	**Tax Revenue**	$3,204,663	$3,451,175	$3,697,688	$3,944,200	$4,190,713	$4,437,225	$4,509,375	$4,509,375	$4,508,375	$4,509,375	$4,509,375	**$64,700,513**
	Operating Cost	$1,003,860	$1,081,080	$1,168,830	$1,246,752	$1,324,674	$1,402,596	$1,441,880	$1,478,400	$1,501,920	$1,539,060	$1,573,200	**$28,785,422**
	Net Loss	$2,200,803	$2,370,095	$2,528,858	$2,697,448	$2,866,039	$3,034,629	$3,067,485	$3,030,975	$3,007,455	$2,970,315	$2,936,175	**$43,915,091**
15% of lots locate out side city (62 annually)	**Tax Revenue**	$1,922,798	$2,070,705	$2,218,613	$2,366,520	$2,514,428	$2,662,335	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	**$38,820,308**
	Operating Cost	$602,316	$648,648	$701,298	$748,051	$794,804	$841,558	$865,134	$887,040	$901,152	$923,436	$943,920	**$12,471,253**
	Net Loss	$1,320,482	$1,422,057	$1,517,315	$1,618,469	$1,719,623	$1,820,777	$1,840,491	$1,818,585	$1,804,473	$1,782,189	$1,761,705	**$26,349,054**
10% of lots locate out side city (41 annually)	**Tax Revenue**	$1,281,865	$1,380,470	$1,479,075	$1,577,680	$1,676,285	$1,774,890	$1,803,750	$1,803,750	$1,603,750	$1,803,750	$1,803,750	**$25,880,205**
	Operating Cost	$401,544	$432,432	$467,532	$498,701	$529,870	$551,038	$576,755	$591,360	$600,768	$615,624	$629,280	**$8,314,169**
	Net Loss	$880,321	$948,038	$1,011,543	$1,078,979	$1,146,415	$1,213,852	$1,226,994	$1,212,380	$1,202,982	$1,188,126	$1,174,470	**$17,565,036**

Opportunity Costs Continued

Taxation Revenue less Operating Costs (single-family component only)

YEAR:		24	25	26	27	28	29	30	31	32	33	34	35
Opportunity Costs cont...													
50% of lots locate out side city	Tax Reven	$9,019,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750
	Operating Cost	$3,174,000	$3,201,600	$3,229,200	$3,256,800	$3,284,400	$3,312,000	$3,339,600	$3,367,200	$3,394,800	$3,422,400	$3,450,000	$3,477,600
	Net Loss	$5,844,750	$6,817,150	$5,789,550	$5,761,950	$5,734,350	$5,706,750	$5,679,150	$5,651,550	$5,623,950	$5,596,350	$5,568,750	$6,541,150
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$6,952,375	$5,952,375	$6,952,375
	Operating Cost	$2,094,840	$2,113,056	$2,131,272	$2,149,488	$2,167,704	$2,185,920	$2,204,136	$2,222,352	$2,240,568	$2,258,784	$2,277,000	$2,295,216
	Net Loss	$3,857,535	$3,839,319	$3,821,103	$3,802,887	$3,784,671	$3,766,455	$3,748,239	$3,730,023	$3,711,807	$3,693,591	$3,675,375	$3,657,159
25% of lots locate out side city	Tax Reven	$4,509,375	$4,509,375	$4,509,375	$4,509,376	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375
	Operating Cost	$1,587,000	$1,600,800	$1,614,600	$1,628,400	$1,642,200	$1,656,000	$1,669,800	$1,683,600	$1,697,400	$1,711,200	$1,725,000	$1,738,800
	Net Loss	$2,922,375	$2,908,575	$2,894,775	$2,880,975	$2,867,175	$2,853,376	$2,839,575	$2,825,775	$2,811,975	$2,798,175	$2,784,375	$2,770,575
15% of lots locate out side city	Tas Reve	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625
	Operating Cost	$952,200	$960,480	$968,760	$977,040	$985,320	$993,600	$1,001,880	$1,010,160	$1,018,440	$1,026,720	$1,035,000	$1,043,280
	Net Loss	$1,753,425	$1,745,145	$1,736,865	$1,728,585	$1,720,305	$1,712,025	$1,703,745	$1,695,465	$1,687,165	$1,678,905	$1,670,625	$1,662,345
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$1,603,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750
	Operating Cost	$634,800	$640,320	$645,840	$551,350	$656,880	$662,400	$667,920	$573,440	$678,960	$684,480	$690,000	$695,520
	Net Loss	$1,168,950	$1,163,430	$1,157,910	$1,152,390	$1,146,870	$1,141,350	$1,135,830	$1,130,310	$1,124,790	$1,119,270	$1,113,750	$1,108,230

YEAR:		36	37	38	39	40	41	42	43	44	45	46
Opportunity Costs cont...												
50% of lots locate out side city	Tax Reven	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750
	Operating Cost	$3,532,800	$3,588,000	$3,615,600	$3,643,200	$3,698,400	$3,753,600	$3,808,800	$3,864,000	$3,919,200	$3,946,900	$3,974,400
	Net Loss	$5,485,950	$5,430,750	$5,403,150	$5,375,550	$5,320,350	$5,265,150	$5,209,950	$5,154,750	$5,099,550	$5,071,950	$5,044,350
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375
	Operating Cost	$2,331,648	$2,368,080	$2,386,296	$2,404,512	$2,440,944	$2,477,376	$2,513,808	$2,550,240	$2,586,672	$2,604,888	$2,623,104
	Net Loss	$3,620,727	$3,584,295	$3,566,079	$3,547,863	$3,511,431	$3,474,999	$3,438,567	$3,402,135	$3,365,703	$3,347,487	$3,329,271
25% of lots locate out side city	Tax Reven	$4,509,376	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,376	$4,509,375	$4,509,375	$4,509,375
	Operating Cost	$1,766,400	$1,794,000	$1,807,800	$1,821,600	$1,849,200	$1,876,800	$1,904,400	$1,932,000	$1,959,600	$1,973,400	$1,987,200
	Net Loss	$2,742,975	$2,715,375	$2,701,575	$2,687,775	$2,660,175	$2,632,575	$2,604,975	$2,577,375	$2,549,775	$2,535,975	$2,522,175
15% of lots locate out side city	Tas Reve	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,525
	Operating Cost	$1,059,840	$1,076,400	$1,084,680	$1,092,960	$1,109,520	$1,126,080	$1,142,640	$1,159,200	$1,175,760	$1,184,040	$1,192,320
	Net Loss	$1,645,785	$1,629,225	$1,620,945	$1,612,665	$1,596,105	$1,579,545	$1,562,985	$1,546,425	$1,529,665	$1,521,585	$1,513,305
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750
	Operating Cost	$706,560	$717,600	$723,120	$728,640	$739,680	$750,720	$761,760	$772,800	$783,640	$789,360	$794,880
	Net Loss	$1,097,190	$1,086,150	$1,080,630	$1,075,110	$1,064,070	$1,053,030	$1,041,990	$1,030,950	$1,019,910	$1,014,390	$1,008,870

Opportunity Costs Continued

Taxation Revenue less Operating Costs (single-family component only)

YEAR:		47	48	49	50	After 50 Years
Opportunity Costs cont...						
50% of lots locate out side city	Tax Reven	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$372,907,275
	Operating Cost	$4,029,600	$4,084,800	$4,140,000	$4,195,200	$139,274,844
	Net Loss	$4,989,150	$4,933,950	$4,876,750	$4,823,550	$233,632,431
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$246,118,802
	Operating Cost	$2,659,536	$2,695,968	$2,732,400	$2,768,832	$91,921,397
	Net Loss	$3,292,839	$3,256,407	$3,219,975	$3,183,543	$154,197,404
25% of lots locate out side city	Tax Reven	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$186,453,638
	Operating Cost	$2,014,800	$2,042,400	$2,070,000	$2,097,600	$69,637,422
	Net Loss	$2,494,575	$2,466,975	$2,439,375	$2,411,775	$116,816,216
15% of lots locate out side city	Tax Reve	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$111,872,183
	Operating Cost	$1,208,880	$1,225,440	$1,242,000	$1,258,560	$41,782,453
	Net Loss	$1,496,745	$1,480,185	$1,463,625	$1,447,065	$70,089,729
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$74,581,455
	Operating Cost	$805,920	$816,960	$826,000	$839,040	$27,854,969
	Net Loss	$997,830	$986,790	$975,750	$964,710	$46,726,486

YEAR:		51	52	53	54	55	56	57	58
Opportunity Costs cont...									
50% of lots locate out side city	Tax Reven	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750
	Operating Cost	$4,250,400	$4,305,600	$4,360,800	$4,416,000	$4,471,200	$4,526,400	$4,581,600	$4,636,800
	Net Loss	$4,768,350	$4,713,150	$4,657,950	$4,602,750	$4,547,550	$4,492,350	$4,437,150	$4,381,950
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375
	Operating Cost	$2,805,264	$2,841,696	$2,878,126	$2,914,560	$2,950,992	$2,967,424	$3,023,856	$3,060,288
	Net Loss	$3,147,111	$3,110,679	$3,074,247	$3,037,815	$3,001,383	$2,964,951	$2,928,519	$2,892,087
25% of lots locate out side city	Tax Reven	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375
	Operating Cost	$2,125,200	$2,152,800	$2,160,400	$2,208,000	$2,235,600	$2,263,200	$2,290,800	$2,318,400
	Net Loss	$2,384,175	$2,356,575	$2,328,975	$2,301,375	$2,273,775	$2,246,175	$2,218,575	$2,190,975
15% of lots locate out side city	Tax Reve	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625
	Operating Cost	$1,275,120	$1,291,680	$1,308,240	$1,324,800	$1,341,360	$1,357,920	$1,374,480	$1,391,040
	Net Loss	$1,430,505	$1,413,945	$1,397,385	$1,380,825	$1,364,265	$1,347,705	$1,331,145	$1,314,585
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750
	Operating Cost	$850,080	$861,120	$872,160	$883,200	$894,240	$905,280	$916,320	$927,360
	Net Loss	$953,670	$942,630	$931,590	$920,550	$909,510	$899,470	$887,430	$876,390

YEAR:		59	60	After 60 Years	61	62	63	64	65
Opportunity Costs cont...									
50% of lots locate out side city	Tax Reven	$9,018,750	$9,018,750	$463,094,775	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750
	Operating Cost	$4,692,000	$4,747,200	$184,262,844	$4,747,200	$4,830,000	$4,857,600	$4,885,200	$4,912,800
	Net Loss	$4,326,750	$4,271,550	$278,831,931	$4,271,550	$4,186,750	$4,161,150	$4,133,550	$4,105,950
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$305,642,552	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375
	Operating Cost	$3,096,720	$3,133,152	$121,613,477	$3,133,152	$3,187,800	$3,205,016	$3,224,232	$3,242,448
	Net Loss	$2,855,655	$2,819,223	$184,029,074	$2,819,223	$2,764,575	$2,745,359	$2,728,143	$2,709,927
25% of lots locate out side city	Tax Reven	$4,509,375	$4,509,375	$231,547,388	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375
	Operating Cost	$2,346,000	$2,373,600	$92,131,422	$2,373,600	$2,415,000	$2,428,800	$2,442,600	$2,456,400
	Net Loss	$2,163,375	$2,135,775	$139,415,966	$2,135,775	$2,094,375	$2,080,575	$2,066,775	$2,052,975
15% of lots locate out side city	Tax Reve	$2,705,625	$2,705,625	$138,928,433	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625
	Operating Cost	$1,407,600	$1,424,160	$55,278,853	$1,424,160	$1,449,000	$1,457,280	$1,465,560	$1,473,840
	Net Loss	$1,298,025	$1,281,465	$83,649,579	$1,281,465	$1,256,625	$1,248,345	$1,240,065	$1,231,785
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$92,618,955	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750
	Operating Cost	$938,400	$949,440	$36,852,569	$949,440	$966,000	$971,520	$977,040	$982,560
	Net Loss	$865,350	$854,310	$55,766,386	$854,310	$837,750	$832,230	$826,710	$821,190

Opportunity Costs Continued

Taxation Revenue less Operating Costs (single-family component only)

YEAR:		66	67	68	69	70	After 70 Years
Opportunity Costs cont...							
50% of lots locate out side city	Tax Reven	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	**$553,282,275**
	Operating Cost	$4,912,800	$4,940,400	$4,940,400	$4,968,000	$4,968,000	**$233,225,244**
	Net Loss	$4,105,950	$4,078,350	$4,078,350	$4,050,750	$4,050,750	**$320,057,031**
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	**$365,166,302**
	Operating Cost	$3,242,448	$3,260,664	$3,260,664	$3,278,880	$3,278,880	**$153,928,661**
	Net Loss	$2,709,927	$2,691,711	$2,691,711	$2,673,495	$2,673,495	**$211,237,640**
25% of lots locate out side city	Tax Reven	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	**$276,641,138**
	Operating Cost	$2,456,400	$2,470,200	$2,470,200	$2,484,000	$2,484,000	**$116,612,622**
	Net Loss	$2,052,975	$2,039,175	$2,039,175	$2,025,375	$2,025,375	**$160,028,516**
15% of lots locate out side city	Tax Reve	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	**$165,984,683**
	Operating Cost	$1,473,840	$1,482,120	$1,482,120	$1,490,400	$1,490,400	**$69,967,573**
	Net Loss	$1,231,785	$1,223,505	$1,223,505	$1,215,225	$1,215,225	**$96,017,109**
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	**$110,656,455**
	Operating Cost	$982,560	$988,080	$988,080	$993,600	$993,600	**$46,645,049**
	Net Loss	$821,190	$815,670	$815,670	$810,150	$810,150	**$64,011,406**

YEAR:		71	72	73	74	75	76	77	78	79	80	After 80 Ye
Opportunity Costs cont...												
50% of lots locate out side city	Tax Reven	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	$9,018,750	**$643,469,775**
	Operating Cost	$4,968,000	$4,968,000	$4,968,000	$4,968,000	$4,968,000	$4,968,000	$4,968,000	$4,968,000	$4,968,000	$4,968,000	**$282,905,244**
	Net Loss	$4,050,750	$4,050,750	$4,050,750	$4,050,750	$4,050,750	$4,050,750	$4,050,750	$4,050,750	$4,050,750	$4,050,750	**$360,564,531**
33% of lots locate out side city	Tax Reven	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	$5,952,375	**$424,690,052**
	Operating Cost	$3,278,880	$3,278,880	$3,278,880	$3,278,880	$3,278,880	$3,278,880	$3,278,880	$3,278,880	$3,278,880	$3,278,880	**$186,717,461**
	Net Loss	$2,673,495	$2,673,495	$2,573,495	$2,673,495	$2,673,495	$2,673,495	$2,673,495	$2,673,495	$2,673,495	$2,673,495	**$237,972,590**
25% of lots locate out side city	Tax Reven	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	$4,509,375	**$321,734,888**
	Operating Cost	$2,484,000	$2,484,000	$2,484,000	$2,494,000	$2,484,000	$2,484,000	$2,484,000	$2,484,000	$2,484,000	$2,484,000	**$141,452,622**
	Net Loss	$2,025,375	$2,025,375	$2,025,375	$2,025,375	$2,025,375	$2,025,375	$2,025,375	$2,025,375	$2,025,375	$2,025,375	**$180,282,266**
15% of lots locate out side city	Tax Reve	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	$2,705,625	**$193,040,933**
	Operating Cost	$1,490,400	$1,490,400	$1,490,400	$1,490,400	$1,490,400	$1,490,400	$1,490,400	$1,490,400	$1,490,400	$1,490,400	**$84,871,573**
	Net Loss	$1,215,225	$1,215,225	$1,215,225	$1,215,225	$1,215,225	$1,215,225	$1,215,225	$1,215,225	$1,215,225	$1,215,225	**$108,169,359**
10% of lots locate out side city	Tax Reve	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	$1,803,750	**$128,693,955**
	Operating Cost	$993,800	$993,600	$993,600	$993,800	$993,600	$993,500	$993,600	$993,600	$993,600	$993,800	**$56,581,049**
	Net Loss	$810,150	$810,150	$810,150	$810,150	$810,150	$810,150	$810,150	$810,150	$810,150	$810,150	**$72,112,906**

ATTACHMENT "E"
Descriptive Notes

ATTACHMENT "E"

Cost Benefit Analysis Explanatory Notes:

Benefits:

[1] **$2,405** in municipal property taxes per new single-family home: Municipal taxation from single-family homes is based on an average $180,000 assessed home (survey of assessed values for newly constructed single-family homes in 2003, in comparable residential neighbourhoods), using present portioning and mill rates ($180,000 x 0.45 x 0.029686) - school and education taxes/levy are not included in this analysis however would generate an additional $2,390 per home.

[2] **$1,407** in municipal property taxes per multiple-family unit: Municipal taxation from multiple family properties calculated on a per unit average basis. Total estimate of 4,000 multiple-family units; 40% detached/semi detached condo units with an estimated assessed value $150,000 (based on similar properties); 35% to be medium density condo/lifelease or other equity developments with estimated assessed value of $4.0 million per property (based on similar properties) with 40 units per property; 25% to be medium density rental units with assessed value $6.2 million per property (based on similar properties), with 150 units per property. Present portioning and mill rates used.

- $150,000 x 0.45 x 0.029686 = $2,004 per unit x 1,600 units=$3,206,400.
- $4,000,000 x 0.45 x 0.029686 = $53,435 / 40 = $1,336 per unit x 1,400 units = $1,869,000.
- $6,200,000 x 0.45 x 0.029686 = $82,824 / 150 units = $552 per unit x 1,000 units = $552,000.

$5,627,400 / 4000 units of Multi-Family = $1,407 per unit.

[3] **$14,278** in municipal taxes per acre for local commercial development: Estimated assessed value of 100 acres of commercial land $74 million or $740,000 per acre (based on comparable examples of neighbourhood based commercial developments). Using existing portioning and mill rates; $740,0000 x 0.65 x 0.029686 = $14,278 per acre in municipal taxes.

[4] **$12,755** in municipal taxes per acre for business/office development: Estimated assessed value of 100 acres of business/office $66.1 million or $661,000 per acre (based on comparable examples of business/office development). Using existing portioning and mill rates; $661,0000 x 0.65 x 0.029686 = $12,755 per acre in municipal taxes.

[5] Business taxes have been estimated at approximately **10%** of the taxes for the commercial and business/office areas (based on comparable examples of business taxes on commercial/business developments).

[6] 1800 sq. ft. home (with a 900 sq. ft. unfinished basement); building permit ($518.39), plumbing ($122.04), electrical ($122.04), deck ($30.51), lot grading ($100.00), approach ($74.90), and inspection ($97.64) totals approximately **$1,065** per home.

[7] Multi-family permits calculated on an average per unit basis. Bungalow condo (1600 units) calculated same as single family with average size 2000 sq. ft of finished space, which includes finished basement (totals $1,010 per unit); medium density multi-family condo with total of 1400 units (35 projects with 40 units each) and estimated construction cost of $6,000,000 per project (permit fees approximately $51,000 per project or $1,275 per unit); medium density multi-family rental with a total of 1000 units (7 projects with 143 units each) estimated construction cost of $12,900,000 per project ($125,000 per project or $875 per unit).

Multi-Family Permit Summary:
- Bungalow condos: $1,616,000.
- Medium density condo: $1,785,000
- Medium density rental: $875,000
- Total: $4,276,000 **($1,069 per unit)**.

[8] Assumed 1 million sq. ft. of development. Estimated construction cost of $100 per sq. ft. Total building permit - $712,162; plumbing and electrical estimate $17,500; others estimated at $2,000 - total estimate of **$732,000** in permit fees over the ten year construction timeframe.

[9] City of Winnipeg per acre administration charge at **$1,650 per acre**. Total gross acreage of 3,000 acres. 50% paid in year 1 and 50% in year 10.

[10] Subdivision lot fees of **$35.60** per lot. Estimate based on single-family lots only.

[11] Sewer and Water Levy. See Attachment "C" for additional information.

[12] The City of Winnipeg has proposed a $1.00 levy per front foot for the purposes of local street and sidewalk renewal. See Attachment "C" for additional information.

Costs:

[13] Extension of Waverley Street through Waverley West (from eastern periphery) to Brady Road. Total cost estimate of $9.7 million includes four travel lanes, lighting, sidewalks, trees and 33% for contingency and engineering. Cost estimate to the City of Winnipeg is **$4.85** million with developer contributing 50%. Development to be phased in as Waverley West progresses.

[14] Improvements to existing Waverley Street (boundary road). Redevelopment of Waverley south of Bison Drive to a four lane arterial, plus two additional lanes north of Bison. Cost for roadwork, plus lighting, sidewalks, trees and 33% for contingency and engineering totals $4.7 million, with city contributing 50% of the cost **($2.35 million)**. An additional **$1.1** million would be required to upgrade this portion of Waverley to a 6 lane section throughout, City cost included after buildout.

[15] Improvements to Existing Waverley and Bison Intersection. Cost estimate for intersection improvements totals approximately $712,000 (costs include all turn lanes, and improvements to traffic control signals, 33% for contingency and engineering, with City share 50% or **$360,000.**

[16] Extension of Bison Drive, 550 metres east of Waverley, through Waverley West to Brady Road. Construction cost estimate $10.6 million (includes four travel lanes, lighting, sidewalks, trees and 33% for contingency and engineering. City of Winnipeg share is **$5.3 million.** Development to be phased in as Waverley West progresses.

[17] Extension of Kenaston Boulevard to the Perimeter Highway. Initial cost estimate to construct Kenaston to a four-lane expressway is $33.4 million (including grade-separated fly-overs at Bison Drive and at Ladco Main Street, lighting, noise attenuation berms, street lighting, trees, 25% contingency; no engineering, GST or PST), fully funded by the City (at grade intersections funded by developer).

For the purpose of this study, it is assumed that ½ of the usage of Kenaston **($16.7 million)** will be attributed to area development with the other ½ attributed to regional/city/province as Kenaston will function as a regional expressway route. Additional $4.15 million to add a third lane in each direction after buildout, with ½ of the cost attributed to area development **$2.1 million**, and other half for regional needs. Development phased in as Waverley West progresses.

[18] Offsite transportation improvements to Waverley, Kenaston, Bishop Grandon as identified in the Waverley West Transportation Report have been estimated to cost a total of approximately $30.9 ($23.2 million plus 33% for contingency and engineering). The cost attributed to Waverley West development totals approximately **$20.8 million** ($15.65 million plus 33% for contingency and engineering). Development to be phased in as Waverley West progresses.

[19] Fire and Paramedic Services. Capital budget estimate - **$11.0 million**, includes initial capital costs for potential station and equipment, plus additional capital contributions every 10 years.

[20] Police Services. Capital budget estimate - **$2.5 million**, includes capital costs for equipment in initial years, plus additional capital contributions every 10 years.

[21] Community Services: Capital budget estimate **$23.34 million**. The estimated cost of a multi-regional recreation/community services centre for southwest Winnipeg - $35 million. At full build out, Waverley West would account for approximately 1/3 of the usage therefore 1/3 of the initial capital cost, plus another 1/3 of the renewal cost.

[22] Miscellaneous Capital Improvements. A capital budget line item added to the Cost-Benefit Analysis to cover any unforeseen capital items that may arise after development. **$15.0 million**

[23] Infrastructure renewal: **$94.2 million**. Renewal of regional transportation system within Waverley West totals $37.9 million. This includes redevelopment of Waverley Street ($16.25 million); Bison Drive ($10.6 million); and Kenaston ($22 million - less berms and grade separation interchanges), again as Kenaston has regional and province wide benefits, only 50% is considered in this analysis ($11 million). Local street renewal would require an additional estimated $51.3 million ($120/front foot x 1,940 acres x 220ff/acre = 426,800 ff), plus an estimate of $5 million for main streets).

Should the City pass a frontage levy in 2005 at $1.00 per front foot, over fifty years this would generate approximately $22.0 million – the frontage levy is not accounted for in this analysis. All water and waste infrastructure would be renewed by the public utility through frontage levies and user fees, and therefore not included in this analysis. The frontage levy alone for water and sewer renewals would generate nearly $44.0 million over 50 years from Waverley West development. See Attachment "C" for additional information.

[24] Assumed annual operating cost to service *new* residential development has been estimated on a per household basis. It is also estimated that the cost to provide services to residents in Waverley West will start off significantly less than in existing areas of the City, and will gradually increase as the development ages. The average city household costs **$960** to service, which is approximately 19% less than the average for single-family houses.

[25] Estimate that the operating expenditures for the commercial/business will be **10%** of the operating expenditures for the residential lands. Rationale is that the area to be dedicated for commercial/business use is approximately 10% of the residential area.

[26] It is expected that at completion there could be as many as four transit routes servicing Waverley West. The Waverley West Transportation Review (ND LEA, 2003) provides additional information on the potential transit requirements. The City's cost estimate to operate these four bus routes is approximately $9.0 million annually, which includes all Transit operating and capital costs.

It is expected that there will be some efficiencies to the existing Transit system though the establishment of these four routes. For the purposes of this analysis, an assumption has been made that between 5-15% efficiency will be generated. These are incorporated into the low and high scenarios. Revenue from rider-ship from Waverley West is expected to be between $2.7 and $3.7 million. As outlined in section 4.2 of this report, 5.9% of the operating costs generated in Waverley West go to Transit, which accounts for approximately $500,000.

This analysis estimates that approximately ***$4.35 million*** would be required annually after full build out (over and above revenues from rider-ship and taxation) to operate these four routes as outlined in the table below.

$ millions	**Low**	**High**
Cost of New Routes	$9.0	$9.0
Less Efficiencies	-$1.4	-$0.5
Less Revenues from Waverley West	-$3.7	-$2.7
Operating Loss from new routes	$3.9	$5.8
Less Subsidy paid in WW Property Taxes	-$0.5	-$0.5
Subsidy	$3.4	$5.3
Average	**$4.35**	

[27] It is anticipated that by the end of year 2004, the supply of building lots in South West Winnipeg will be greatly diminished (except for Fairfield Park's estimate of 150 lots, an additional 100 lots in Richmond West, and approximately 100 additional lots in Whyte Ridge). The 410 lots expected to be absorbed in Waverley West annually could be absorbed in other areas of the city, or alternatively outside of Winnipeg. It is expected that a proportion of the lots that would have been built in Waverley West will in fact develop outside of Winnipeg resulting is a loss of revenue.

The Lost Opportunity Cost displays the lost revenue to the City of Winnipeg (taxation revenue less operating costs) when lots that would otherwise be built in Waverley West are now built outside of the City. Many capital costs would remain, as residents outside of the City would continue to utilize Winnipeg streets and other services.

This is Exhibit "L" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

WAVERLEY WEST
PROPOSED PLAN WINNIPEG AMENDMENT
CITY OF WINNIPEG FINANCIAL IMPACT ANALYSIS

DECEMBER 10, 2004

TABLE OF CONTENTS

APPENDICES

INTRODUCTION

This paper was prepared by the administration and should be read in conjunction with the attached appendices.

This paper was prepared in response to the proposed redesignation of the area commonly referred to as Waverley West from a *rural policy area* to a *neighbourhood policy area.* Plan Winnipeg – 20/20 Vision (Plan Winnipeg) requires that the costs of extending or developing a new service infrastructure to support development be taken into consideration and examined in relation to the financial benefits that might be accrued from the development. Specifically, Plan Winnipeg states the redesignation of land from rural policy to neighbourhood policy take place only *".... where a full range of municipal infrastructure can be provided in an environmentally sound, economical, and timely manner...".*

Economical can be defined as "giving good value or return in relation to the resources used or money spent".[1] Excluding non-financial criteria, Waverley West would give "good value" to the citizens of the City of Winnipeg provided that the tax revenues generated by the development outweigh the tax-supported costs. This paper and accompanying appendices address this question. Also, given the fiscal framework within which the City currently functions, the timeframe over which any analysis is prepared of how "economical" Waverley West would be is critical to the conclusion drawn.

APPROACH

The scope of this analysis is limited to an assessment of the potential revenues to accrue to and expenditures to be incurred by the City of Winnipeg relative to the proposed Waverley West development. It does not include the costs associated with the initial provision of local services and infrastructure, as these are the responsibility of the developer (e.g. local streets, water, sewer, land drainage, etc.).

The purpose of this analysis is to examine the potential impact on the City's tax-supported operating and capital budgets associated with this development. Specifically, it seeks to provide an answer to the question of whether or not the tax-supported costs of Waverley West will be offset by corresponding realty and business taxation revenues as well as permit and development fees revenues. ***It is important to note that this paper is based upon the current fiscal framework within which the City operates. It does not encompass any potential future revenue streams or cost-sharing scenarios.***

This financial analysis covers an 80-year time span in order to provide a general level of understanding of the potential long-term financial impact of suburban development and considers four primary components:

[1] Source: Oxford Dictionary of English (2nd Edition).

1. Direct revenues to the City of Winnipeg through taxation, permits and development fees;
2. Initial capital costs for the City to provide infrastructure;
3. Infrastructure renewal costs as the subdivision ages; and
4. Operating expenditures to maintain that infrastructure and provide services.

This analysis considers the *incremental* cash inflows and outflows to the City of Winnipeg resulting from the proposed development. That is, both the revenues and expenditures that are *"triggered by"* the development of Waverley West are considered. This is more inclusive and conservative than simply considering the revenues and expenditures that are *"apportioned to"* development in the subdivision. For example, the full cost of adding lanes to a given roadway is considered a cost of Waverley West if the development triggers the construction, this despite the fact that less than 100% of the users of the new lanes are Waverley West residents. In other words, any additional costs caused by the development in Waverley West have the full cost attributed to the subdivision.

KEY ASSUMPTIONS

1. Base Methodology

   This analysis was prepared using constant 2003 dollars (no inflation). Also, property taxation revenues were calculated based on a fixed housing market set at today's assessed value (1999).

2. Property Taxation Revenues

   Property taxation revenues accruing to the City of Winnipeg will decrease over time as homes in the development age. This rate of decrease has been determined through a statistical analysis of homes that have sold in the Fort Garry area of the City in the years 2002 and 2003. This analysis uses the same methodology as used in the City's Property Assessment Department, which considers age in determining the assessed value of properties.

   Notwithstanding the fact that all homes tend to increase in value over time, all other factors being equal, an older home is worth less than an identically built new home. Since this analysis uses constant dollars, the result is that as the homes in the subdivision age, the City receives a decreasing amount of property tax revenues from these homes.

3. Initial Capital Costs for Internal and Offsite Transportation

   As per current practice, the cost of the local infrastructure within the proposed subdivision itself is considered the responsibility of the developer and is excluded from this analysis, while the cost of regional (arterial) streets bordering or within the development is shared equally between the developer and the City. The cost of extending or expanding certain regional streets beyond the immediate borders of Waverley West is assumed to be 100% funded by the City or shared by other jurisdictions.

The full cost of offsite transportation is assumed to be the responsibility of the City. This financial impact analysis has been prepared on the premise that a portion of the initial capital costs of all offsite regional streets that are triggered by development in Waverley West are attributable to the development. Given that approximately 2/3 of residential development in the southwest quadrant of the city will occur in Waverley West[2], 67% of the costs of offsite transportation infrastructure are attributed to the subdivision. Also, there is recognition that there are existing needs for certain capital expenditures on roadways in the southwest quadrant of the city and that while Waverley West would accelerate the required construction, no portion of these expenditures are attributed to the development.

4. Infrastructure Renewal

While the majority of the initial capital costs of transportation infrastructure within the boundaries of Waverley West are the responsibility of the developer (100% of local streets and 50% of regional roadways), the City is responsible for 100% of the ongoing maintenance and renewal of this infrastructure. The same assumption used to determine the initial capital costs of offsite infrastructure attributable to the subdivision is applicable to renewal costs. That is, while 100% of the cost is the responsibility of the City, only those roadways whose construction was triggered by Waverley West are included in the analysis.
The lifetime infrastructure renewal timing and amounts are based upon pavement management processes and life-cycle pavement renewal practices employed by the City's Public Works Department.

5. Transit

While detailed transit service plans are dependent on the completion of a secondary plan, it is assumed, for this analysis, that four new transit routes will be implemented to serve the Waverley West area. These routes will link Waverley West to the downtown via Pembina Highway, to Polo Park via Kenaston, to the University of Manitoba via Bison and Chancellor Matheson, and to activity centres in adjacent neighbourhoods. The *incremental* annual operating costs to provide this service, including operations, maintenance, and vehicle acquisitions, are approximately $9 million. The *incremental* annual passenger revenues generated by *net* new ridership attracted to the four routes are estimated to be $3.2 million (based on current transit fares). The residual of $5.8 million is assumed to be the required annual tax-supported subsidy. It is assumed that new development in Waverley West will accommodate real population growth in Winnipeg and that it will not result in the redistribution of the city's current population across a larger geographical service area. Consequently, existing transit services will need to be maintained to serve

[2] Source: City of Winnipeg "Residential Land Supply Study" (2004).

existing passenger demand. In this respect, the four new routes are required to serve *incremental* demand resulting from the development of Waverley West and will not eliminate the need for any existing transit services.

LIMITATIONS

This financial impact analysis was prepared using the best information available at this time together with assumptions that reflect the administration's best judgment as to probable future conditions. Given the uncertainties inherent in predicting future conditions and actions, readers should be cautioned that actual results may vary from the information presented and the variation may be material in nature. Finally, this analysis was prepared to assess the potential impact on the tax-supported budgets of the City of redesignating the area commonly referred to as Waverley West from rural policy area to neighbourhood policy area. Use of this information for other purposes may not be appropriate.

Appendix A

Waverley West Financial Analysis
Summary of Cumulative Revenues and Costs to the City Over the 80 Year Period

constant 2003 dollars in millions	City
Revenues	
Taxes	$1,473
Other	$17
Total Revenues	$1,491
Costs	
Roads - Internal	$69
Roads - Off Site	$31
Other Capital	$32
Total Initial Capital Costs	$132
Renewal Costs	$224
Total Capital	**$356**
Residential & Commercial Operating	$631
Transit	$387
Total Operating	**$1,018**
Total Costs	$1,373
Revenues minus Costs	$117
Net Present Value	$71

Incremental Revenues and Costs for the City of Winnipeg

Appendix B

Revenues			1	2	3	4	5	6	7	8	9	10	11	12
Municipal Taxes														
Single Family Homes		7,500	$985,872	$1,956,956	$2,917,958	$3,870,120	$4,814,165	$5,750,590	$6,679,770	$7,602,001	$8,517,529	$9,426,560	$10,329,272	$11,225,823
Multi Dwellings		4,000	$214,724	$426,228	$635,536	$842,918	$1,048,532	$1,252,487	$1,454,864	$1,655,727	$1,855,130	$2,053,119	$2,249,731	$2,445,001
Remaining Revenue Items - use data from NDLea														
Commercial	100 acres		$0	$0	$0	$0	$125,420	$250,840	$376,260	$501,680	$627,100	$752,520	$877,940	$1,003,360
Business Office	100 acres		$0	$0	$0	$0	$127,550	$255,100	$382,650	$510,200	$637,750	$765,300	$892,850	$1,020,400
Business Tax			$0	$0	$0	$0	$25,297	$50,594	$75,891	$101,188	$126,485	$151,782	$177,079	$202,376
Permit Fees														
Single Family Homes			$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$436,650
Multi Dwellings			$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200
Commercial/Office			$0	$0	$0	$0	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200	$73,200
Development Fees														
Per acre admin Fee			$2,475,000	$0	$0	$0	$0	$0	$0	$0	$0	$2,475,000	$0	$0
Lot Fee			$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$14,596
Total Revenue			$4,271,042	$2,978,630	$4,148,939	$5,308,484	$6,809,611	$8,228,257	$9,638,081	$11,039,442	$12,432,640	$16,292,927	$15,195,518	$16,565,606
			1	2	3	4	5	6	7	8	9	10	11	12
City Costs														
Initial Capital Cost														
Waverley St Extension		$6,880,000	$1,720,000			$1,720,000						$1,720,000		
Waverley St Improvements to Existi		$1,560,000	$520,000			$520,000						$520,000		
Waverley/Bison Intersection improv		$960,000		$960,000										
Bison Drive Extension		$5,120,000	$1,024,000				$1,024,000				$1,024,000			
Kenaston Extension		$42,500,000					$2,833,333	$2,833,333	$2,833,333					
Bishop Grandin Extension		$10,520,000												
West boundary (Bishop to Perimete		$1,320,000												
Offsite Transportation Improvement		$31,224,800								$3,122,480			$3,122,480	$3,122,480
Fire-Paramedic Services		$5,000,000						$2,500,000						
Police		$1,000,000												$1,000,000
Community Services		$20,500,000							$3,075,000	$3,075,000				$5,125,000
Capital Contingency		$5,000,000							$500,000				$500,000	$500,000
Total Initial Capital Costs		**$131,584,800**	**$3,264,000**	**$960,000**	**$0**	**$2,240,000**	**$3,857,333**	**$5,333,333**	**$6,408,333**	**$6,197,480**	**$1,024,000**	**$2,240,000**	**$3,622,480**	**$9,747,480**
Renewal Costs														
Regional Streets												$0	$0	$0
Local Streets												$0	$0	$0
Buildings & Parks												$0	$0	$0
Total Renewal Costs		**$224,098,888**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Capital Total		**$355,683,688**	**$3,264,000**	**$960,000**	**$0**	**$2,240,000**	**$3,857,333**	**$5,333,333**	**$6,408,333**	**$6,197,480**	**$1,024,000**	**$2,240,000**	**$3,622,480**	**$9,747,480**
Incremental Operating Costs			55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.7%	56.4%
		units	585	1,170	1,755	2,340	2,925	3,510	4,095	4,680	5,265	5,850	6,435	7,020
Residential	$911		$293,114	$586,229	$879,343	$1,172,457	$1,465,571	$1,758,686	$2,051,800	$2,344,914	$2,638,028	$2,931,143	$3,265,293	$3,606,904
Commercial	10% of res		$0	$0	$0	$0	$57,621	$115,242	$172,862	$230,483	$288,104	$345,725	$408,479	$472,700
Transit	per year	$5,800,000	$0	$0	$0	$0	$0	$1,450,000	$1,450,000	$1,450,000	$1,450,000	$1,450,000	$2,900,000	$2,900,000
Incremental Operating Total		**$1,017,767,093**	**$293,114**	**$586,229**	**$879,343**	**$1,172,457**	**$1,523,192**	**$3,323,927**	**$3,674,662**	**$4,025,397**	**$4,376,132**	**$4,726,867**	**$6,573,771**	**$6,979,604**
Total Incremental Costs		$1,373,450,782	$3,557,114	$1,546,229	$879,343	$3,412,457	$5,380,525	$8,657,260	$10,082,995	$10,222,877	$5,400,132	$6,966,867	$10,196,251	$16,727,084
			1	2	3	4	5	6	7	8	9	10	11	12
Difference (Revenues - Costs)			**$713,928**	**$1,432,401**	**$3,269,596**	**$1,896,027**	**$1,429,085**	-$429,003	-$444,915	**$816,565**	**$7,032,508**	**$9,326,060**	**$4,999,267**	-$161,478
Cumulative Diff, 80 yrs		**$117,134,303**	$713,928	$2,146,330	$5,415,926	$7,311,953	$8,741,038	$8,312,035	$7,867,121	$8,683,686	$15,716,195	$25,042,254	$30,041,521	$29,880,043
Net Present Value Calculation														
Cost of Borrowing (net of inflation)		4%												
Present Value of Annual Cash Flow (Rev - Cost)			**$686,469**	**$1,324,336**	**$2,906,659**	**$1,620,732**	**$1,174,604**	-$339,047	-$338,099	**$596,656**	**$4,940,947**	**$6,300,352**	**$3,247,428**	-$100,859
Net Present Value, 80 yrs		**$70,645,179**												

Incremental Revenues and Costs for the City of Winnipeg

Appendix B

Revenues			13	14	15	16	17	18	19	20	21	22	23	24
Municipal Taxes														
Single Family Homes		7,500	$12,116,350	$13,000,978	$13,879,820	$14,752,977	$15,620,544	$16,482,609	$16,353,378	$16,233,587	$16,118,600	$16,007,240	$15,898,847	$15,792,981
Multi Dwellings		4,000	$2,638,959	$2,831,632	$3,023,045	$3,213,220	$3,402,178	$3,589,937	$3,776,514	$3,961,927	$4,146,191	$4,329,319	$4,480,650	$4,447,283
Remaining Revenue Items - use data from NDLea														
Commercial	100 acres		$1,128,780	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200
Business Office	100 acres		$1,147,950	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Tax			$227,673	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970
Permit Fees														
Single Family Homes			$436,650	$436,650	$436,650	$436,650	$436,650	$436,650	$127,800	$0	$0	$0	$0	$0
Multi Dwellings			$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$144,200	$123,600	$0
Commercial/Office			$73,200	$73,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Development Fees														
Per acre admin Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lot Fee			$14,596	$14,596	$14,596	$14,596	$14,596	$14,596	$4,272	$0	$0	$0	$0	$0
Total Revenue			$17,928,358	$19,283,926	$20,280,981	$21,344,313	$22,400,838	$23,450,661	$23,188,834	$23,122,384	$23,191,661	$23,263,429	$23,285,767	$23,022,934
			13	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**
City Costs														
Initial Capital Cost														
Waverley St Extension		$6,880,000		$1,720,000										
Waverley St Improvements to Existi		$1,560,000												
Waverley/Bison Intersection improv		$960,000												
Bison Drive Extension		$5,120,000	$1,024,000			$1,024,000								
Kenaston Extension		$42,500,000	$4,250,000	$4,250,000	$4,250,000	$4,250,000	$4,250,000	$4,250,000	$4,250,000	$4,250,000				
Bishop Grandin Extension		$10,520,000		$1,315,000	$1,315,000	$1,315,000	$1,315,000				$1,315,000	$1,315,000	$1,315,000	$1,315,000
West boundary (Bishop to Perimete		$1,320,000		$165,000	$165,000	$165,000	$165,000				$165,000	$165,000	$165,000	$165,000
Offsite Transportation Improvement		$31,224,800						$3,122,480	$3,122,480	$3,122,480	$3,122,480	$3,122,480	$3,122,480	$3,122,480
Fire-Paramedic Services		$5,000,000			$2,500,000									
Police		$1,000,000												
Community Services		$20,500,000	$5,125,000	$4,100,000										
Capital Contingency		$5,000,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000					
Total Initial Capital Costs		**$131,584,800**	**$10,899,000**	**$12,050,000**	**$8,730,000**	**$7,254,000**	**$6,230,000**	**$7,872,480**	**$7,872,480**	**$7,372,480**	**$4,602,480**	**$4,602,480**	**$4,602,480**	**$4,602,480**
Renewal Costs														
Regional Streets			$0	$0	$0	$0	$0	$0	$0	$0	$50,000	$50,000	$50,000	$50,000
Local Streets			$0	$0	$0	$0	$0	$0	$0	$0	$62,585	$125,171	$187,756	$250,341
Buildings & Parks			$0	$0	$0	$0	$0	$0	$0	$0	$697,500	$697,500	$697,500	$697,500
Total Renewal Costs		**$224,098,888**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$810,085**	**$872,671**	**$935,256**	**$997,841**
Capital Total		**$355,683,688**	**$10,899,000**	**$12,050,000**	**$8,730,000**	**$7,254,000**	**$6,230,000**	**$7,872,480**	**$7,872,480**	**$7,372,480**	**$5,412,565**	**$5,475,151**	**$5,537,736**	**$5,600,321**
Incremental Operating Costs			57.1%	57.8%	58.5%	59.2%	59.9%	60.6%	61.3%	62.0%	62.7%	63.4%	64.1%	64.8%
		units	7,605	8,190	8,775	9,360	9,945	10,530	10,825	11,000	11,175	11,350	11,500	11,500
Residential	$911		$3,955,977	$4,312,510	$4,676,505	$5,047,960	$5,426,877	$5,813,255	$6,045,145	$6,213,020	$6,383,126	$6,555,465	$6,715,437	$6,788,772
Commercial	10% of res		$538,387	$605,542	$612,875	$620,209	$627,542	$634,876	$642,209	$649,543	$656,877	$664,210	$671,544	$678,877
Transit	per year	$5,800,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$4,350,000	$5,800,000	$5,800,000
Incremental Operating Total		**$1,017,767,093**	**$7,394,364**	**$7,818,052**	**$8,189,380**	**$8,568,169**	**$10,404,419**	**$10,798,131**	**$11,037,355**	**$11,212,563**	**$11,390,003**	**$11,569,675**	**$13,186,980**	**$13,267,649**
Total Incremental Costs		$1,373,450,782	$18,293,364	$19,868,052	$16,919,380	$15,822,169	$16,634,419	$18,670,611	$18,909,835	$18,585,043	$16,802,568	$17,044,826	$18,724,716	$18,867,971
			13	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**
Difference (Revenues - Costs)			-$365,006	-$584,125	**$3,361,601**	**$5,522,144**	**$5,766,419**	**$4,780,050**	**$4,278,999**	**$4,537,341**	**$6,389,093**	**$6,218,603**	**$4,561,051**	**$4,154,963**
Cumulative Diff, 80 yrs		**$117,134,303**	**$29,515,038**	**$28,930,912**	**$32,292,514**	**$37,814,658**	**$43,581,077**	**$48,361,127**	**$52,640,126**	**$57,177,467**	**$63,566,560**	**$69,785,163**	**$74,346,214**	**$78,501,177**
Net Present Value Calculation														
Cost of Borrowing (net of inflation)		**4%**												
Present Value of Annual Cash Flow (Rev - Cost)			-$219,213	-$337,318	**$1,866,578**	**$2,948,318**	**$2,960,325**	**$2,359,567**	**$2,030,995**	**$2,070,783**	**$2,803,749**	**$2,623,973**	**$1,850,538**	**$1,620,940**
Net Present Value, 80 yrs		**$70,645,179**												

Incremental Revenues and Costs for the City of Winnipeg

Appendix B

			25	26	27	28	29	30	31	32	33	34	35	36
Revenues														
Municipal Taxes														
Single Family Homes		7,500	$15,689,323	$15,587,628	$15,487,701	$15,389,382	$15,292,538	$15,197,056	$15,102,839	$15,009,800	$14,917,867	$14,826,973	$14,737,058	$14,648,070
Multi Dwellings		4,000	$4,415,893	$4,385,574	$4,356,083	$4,327,280	$4,299,070	$4,271,384	$4,244,166	$4,217,375	$4,190,973	$4,164,930	$4,139,222	$4,113,824
Remaining Revenue Items - use data from NDLea														
Commercial	100 acres		$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200
Business Office	100 acres		$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Tax			$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970
Permit Fees														
Single Family Homes			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Multi Dwellings			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Commercial/Office			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Development Fees														
Per acre admin Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lot Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenue			$22,887,686	$22,755,872	$22,626,454	$22,499,332	$22,374,279	$22,251,110	$22,129,675	$22,009,845	$21,891,510	$21,774,573	$21,656,950	$21,544,564
			25	26	27	28	29	30	31	32	33	34	35	36
City Costs														
Initial Capital Cost														
Waverley St Extension		$6,880,000												
Waverley St Improvements to Existi		$1,560,000												
Waverley/Bison Intersection improv		$960,000												
Bison Drive Extension		$5,120,000												
Kenaston Extension		$42,500,000												
Bishop Grandin Extension		$10,520,000												
West boundary (Bishop to Perimete		$1,320,000												
Offsite Transportation Improvement		$31,224,800												
Fire-Paramedic Services		$5,000,000												
Police		$1,000,000												
Community Services		$20,500,000												
Capital Contingency		$5,000,000												
Total Initial Capital Costs		**$131,584,800**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Renewal Costs														
Regional Streets			$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$182,763	$315,525	$448,288	$581,051	$713,813	$846,576
Local Streets			$312,927	$375,512	$438,098	$500,683	$563,268	$625,854	$688,439	$751,024	$813,610	$876,195	$938,781	$1,001,366
Buildings & Parks			$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500
Total Renewal Costs		**$224,098,888**	**$1,060,427**	**$1,123,012**	**$1,185,598**	**$1,248,183**	**$1,310,768**	**$1,373,354**	**$1,568,702**	**$1,764,050**	**$1,959,398**	**$2,154,746**	**$2,350,094**	**$2,545,442**
Capital Total		**$355,683,688**	**$1,060,427**	**$1,123,012**	**$1,185,598**	**$1,248,183**	**$1,310,768**	**$1,373,354**	**$1,568,702**	**$1,764,050**	**$1,959,398**	**$2,154,746**	**$2,350,094**	**$2,545,442**
Incremental Operating Costs			65.5%	66.2%	66.9%	67.6%	68.3%	69.0%	69.7%	70.4%	71.1%	71.8%	72.5%	73.2%
		units	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
Residential	$911		$6,862,108	$6,935,443	$7,008,779	$7,082,114	$7,155,450	$7,228,785	$7,302,121	$7,375,456	$7,448,792	$7,522,127	$7,595,463	$7,668,798
Commercial	10% of res		$686,211	$693,544	$700,878	$708,211	$715,545	$722,879	$730,212	$737,546	$744,879	$752,213	$759,546	$766,880
Transit	per year	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000
Incremental Operating Total		**$1,017,767,093**	**$13,348,318**	**$13,428,987**	**$13,509,656**	**$13,590,325**	**$13,670,994**	**$13,751,664**	**$13,832,333**	**$13,913,002**	**$13,993,671**	**$14,074,340**	**$14,155,009**	**$14,235,678**
Total Incremental Costs		$1,373,450,782	$14,408,745	$14,552,000	$14,695,254	$14,838,508	$14,981,763	$15,125,017	$15,401,034	$15,677,051	$15,953,069	$16,229,086	$16,505,103	$16,781,120
			25	26	27	28	29	30	31	32	33	34	35	36
Difference (Revenues - Costs)			**$8,479,140**	**$8,203,873**	**$7,931,200**	**$7,660,824**	**$7,392,516**	**$7,126,093**	**$6,728,641**	**$6,332,794**	**$5,938,441**	**$5,545,487**	**$5,153,847**	**$4,763,445**
Cumulative Diff, 80 yrs		**$117,134,303**	**$86,980,317**	**$95,184,190**	**$103,115,390**	**$110,776,214**	**$118,168,730**	**$125,294,823**	**$132,023,463**	**$138,356,257**	**$144,294,698**	**$149,840,186**	**$154,994,033**	**$159,757,477**
Net Present Value Calculation														
Cost of Borrowing (net of inflation)		**4%**												
Present Value of Annual Cash Flow (Rev - Cost)			**$3,180,668**	**$2,959,048**	**$2,750,672**	**$2,554,712**	**$2,370,421**	**$2,197,107**	**$1,994,775**	**$1,805,213**	**$1,627,692**	**$1,461,525**	**$1,306,065**	**$1,160,702**
Net Present Value, 80 yrs		**$70,645,179**												

Incremental Revenues and Costs for the City of Winnipeg

Appendix B

Revenues			37	38	39	40	41	42	43	44	45	46	47	48
Municipal Taxes														
Single Family Homes		7,500	$14,559,961	$14,472,688	$14,386,212	$14,300,495	$14,215,505	$14,131,210	$14,047,584	$13,964,599	$13,882,231	$13,800,457	$13,719,256	$13,638,608
Multi Dwellings		4,000	$4,088,719	$4,063,887	$4,039,315	$4,014,987	$3,990,892	$3,967,019	$3,943,356	$3,919,894	$3,896,626	$3,873,542	$3,850,635	$3,827,899
Remaining Revenue Items - use data from NDLea														
Commercial	100 acres		$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200
Business Office	100 acres		$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Tax			$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970
Permit Fees														
Single Family Homes			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Multi Dwellings			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Commercial/Office			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Development Fees														
Per acre admin Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lot Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenue			$21,431,350	$21,319,246	$21,208,196	$21,098,152	$20,989,067	$20,880,899	$20,773,610	$20,667,163	$20,561,527	$20,456,669	$20,352,561	$20,249,177
			37	38	39	40	41	42	43	44	45	46	47	48
City Costs														
Initial Capital Cost														
Waverley St Extension		$6,880,000												
Waverley St Improvements to Existi		$1,560,000												
Waverley/Bison Intersection improv		$960,000												
Bison Drive Extension		$5,120,000												
Kenaston Extension		$42,500,000												
Bishop Grandin Extension		$10,520,000												
West boundary (Bishop to Perimete		$1,320,000												
Offsite Transportation Improvement		$31,224,800												
Fire-Paramedic Services		$5,000,000												
Police		$1,000,000												
Community Services		$20,500,000												
Capital Contingency		$5,000,000												
Total Initial Capital Costs		**$131,584,800**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Renewal Costs														
Regional Streets			$979,339	$1,112,101	$1,244,864	$1,377,627	$1,510,389	$1,643,152	$1,775,915	$1,908,677	$2,041,440	$2,174,203	$2,306,965	$2,439,728
Local Streets			$1,063,951	$1,126,537	$1,189,122	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707
Buildings & Parks			$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500
Total Renewal Costs		**$224,098,888**	**$2,740,790**	**$2,936,138**	**$3,131,486**	**$3,326,834**	**$3,459,597**	**$3,592,359**	**$3,725,122**	**$3,857,885**	**$3,990,647**	**$4,123,410**	**$4,256,173**	**$4,388,935**
Capital Total		**$355,683,688**	**$2,740,790**	**$2,936,138**	**$3,131,486**	**$3,326,834**	**$3,459,597**	**$3,592,359**	**$3,725,122**	**$3,857,885**	**$3,990,647**	**$4,123,410**	**$4,256,173**	**$4,388,935**
Incremental Operating Costs			73.9%	74.6%	75.3%	76.0%	76.7%	77.4%	78.1%	78.8%	79.5%	80.2%	80.9%	81.6%
		units	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
Residential $911			$7,742,134	$7,815,469	$7,888,805	$7,962,140	$8,035,476	$8,108,811	$8,182,147	$8,255,482	$8,328,818	$8,402,153	$8,475,489	$8,548,824
Commercial	10% of res		$774,213	$781,547	$788,880	$796,214	$803,548	$810,881	$818,215	$825,548	$832,882	$840,215	$847,549	$854,882
Transit per year		$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000
Incremental Operating Total		**$1,017,767,093**	**$14,316,347**	**$14,397,016**	**$14,477,685**	**$14,558,354**	**$14,639,023**	**$14,719,692**	**$14,800,361**	**$14,881,030**	**$14,961,699**	**$15,042,368**	**$15,123,037**	**$15,203,706**
Total Incremental Costs		$1,373,450,782	$17,057,137	$17,333,154	$17,609,171	$17,885,188	$18,098,620	$18,312,052	$18,525,483	$18,738,915	$18,952,347	$19,165,778	$19,379,210	$19,592,642
			37	38	39	40	41	42	43	44	45	46	47	48
Difference (Revenues - Costs)			**$4,374,213**	**$3,986,092**	**$3,599,025**	**$3,212,964**	**$2,890,447**	**$2,568,847**	**$2,248,126**	**$1,928,248**	**$1,609,180**	**$1,290,890**	**$973,351**	**$656,535**
Cumulative Diff, 80 yrs		**$117,134,303**	**$164,131,690**	**$168,117,782**	**$171,716,807**	**$174,929,771**	**$177,820,218**	**$180,389,066**	**$182,637,192**	**$184,565,440**	**$186,174,620**	**$187,465,510**	**$188,438,861**	**$189,095,397**
Net Present Value Calculation														
Cost of Borrowing (net of inflation)		**4%**												
Present Value of Annual Cash Flow (Rev - Cost)			**$1,024,864**	**$898,008**	**$779,623**	**$669,225**	**$578,893**	**$494,696**	**$416,282**	**$343,318**	**$275,489**	**$212,498**	**$154,064**	**$99,921**
Net Present Value, 80 yrs		**$70,645,179**												

Incremental Revenues and Costs for the City of Winnipeg **Appendix B**

Revenues			49	50	51	52	53	54	55	56	57	58	59	60	total 60 years
Municipal Taxes															
Single Family Homes		7,500	$13,558,494	$13,478,897	$13,399,801	$13,321,189	$13,243,047	$13,165,361	$13,088,118	$13,011,305	$12,934,911	$12,858,924	$12,783,333	$12,708,128	**$764,891,075**
Multi Dwellings		4,000	$3,805,327	$3,782,914	$3,760,652	$3,738,538	$3,716,567	$3,694,734	$3,673,034	$3,651,463	$3,630,018	$3,608,696	$3,587,491	$3,566,402	**$202,793,237**
Remaining Revenue Items - use data from NDLea															
Commercial	100 acres		$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$64,591,300
Business Office	100 acres		$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$65,688,250
Business Tax			$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$13,027,955
Permit Fees															
Single Family Homes			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$7,987,500
Multi Dwellings			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,296,000
Commercial/Office			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$732,000
Development Fees															
Per acre admin Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,950,000
Lot Fee			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$267,000
Total Revenue			$20,146,492	$20,044,481	$19,943,123	$19,842,397	$19,742,284	$19,642,765	$19,543,822	$19,445,436	$19,347,599	$19,250,289	$19,153,494	$19,057,200	$1,128,224,317
			49	50	51	52	53	54	55	56	57	58	59	60	
City Costs															
Initial Capital Cost															
Waverley St Extension		$6,880,000													$6,880,000
Waverley St Improvements to Existi		$1,560,000													$1,560,000
Waverley/Bison Intersection improv		$960,000													$960,000
Bison Drive Extension		$5,120,000													$5,120,000
Kenaston Extension		$42,500,000													$42,500,000
Bishop Grandin Extension		$10,520,000													$10,520,000
West boundary (Bishop to Perimete		$1,320,000													$1,320,000
Offsite Transportation Improvement		$31,224,800													$31,224,800
Fire-Paramedic Services		$5,000,000													$5,000,000
Police		$1,000,000													$1,000,000
Community Services		$20,500,000													$20,500,000
Capital Contingency		$5,000,000													$5,000,000
Total Initial Capital Costs		**$131,584,800**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$131,584,800**
Renewal Costs															
Regional Streets			$2,572,491	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$2,705,253	$56,432,693
Local Streets			$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$1,251,707	$38,177,079
Buildings & Parks			$697,500	$3,530,800	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$697,500	$3,530,800	$33,566,600
Total Renewal Costs		**$224,098,888**	**$4,521,698**	**$7,487,761**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$7,487,761**	**$128,176,372**
Capital Total		**$355,683,688**	**$4,521,698**	**$7,487,761**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$7,487,761**	**$259,761,172**
Incremental Operating Costs			82.3%	83.0%	83.7%	84.4%	85.1%	85.8%	86.5%	87.2%	87.9%	88.6%	89.3%	90.0%	
		units	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	
Residential	$911		$8,622,160	$8,695,495	$8,768,831	$8,842,166	$8,915,502	$8,988,837	$9,062,173	$9,135,508	$9,208,844	$9,282,179	$9,355,515	$9,428,850	$384,164,764
Commercial	10% of res		$862,216	$869,550	$876,883	$884,217	$891,550	$898,884	$906,217	$913,551	$920,884	$928,218	$935,551	$942,885	$39,017,629
Transit	per year	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$271,150,000
Incremental Operating Total		**$1,017,767,093**	**$15,284,375**	**$15,365,045**	**$15,445,714**	**$15,526,383**	**$15,607,052**	**$15,687,721**	**$15,768,390**	**$15,849,059**	**$15,929,728**	**$16,010,397**	**$16,091,066**	**$16,171,735**	**$694,332,393**
Total Incremental Costs		$1,373,450,782	$19,806,074	$22,852,805	$20,100,174	$20,180,843	$20,261,512	$20,342,182	$20,422,851	$20,503,520	$20,584,189	$20,664,858	$20,745,527	$23,659,496	$954,093,565
			49	50	51	52	53	54	55	56	57	58	59	60	
Difference (Revenues - Costs)			**$340,418**	-$2,808,324	-$157,051	-$338,446	-$519,228	-$699,417	-$879,029	-$1,058,081	-$1,236,589	-$1,414,569	-$1,592,033	-$4,602,295	**$174,130,752**
Cumulative Diff, 80 yrs		**$117,134,303**	**$189,435,815**	**$186,627,491**	**$186,470,439**	**$186,131,993**	**$185,612,765**	**$184,913,348**	**$184,034,319**	**$182,976,238**	**$181,739,648**	**$180,325,080**	**$178,733,047**	**$174,130,752**	
Net Present Value Calculation															
Cost of Borrowing (net of inflation)	**4%**														
Present Value of Annual Cash Flow (Rev - Cost)			**$49,817**	-$395,167	-$21,249	-$44,031	-$64,952	-$84,127	-$101,665	-$117,666	-$132,229	-$145,442	-$157,393	-$437,496	**$74,263,298**
Net Present Value, 80 yrs		**$70,645,179**													

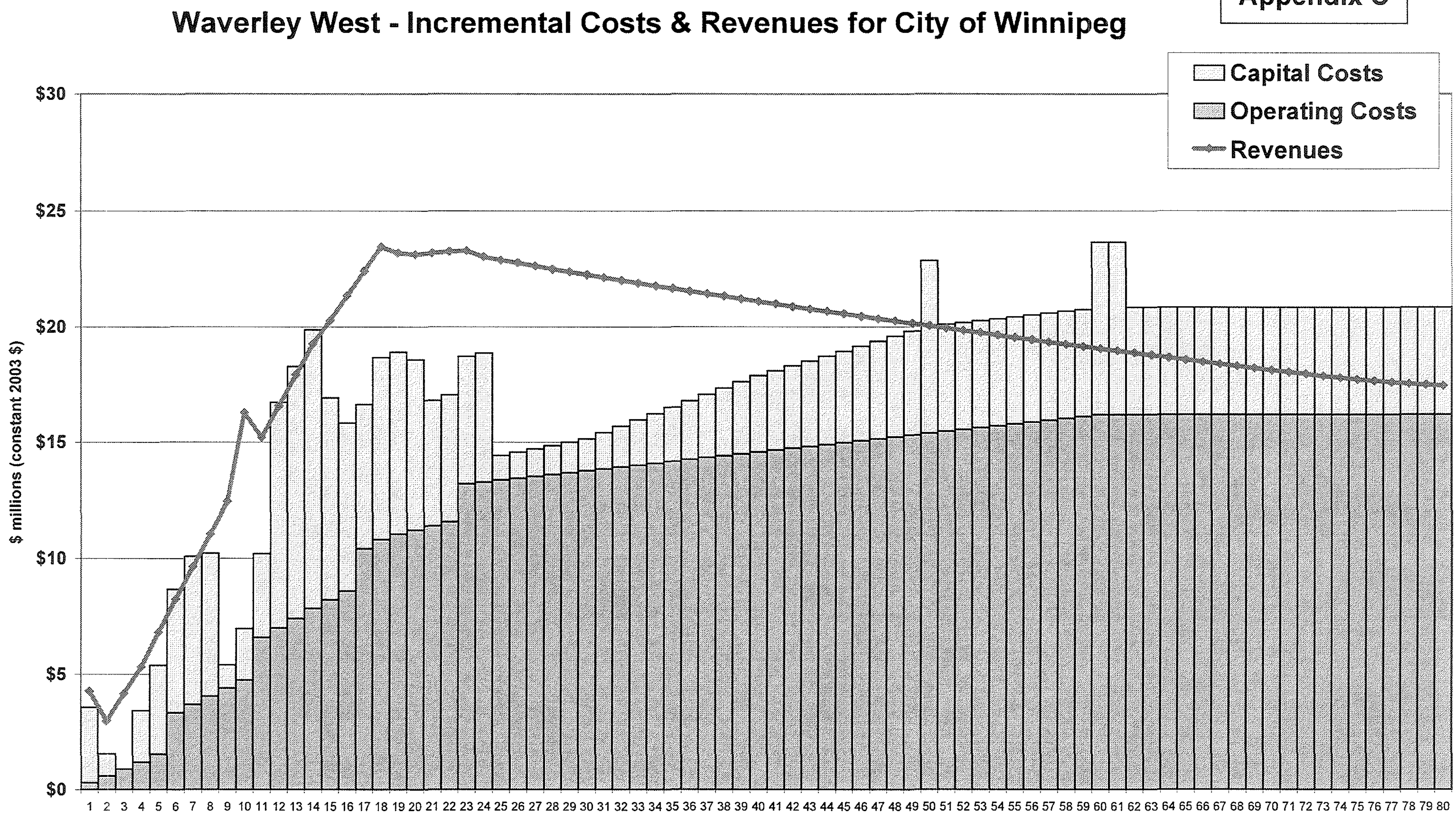
Incremental Revenues and Costs for the City of Winnipeg **Appendix B**

Item	Parameter	Amount	61	62	63	64	65	66	67	68	69	70
Revenues												
Municipal Taxes												
Single Family Homes		7,500	$12,633,300	$12,558,839	$12,484,736	$12,410,983	$12,337,571	$12,264,493	$12,191,741	$12,119,307	$12,047,186	$11,975,370
Multi Dwellings		4,000	$3,545,425	$3,524,557	$3,503,795	$3,483,137	$3,462,580	$3,442,121	$3,421,759	$3,401,491	$3,381,314	$3,361,227
Remaining Revenue Items - use data from NDLea												
Commercial	100 acres		$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200
Business Office	100 acres		$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500
Business Tax			$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970
Permit Fees												
Single Family Homes												
Multi Dwellings												
Commercial/Office												
Development Fees												
Per acre admin Fee												
Lot Fee												
Total Revenue			$18,961,395	$18,866,066	$18,771,201	$18,676,790	$18,582,821	$18,489,284	$18,396,170	$18,303,468	$18,211,170	$18,119,267
			61	62	63	64	65	66	67	68	69	70
City Costs												
Initial Capital Cost												
Waverley St Extension		$6,880,000										
Waverley St Improvements to Existi		$1,560,000										
Waverley/Bison Intersection improv		$960,000										
Bison Drive Extension		$5,120,000										
Kenaston Extension		$42,500,000										
Bishop Grandin Extension		$10,520,000										
West boundary (Bishop to Perimete		$1,320,000										
Offsite Transportation Improvement		$31,224,800										
Fire-Paramedic Services		$5,000,000										
Police		$1,000,000										
Community Services		$20,500,000										
Capital Contingency		$5,000,000										
Total Initial Capital Costs		**$131,584,800**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Renewal Costs												
Regional Streets			2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253
Local Streets			1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707
Buildings & Parks			3,530,800	697,500	697,500	697,500	697,500	697,500	697,500	697,500	697,500	697,500
Total Renewal Costs		**$224,098,888**	**$7,487,761**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**
Capital Total		**$355,683,688**	**$7,487,761**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**
Incremental Operating Costs			90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
		units	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
Residential	$911		$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850
Commercial	10% of res		$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885
Transit	per year	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000
Incremental Operating Total		**$1,017,767,093**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**
Total Incremental Costs		$1,373,450,782	$23,659,496	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196
			61	62	63	64	65	66	67	68	69	70
Difference (Revenues - Costs)			-$4,698,101	-$1,960,130	-$2,054,994	-$2,149,406	-$2,243,375	-$2,336,912	-$2,430,026	-$2,522,728	-$2,615,026	-$2,706,929
Cumulative Diff, 80 yrs		**$117,134,303**	**$169,432,651**	**$167,472,521**	**$165,417,527**	**$163,268,121**	**$161,024,746**	**$158,687,835**	**$156,257,808**	**$153,735,081**	**$151,120,055**	**$148,413,126**
Net Present Value Calculation												
Cost of Borrowing (net of inflation)	**4%**											
Present Value of Annual Cash Flow (Rev - Cost)			-$429,426	-$172,273	-$173,664	-$174,656	-$175,281	-$175,567	-$175,540	-$175,228	-$174,653	-$173,837
Net Present Value, 80 yrs		**$70,645,179**										

Incremental Revenues and Costs for the City of Winnipeg **Appendix B**

Revenues			71	72	73	74	75	76	77	78	79	80	last 20 years	total 80 years
Municipal Taxes														
Single Family Homes		7,500	$11,903,853	$11,836,457	$11,773,161	$11,713,947	$11,658,797	$11,607,693	$11,560,616	$11,517,549	$11,478,476	$11,443,379	**$239,517,455**	**$1,004,408,530**
Multi Dwellings		4,000	$3,341,228	$3,322,148	$3,303,983	$3,286,728	$3,270,378	$3,254,930	$3,240,379	$3,226,720	$3,213,949	$3,202,064	**$67,189,913**	**$269,983,150**
Remaining Revenue Items - use data from NDLea														
Commercial	100 acres		$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$1,254,200	$25,084,000	$89,675,300
Business Office	100 acres		$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$1,275,500	$25,510,000	$91,198,250
Business Tax			$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$252,970	$5,059,400	$18,087,355
Permit Fees														
Single Family Homes													$0	$7,987,500
Multi Dwellings													$0	$3,296,000
Commercial/Office													$0	$732,000
Development Fees														
Per acre admin Fee													$0	$4,950,000
Lot Fee													$0	$267,000
Total Revenue			$18,027,751	$17,941,275	$17,859,814	$17,783,345	$17,711,846	$17,645,293	$17,583,664	$17,526,939	$17,475,095	$17,428,113	$362,360,767	$1,490,585,084
			71	**72**	**73**	**74**	**75**	**76**	**77**	**78**	**79**	**80**		
City Costs														
Initial Capital Cost														
Waverley St Extension		$6,880,000											$0	$6,880,000
Waverley St Improvements to Existi		$1,560,000											$0	$1,560,000
Waverley/Bison Intersection improv		$960,000											$0	$960,000
Bison Drive Extension		$5,120,000											$0	$5,120,000
Kenaston Extension		$42,500,000											$0	$42,500,000
Bishop Grandin Extension		$10,520,000											$0	$10,520,000
West boundary (Bishop to Perimete		$1,320,000											$0	$1,320,000
Offsite Transportation Improvement		$31,224,800											$0	$31,224,800
Fire-Paramedic Services		$5,000,000											$0	$5,000,000
Police		$1,000,000											$0	$1,000,000
Community Services		$20,500,000											$0	$20,500,000
Capital Contingency		$5,000,000											$0	$5,000,000
Total Initial Capital Costs		**$131,584,800**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$131,584,800**
Renewal Costs														
Regional Streets			2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	2,705,253	$54,105,067	$110,537,760
Local Streets			1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	1,251,707	$25,034,150	$63,211,228
Buildings & Parks			697,500	697,500	697,500	697,500	697,500	697,500	697,500	697,500	697,500	697,500	$16,783,300	$50,349,900
Total Renewal Costs		**$224,098,888**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$95,922,517**	**$224,098,888**
Capital Total		**$355,683,688**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$4,654,461**	**$95,922,517**	**$355,683,688**
Incremental Operating Costs			90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%		
		units	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500		
Residential	$911		$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$9,428,850	$188,577,000	$572,741,764
Commercial	10% of res		$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$942,885	$18,857,700	$57,875,329
Transit	per year	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$5,800,000	$116,000,000	$387,150,000
Incremental Operating Total		**$1,017,767,093**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$16,171,735**	**$323,434,700**	**$1,017,767,093**
Total Incremental Costs		$1,373,450,782	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$20,826,196	$419,357,217	$1,373,450,782
			71	**72**	**73**	**74**	**75**	**76**	**77**	**78**	**79**	**80**		
Difference (Revenues - Costs)			-$2,798,445	-$2,884,921	-$2,966,382	-$3,042,851	-$3,114,350	-$3,180,903	-$3,242,532	-$3,299,257	-$3,351,101	-$3,398,083	-$56,996,449	**$117,134,303**
Cumulative Diff, 80 yrs		**$117,134,303**	**$145,614,681**	**$142,729,760**	**$139,763,378**	**$136,720,528**	**$133,606,178**	**$130,425,275**	**$127,182,743**	**$123,883,486**	**$120,532,385**	**$117,134,303**	last 20 years	total 80 years
Net Present Value Calculation														
Cost of Borrowing (net of inflation)		**4%**												
Present Value of Annual Cash Flow (Rev - Cost)			-$172,802	-$171,291	-$169,353	-$167,037	-$164,387	-$161,442	-$158,240	-$154,816	-$151,201	-$147,424	-$3,618,119	**$70,645,179**
Net Present Value, 80 yrs		**$70,645,179**												

Appendix C

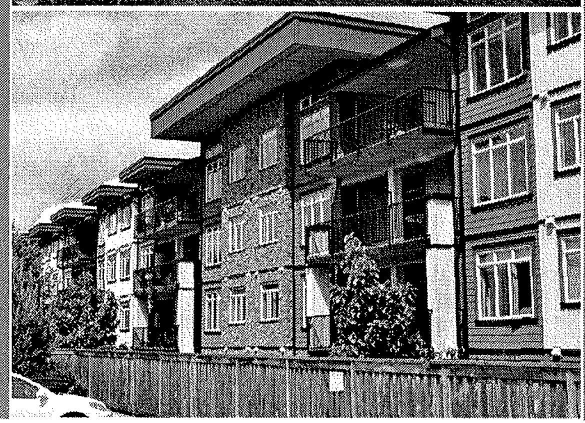


Waverley West - Incremental Costs & Revenues for City of Winnipeg
Capital Costs
Operating Costs
Revenues
$ millions (constant 2003 $)
$30
$25
$20
$15
$10
$5
$0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80

This is Exhibit "M" referred to in the
Affidavit of Alan A. Borger sworn
before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

MMM Group Limited



2013 WAVERLEY WEST COST-BENEFIT ANALYSIS UPDATE

COMMUNITIES

TRANSPORTATION

BUILDINGS

INFRASTRUCTURE

SUBMITTED BY:

MMM GROUP

December 2013 | 5513104.130

2013 WAVERLEY WEST
COST- BENEFIT ANALYSIS UPDATE

Prepared For:

Ladco Company Limited

Submitted By:

MMM Group Limited

December 2013

551304-000.130

STANDARD LIMITATIONS

This report was prepared by MMM Group Limited (MMM) for the account of **Ladco Company** (the Client). The disclosure of any information contained in this report is the sole responsibility of the client. The material in this report reflects MMM's best judgment in light of the information available to it at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. MMM accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report

Executive Summary

This Report is an update to the original Cost Benefit Analysis conducted in 2004 during the planning of Waverley West prepared for the Province of Manitoba and Ladco Company Limited. The report quantifies the development of Waverley West to date and updates the revenue and expense assumptions with current figures as of December 31, 2013.

This updated analysis confirms that from the outset, Waverley West provides a positive net financial benefit to the City of Winnipeg and is greater than the original 2004 projection. The increase can be attributed to a rise in assessed values along with increased absorptions and density of residential units.

The current cumulative benefit at the end of 2013 is $10.6 million, growing to $248.2 million at full build-out in year 25 as shown in Figure 1. At 80 years, the development yields an $892.2 million benefit which equates to a net present value (NPV) of $250.4 million ($38 million higher than the 2004 projection).

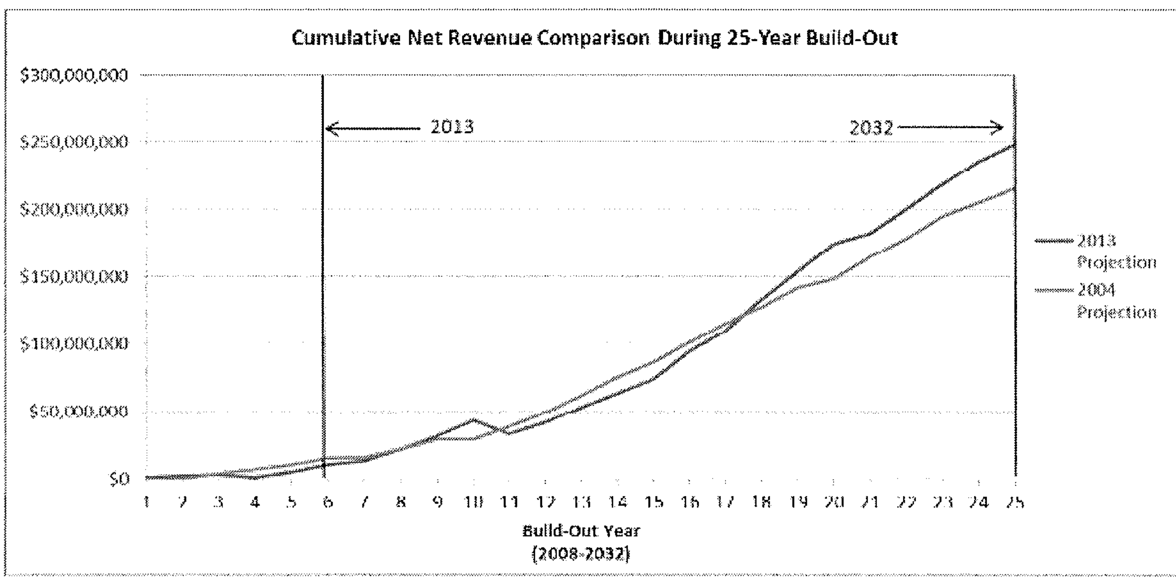


Figure 1: Cumulative Net Revenue Comparison During 25-Year Build-Out

Revenue and expense data in this analysis are derived from the same categories as the 2004 report. Revenue includes municipal taxes, permit fees and development fees. Revenue does not include the infrastructure levy as this was not a component of the 2004 report. Of note, the infrastructure levy will generate over $100 million to the City of Winnipeg over the 80 year horizon.

Expenses include on and offsite capital costs for infrastructure and community facilities, along with full infrastructure renewal. All associated operating costs to provide City services to the residents of Waverley West are also included in the analysis. Our analysis indicates that single-family residential build-out will occur at year 18 (2025) and multi-family residential build-out will occur at year 25 (2032). At this time there will be a total of 14,929 dwelling units in the community representing a 30% increase from the 2004 projection as shown in Figure 2.

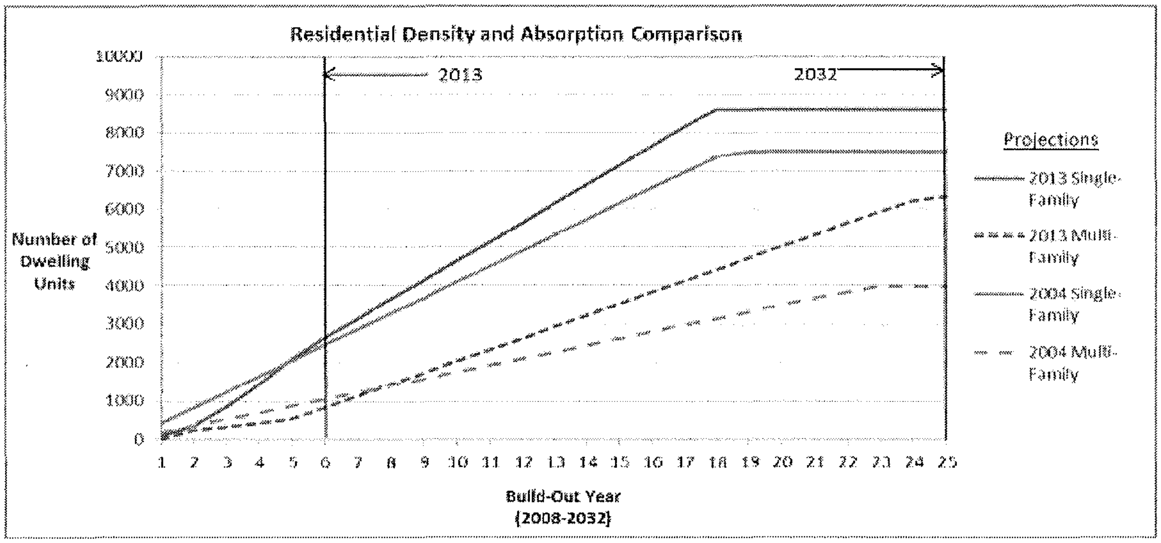


Figure 2: Residential Density and Absorption Comparison

Market and assessment values across all property types have increased significantly over the past nine years. Residential values have generally increased by approximately 130% and commercial values have increased by approximately 170%.

Residential absorptions have also increased since the 2004 study. Of particular note for this analysis is the increase in single-family and multi-family dwelling market and assessed values combined with the higher absorption rates. Although absorption was slightly lower in the initial years of Waverley West, due to a combination of additional approvals (Area Structure Planning and subdivision and rezoning) and servicing; absorptions at 2013 have caught up with original projections. Going forward, total residential absorptions at full build-out are projected to exceed original projections by 29%.

Conclusion

After 80 years, Waverley West will have yielded an $892.2 million benefit to the City of Winnipeg, equating to a NPV of **$250.4 million**. This is a $38 million increase (18%) from the 2004 estimate.

Waverley West: 2013 Cost Benefit Analysis Update

Projected to project build out (25 years), and through to 80 years

* all costs and revenues discounted by 4% which reflects the City's long-term cost of borrowing less an allowance for inflation

FISCAL BENEFITS:

DIRECT REVENUE TO THE CITY OF WINNIPEG	Build-out Year	1 (2008)	2 (2009)	3 (2010)	4 (2811)	5 (2812)	6 (2013)	Total at 6 Years	7 (2014)	9 (2015)	9 (2016)	19 (2017)	11 (2818)
SINGLE FAMILY[1]	Avg Assessed Value												
Total Units 8601		86	350	838	1438	2076	2651		3151	3651	8151	4651	5151
Units per Year		86	264	488	608	638	575		500	500	500	500	500
Annual Municipal Tax per Dwelling	$443,100	$2,911	$2,911	$2,911	$2,911	$2,911	$2,811		$2,911	$2,911	$2,911	$2,911	$2,811
Total Municipal Tax		$258,360	$1,818,908	$2,839,558	$4,186,258	$6,043,583	$7,717,504	$21,856,171	$9,173,087	$10,628,671	$12,084,254	$13,539,838	$14,995,421
MULTI-FAMILY[2]	Avg Assessed Value												
Total Units 6328		9	249	324	424	536	632		1132	1432	1732	2032	2332
Units per Year		0	249	75	100	112	296		309	300	300	300	300
Annual Municipal Tax per Dwelling	$235,993	$1,550	$1,558	$1,550	$1,550	$1,550	$1,550		$1,550	$1,550	$1,550	$1,558	$1,558
Total Municipal Tax		$0	$386,068	$582,354	$657,481	$831,054	$1,289,994	$3,666,871	$1,755,137	$2,228,279	$2,685,421	$3,150,563	$3,615,705
COMMERCIAL[3]	Avg Assessed Value												
Total Acres 100		0	0	0	0	0	0		8	8	18	20	30
Acres per Year		9	0	8	9	0	9		8	8	18	19	18
Annual Municipal Tax per Acre	$2,000,000	$18,980	$18,880	$18,980	$18,980	$18,980	$18,900		$19,980	$18,999	$18,899	$19,860	$18,980
Total Municipal Tax		$0	$0	$0	$0	$0	$0	$0	$0	$0	$189,800	$379,688	$569,400
BUSINESS/OFFICE[4]	Avg Assessed Value												
Total Acres 75		0	8	0	8	9	0		0	0	7.5	15	22.5
Acres per Year		0	8	0	9	0	9		0	0	7.5	7.5	7.5
Annual Municipal Tax per Acre	$1,980,800	$18,031	$18,831	$18,091	$18,091	$18,031	$16,031		$18,031	$18,031	$16,031	$18,031	$18,031
Total Municipal Tax		$0	$8	$0	$0	$0	$0	$0	$0	$0	$135,233	$270,465	$405,698
Business Taxes (est. 10% comm & bus tax)[5]	8.1	$0	$0	$0	$0	$0	$0	$0	$0	$0	$32,503	$65,007	597,518
FEES													
City Permit Fees													
Single Family Homes ($1,065 per house)[6]	$1,065	$91,590	$281,160	$519,720	$639,000	$679,470	$612,375	$2,823,315	$532,500	$532,500	$532,500	$532,500	$532,500
Multi-Family Units ($1,069 per unit)[7]	$1,069	$0	$266,161	$80,175	$106,900	$119,726	$316,424	$889,408	$328,709	$328,700	$320,700	$320,780	$328,788
Commercial/Office (estimated at $3,660 per acre)[8]	$3,660	$0	$0	$0	$0	$0	$0	$0	$0	$0	$64,050	$64,050	$64,050
Development Fees													
Per Acre Administration Fee (3000 acres)[9]	$1,200	$900,000	$0	$8	$0	$0	$900,008	$1,800,000	$0	$0	$0	$0	$900,000
Lot Fee[10]	$35.69	$3,062	$3,398	$17,373	$21,360	$22,713	$29,470	$94,376	$17,800	$17,800	$17,800	$17,800	$17,600
Infrastructure Levy[11]	$8.00	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL REVENUE:		$1,245,012	$1,961,718	$3,569,179	$5,619,918	$7,698,648	$10,856,787	$30,930,141	$11,789,224	$13,719,949	$14,082,281	$18,340,522	$21,518,784
Cumulative Total:		$1,245,012	$3,206,728	$6,765,907	$12,376,826	$20,073,374	$30,930,141	$30,930,141	$42,720,365	$56,448,314	$72,511,575	$90,852,098	$112,370,881

DIRECT REVENUE TO THE CITY OF WINNIPEG	12 (2919)	13 (2020)	14 (2021)	15 (2022)	16 (2023)	17 (2024)	18 (2025)	19 (2026)	20 (2027)	21 (2028)	22 (2829)	23 (2830)	24 (2831)	25 (2032)	Total at Full Build-out
SINGLE FAMILY[1]															
Total Units 8601	5651	6151	6651	7151	7651	8151	8681	8681	8601	8681	8601	8691	8601	8601	
Units per Year	500	500	500	500	500	508	450	0	0	8	8	9	0	8	
Annual Municipal Tax per Dwelling	$2,911	$2,911	$2,811	$2,911	$2,911	$2,911	$2,911	$2,911	$2,811	$2,911	$2,911	$2,911	$2,911	$2,911	
Total Municipal Tax	$16,451,005	$17,906,588	$19,362,172	$20,817,755	$22,273,339	$23,728,922	$25,098,947	$25,038,947	$25,838,947	$25,838,947	$25,838,947	$25,838,947	$25,938,947	$25,838,947	$402,828,602
MULTI-FAMILY[2]															
Total Units 6328	2632	2932	3232	3532	3832	4132	4432	4732	5032	5332	5632	5932	6232	6328	
Units per Year	398	300	300	300	300	308	308	300	300	308	300	300	300	96	
Annual Municipal Tax per Dwelling	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,558	$1,559	$1,550	$1,558	$1,558	$1,558	$1,550	$1,550	
Total Municipal Tax	$4,080,848	$4,545,998	$5,011,132	$5,476,274	$5,941,416	$6,406,559	$6,871,791	$7,336,843	$7,801,985	$8,267,127	$8,732,278	$9,197,412	$9,662,554	$9,811,408	$116,237,486
COMMERCIAL[3]															
Total Acres 100	48	50	60	70	88	90	100	100	100	100	100	100	100	100	
Acres per Year	18	18	10	18	18	18	18	8	8	8	8	8	8	8	
Annual Municipal Tax per Acre	$16,980	$18,980	$18,980	$18,980	$18,980	$18,880	$18,988	$15,988	$18,988	$18,960	$18,988	$18,980	$16,988	$18,968	
Total Municipal Tax	$759,208	$949,008	$1,138,800	$1,328,600	$1,518,400	$1,708,200	$1,898,008	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,809	$1,898,000	$1,898,000	$23,725,000
BUSINESS/OFFICE[4]															
Total Acres 75	30	37.5	45	52.5	60	67.5	75	75	75	75	75	75	75	75	
Acres per Year	7.5	7.5	7.5	7.5	7.5	7.5	7.5	8	8	8	8	8	8	8	
Annual Municipal Tax per Acre	$16,831	$16,091	$16,031	$18,091	$18,091	$18,091	$18,831	$18,831	$18,031	$16,031	$18,931	$18,831	$16,031	$18,831	
Total Municipal Tax	$540,938	$676,163	$811,395	$946,628	$1,081,860	$1,217,093	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$16,804,063
Business Taxes (est. 10% comm & bus tax)[5]	$138,913	$162,516	$195,020	$227,523	$260,026	$292,529	$325,833	$325,033	$325,033	$325,033	$325,833	$325,833	$325,033	$325,033	$4,062,906
FEES															
City Permit Fees															
Single Family Homes ($1,065 per house)[6]	$532,500	$532,500	$532,500	$532,500	$532,500	$532,500	$479,250	$0	$8	$0	$0	$0	$0	$8	$9,160,065
Multi-Family Units ($1,069 per unit)[7]	$320,708	$320,700	$320,700	$320,700	$320,700	$320,708	$320,709	$320,700	$320,700	$320,700	$328,700	$328,709	$320,700	$182,624	$6,764,632
Commercial/Office (estimated at $3,660 per acre)[8]	$64,050	$64,050	$64,058	$64,050	$64,058	$64,058	$64,850	$8	$0	$0	$8	$8	$0	$8	$640,500
Development Fees															
Per Acre Administration Fee (3000 acres)[9]	$8	$8	$0	$8	$900,000	$0	$0	$8	$8	$8	$8	$0	$8	$8	$3,600,000
Lot Fee[10]	$17,800	$17,800	$17,800	$17,800	$17,800	$17,800	$16,820	$9	$8	$8	$8	$8	$0	$8	$306,196
Infrastructure Levy[11]	$8	$8	$0	$8	$8	$8	$8	$0	$8	$0	$8	$0	$8	$9	$0
TOTAL REVENUE:	$22,897,945	$25,175,307	$27,453,569	$29,731,830	$32,010,091	$34,288,353	$38,366,026	$36,271,848	$36,736,980	$37,202,532	$37,667,274	$38,132,417	$38,597,559	$38,528,328	$584,329,659
Cumulative Total:	$135,267,827	$160,443,234	$187,896,802	$217,628,631	$250,538,723	$284,827,076	$321,103,101	$357,464,949	$394,201,939	$431,404,071	$469,071,346	$507,203,763	$545,801,321	$584,329,650	$584,329,650

FISCAL COSTS:

Operating Costs Phased in from 55%-90% of City Average Over 80 Years

DIRECT COSTS TO THE CITY OF WINNIPEG:	Build-out Year	1 (2008)	2 (2009)	3 (2010)	4 (2011)	5 (2012)	6 (2013)	Total at 6 Years	7 (2014)	8 (2015)	9 (2916)	19 (2017)	11 (2818)
Capital Costs[12] (City costs directly attributed to Waverley West development)													
Extension of Waverley Street[13]	$9,235,477	$0	$0	$2,257,626	$0	$2,927,851	$0	$4,285,477	$1,500,000	$0	$0	$0	$0
Improvements to Existing Waverley Street[14]	$5,447,344	$0	$0	$0	$3,747,344	$0	$0	$3,747,344	$0	$0	$0	$0	$0
Intersection Improvements Waverley/Bison[15]	$3,250,000	$0	$8	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,250,000
Extension of Bison Drive[16]	$9,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,000,000
Extension of Kenaston Boulevard[17]	$9,789,098	$0	$0	$0	$2,281,692		$2,302,640	$5,084,332	$3,879,766	$0	$0	$0	$0
Offsite Transportation Improvements[18]	$35,100,800	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,510,000
Fire and Paramedic Services[19]	$18,600,000	$0	$0	$8	$0	$0	$0	$0	$0	$0	$0	$0	$4,000,000
Police[20]	$4,200,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Community Services[21]	$39,800,000	$0	$8	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,850,000
Miscellaneous Capital Contingency[22]	$25,308,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Infrastructure Renewal approx. 58 Years[23]	$159,400,000	$0	$8	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital Cost:	$319,721,918	$0	$0	$2,257,626	$6,029,036	$2,827,851	$2,802,640	$13,117,153	$4,579,766	$0	$0	$8	$23,510,000
Annual City of Winnipeg Operating Costs:		55.0%	55.0%	55.0%	55.0%	55.0%	55.0%		55.8%	55.0%	55.0%	55.0%	55.0%
Residential[24]	$1,330.00	$62,909	$438,169	$950,003	$1,362,053	$1,918,679	$2,547,815	$7,171,626	$3,133,815	$3,718,215	$4,308,415	$8,868,615	$5,873,815
Commercial/Business/Office[25]		$0	$0	$0	$0	$0	$0	$0	$8	$0	$430,341	$488,861	$547,381
Annual Transit Subsidy[26]		$0	$0	$0	$8	$0	$8	$0	$1,464,863	$1,464,963	$1,464,863	$1,464,863	$1,464,863
Total Operating Costs:		$62,909	$438,169	$950,003	$1,362,053	$1,918,679	$2,567,815	$7,171,626	$4,567,878	$5,183,878	$6,198,619	$6,842,339	$7,486,059
TOTAL CITY OF WINNIPEG COSTS:		$62,909	$438,169	$3,107,629	$7,391,089	$3,938,529	$5,350,455	$20,288,779	$9,177,644	$5,183,078	$6,198,659	$6,842,339	$31,096,059
Cumulative Total:		$62,909	$501,078	$3,608,707	$10,999,796	$14,938,325	$20,288,779		$29,466,423	$34,649,500	$40,848,119	$47,690,458	$78,786,517

DIRECT COSTS TO THE CITY OF WINNIPEG:	12 (2019)	13 (2028)	14 (2021)	15 (2022)	16 (2023)	17 (2024)	18 (2025)	19 (2026)	20 (2027)	21 (2028)	22 (2029)	23 (2030)	24 (2031)	25 (2032)	Total at Full Build-out
Capital Costs[12] (City costs directly attributed to Waverley West development)															
Extension of Waverley Street[13]	$8	$8	$0	$8	$8	$3,450,000	$0	$8	$8	$9	$8	$0	$8	$0	$9,235,477
Improvements to Existing Waverley Street[14]	$8	$8	$0	$8	$0	$8	$8	$8	$8	$8	$8	$0	$0	$0	$3,747,344
Intersection Improvements Waverley/Bison[15]	$8	$8	$0	$0	$8	$0	$8	$0	$8	$0	$9	$0	$9	$0	$3,250,000
Extension of Bison Drive[16]	$0	$8	$3,000,000	$8	$9	$3,000,098	$8	$8	$0	$0	$9	$8	$0	$0	$9,000,000
Extension of Kenaston Boulevard[17]	$0	$8	$0	$8	$8	$8	$0	$0	$0	$0	$8	$0	$8	$8	$8,164,098
Offsite Transportation Improvements[18]	$3,510,000	$3,510,000	$3,510,000	$3,510,000	$0	$0	$8	$0	$0	$3,510,000	$3,510,908	$3,518,000	$3,518,000	$3,519,008	$35,100,000
Fire and Paramedic Services[19]	$8	$8	$0	$4,000,000	$8	$8	$8	$8	$0	$0	$8	$0	$0	$1,850,000	$9,850,000
Police[20]	$1,500,000	$0	$8	$0	$8	$8	$8	$8	$8	$0	$8	$0	$8	$450,000	$1,950,000
Community Services[21]	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,850,000	$0	$0	$0	$0	$19,700,000
Miscellaneous Capital Contingency[22]	$8	$8	$8	$0	$0	$8	$8	$8	$0	$0	$8	$0	$8	$1,500,000	$1,500,000
Infrastructure Renewal approx. 58 Years[23]	$9	$8	$0	$8	$8	$8	$8	$8	$8	$0	$0	$0	$9	$8	$0
Total Capital Cost:	$5,810,000	$3,510,000	$6,510,000	$7,510,008	$8	$6,459,008	$0	$0	$0	$13,348,998	$3,510,900	$3,510,900	$3,510,000	$7,310,008	$101,496,919
Annual City of Winnipeg Operating Costs:	55.0%	55.0%	55.0%	55.5%	55.5%	56.5%	55.5%	56.5%	56.0%	56.0%	56.5%	57.0%	57.5%	58.0%	
Residential[24]	$6,059,815	$6,644,215	$7,229,415	$7,885,656	$8,676,176	$9,066,696	$9,620,309	$9,841,754	$10,153,858	$10,377,298	$10,695,388	$11,817,467	$11,343,537	$11,516,231	$158,615,714
Commercial/Business/Office[25]	$605,901	$664,421	$722,941	$768,566	$847,618	$906,670	$962,031	$984,175	$1,015,386	$1,037,730	$1,069,539	$1,101,747	$1,134,354	$1,151,623	$14,459,286
Annual Transit Subsidy[26]	$2,929,725	$2,929,725	$2,929,725	$2,929,725	$2,929,725	$2,929,725	$2,929,725	$8,388,588	$4,394,588	$8,388,588	$4,394,588	$4,394,588	$5,859,450	$5,859,458	$61,524,230
Total Operating Costs:	$9,594,641	$10,238,361	$10,882,081	$11,583,947	$12,253,518	$12,803,091	$13,512,065	$15,220,517	$15,563,832	$15,909,616	$16,158,515	$18,513,862	$18,337,340	$18,527,304	$234,599,229
TOTAL CITY OF WINNIPEG COSTS:	$14,604,641	$13,748,361	$17,392,081	$19,113,947	$12,253,519	$19,253,095	$13,512,065	$15,220,517	$15,563,832	$29,169,616	$19,669,515	$20,023,802	$21,847,340	$25,837,304	$336,096,148
Cumulative Total:	$93,391,158	$107,139,519	$124,531,600	$143,645,547	$155,899,066	$175,252,157	$188,764,222	$203,984,739	$219,548,571	$248,718,189	$268,387,702	$288,411,504	$310,258,845	$336,096,148	$336,096,148

SUMMARY:

	Year	1	2	3	4	5	6	Total at 6 Years	7	8	9	10	11
TOTAL REVENUE:		$1,245,012	$1,961,718	$3,569,179	$5,619,918	$7,698,648	$10,856,787	$30,930,141	$11,789,224	$13,719,949	$14,082,281	$18,340,522	$21,518,784
TOTAL CITY OF WINNIPEG COSTS:		$62,909	$438,169	$3,107,629	$7,391,089	$3,938,529	$5,350,455	$20,288,779	$9,177,644	$5,183,078	$6,198,659	$6,842,339	$31,096,059
DIFFERENCE:		$1,182,103	$1,523,547	$461,550	[illegible]	$3,758,019	$5,506,313	$10,641,362	$2,621,580	$8,536,872	$8,863,642	$11,498,183	[illegible]
Cumulative Difference:		$1,182,103	$2,705,650	$3,157,201	$1,377,331	$5,135,049	$10,641,362		$13,262,942	$21,799,814	$31,663,456	$43,161,640	$33,584,365
Present Value		$1,136,637	$1,408,605	$481,427	-$1,521,597	$3,898,817	$4,351,718	$8,865,509	$1,982,185	$6,237,809	$8,939,064	$7,767,761	-$6,221,215
Net Financial Benefit at 80 Years	$882,266,511												
Net Present Value	$250,412,788												

	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Total at Full Build-out
TOTAL REVENUE:	$22,897,945	$25,575,307	$27,453,569	$29,731,830	$32,910,091	$34,288,353	$36,366,026	$36,271,848	$36,736,980	$37,202,132	$37,867,274	$38,132,417	$38,597,559	$38,528,329	$584,329,659
TOTAL CITY OF WINNIPEG COSTS:	$14,604,645	$13,748,361	$17,392,081	$19,513,947	$12,253,519	$18,353,091	$13,512,065	$15,220,517	$15,563,832	$29,169,616	$19,669,515	$20,023,802	$21,847,340	$25,837,304	$336,096,148
DIFFERENCE:	$8,292,404	$11,426,946	$10,061,487	$10,617,883	$20,656,572	$14,935,261	$22,853,961	$21,051,331	$21,573,158	$8,032,516	$17,987,760	$18,109,615	$16,750,218	$12,691,025	$248,233,501
Cumulative Difference:	$41,876,768	$53,303,715	$63,365,202	$73,983,086	$94,639,657	$109,574,918	$132,428,879	$153,480,210	$174,653,367	$182,685,883	$200,683,643	$218,792,258	$235,542,476	$248,233,501	
Present Value	$5,178,411	$6,662,728	$5,819,258	$5,605,733	$11,928,713	$7,867,364	$11,281,359	$9,991,855	$9,663,153	$3,534,938	$7,594,252	$7,347,142	$6,534,620	$4,768,617	$128,714,252

INFRASTRUCTURE LEVY:

	Year	1	2	3	4	5	6	Total at 6 Years	7	8	9	19	11
Annual Revenue from Levy	$3.75	$14,190	$57,750	$136,279	$237,279	$342,540	$437,415	$1,227,435	$519,915	$602,415	$694,915	$787,415	$767,416
Present Value of Levy		$13,644	$53,393	$122,922	$202,819	$261,543	$345,695	$1,020,817	$395,093	$448,179	$481,212	$518,438	$998,499
Total Revenue from Levy	$109,801,141												
Net Present Value of Levy	$23,869,672												

	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Total at Full Build-out
Annual Revenue from Levy	$932,415	$1,018,915	$1,097,415	$1,179,915	$1,262,615	$1,344,115	$1,411,410	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$22,747,066
Present Value of Levy	$582,388	$609,532	$633,730	$655,165	$674,014	$698,443	$696,712	$673,596	$647,688	$622,777	$598,824	$575,793	$553,647	$532,353	$12,109,094

Waverley West: 2013 Cost Benefit Analysis Update

Projected to project build out (25 years), and through to 80 years

* all costs and revenues discounted by 4% which represents the City's long-term cost of borrowing less an allowance for inflation

FISCAL BENEFITS:

DIRECT REVENUE TO THE CITY OF WINNIPEG	Build-out Year	26 (2033)	27 (2034)	28 (2035)	29 (2036)	30 (2037)	After 30 Years
SINGLE FAMILY [1]	Avg Assessed Value						
Total Units 8601		8601	8601	8601	8601	8601	
Units per Year		8	0	9	0	0	
Annual Municipal Tax per Dwelling	$443,140	$2,911	$2,911	$2,911	$2,911	$2,911	
Total Municipal Tax		$25,838,947	$25,838,947	$25,038,947	$25,838,947	$25,838,947	$528,123,538
MULTI-FAMILY [2]	Avg Assessed Value						
Total Units 6328		6326	6326	6328	6328	6328	
Units per Year		0	8	8	0	0	
Annual Municipal Tax per Dwelling	$235,993	$1,550	$1,550	$1,550	$1,550	$1,550	
Total Municipal Tax		$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$165,294,484
COMMERCIAL [3]	Avg Assessed Value						
Total Acres 100		100	180	100	180	100	
Acres per Year		0	0	8	0	0	
Annual Municipal Tax per Acre	$2,000,000	$18,980	$14,980	$18,989	$19,000	$10,980	
Total Municipal Tax		$1,998,800	$1,898,000	$1,698,989	$1,998,000	$1,898,000	$33,215,800
BUSINESS/OFFICE [4]	Avg Assessed Value						
Total Acres 75		75	75	75	75	75	
Acres per Year		8	9	0	8	0	
Annual Municipal Tax per Acre	$1,900,000	$18,931	$18,831	$18,031	$18,001	$16,031	
Total Municipal Tax		$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$23,665,688
Business Taxes (est. 10% comm & bus tax) [5]	8.1	$325,933	$325,833	$325,033	$325,033	$325,033	$5,688,869
FEES							
City Permit Fees							
Single Family Homes ($1,065 per house) [6]	$1,065	$0	$0	$9	$0	$0	$9,160,865
Multi-Family Units ($1,069 per unit) [7]	$1,069	$9	$0	$0	$9	$0	$6,764,632
Commercial/Office (estimated at $3,660 per acre) [8]	$3,660	$0	$0	$9	$8	$0	$640,500
Development Fees							
Per Acre Administration Fee (3000 acres) [9]	$1,200	$9	$8	$0	$0	$0	$3,600,000
Lot Fee [10]	$35.60	$0	$9	$9	$0	$0	$306,196
Infrastructure Levy [11]	$0.00	$8	$0	$0	$0	$0	$0
TOTAL REVENUE:		$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$776,458,172
Cumulative Total:		$622,755,354	$661,131,068	$699,806,763	$738,032,467	$776,458,172	$776,458,172

DIRECT REVENUE TO THE CITY OF WINNIPEG	31 (2038)	32 (2039)	33 (2040)	34 (2041)	35 (2042)	36 (2043)	37 (2044)	38 (2045)	39 (2046)	40 (2047)	After 40 Years
SINGLE FAMILY [1]											
Total Units	8501	8601	8601	8601	8601	8691	8601	8601	8681	8681	
Units per Year	8	0	0	9	9	0	9	0	8	0	
Annual Municipal Tax per Dwelling	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	
Total Municipal Tax	$25,838,947	$25,038,947	$25,038,947	$25,038,947	$25,036,947	$25,838,947	$25,036,947	$25,038,947	$35,038,947	$25,038,947	$778,513,013
MULTI-FAMILY [2]											
Total Units	6328	6328	6328	6326	6328	6328	6328	6326	6326	6328	
Units per Year	8	0	0	0	0	0	0	8	8	8	
Annual Municipal Tax per Dwelling	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	
Total Municipal Tax	$9,811,400	$9,811,408	$9,811,400	$9,811,400	$9,011,400	$9,511,498	$9,011,480	$9,811,408	$9,811,400	$9,811,400	$263,408,478
COMMERCIAL [3]											
Total Acres	100	100	100	100	140	190	100	100	100	190	
Acres per Year	8	8	0	0	8	0	0	8	8	0	
Annual Municipal Tax per Acre	$18,988	$18,988	$10,980	$10,980	$19,980	$18,880	$18,980	$18,960	$10,988	$18,900	
Total Municipal Tax	$1,698,008	$1,898,408	$1,890,000	$1,898,000	$1,899,000	$1,898,000	$1,898,898	$1,098,000	$1,898,000	$1,898,000	$52,195,000
BUSINESS/OFFICE [4]											
Total Acres	75	75	75	75	75	75	75	75	75	75	
Acres per Year	0	9	0	0	8	0	0	0	0	0	
Annual Municipal Tax per Acre	$18,031	$18,831	$18,031	$10,031	$16,031	$18,031	$18,031	$16,031	$16,031	$16,031	
Total Municipal Tax	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$37,188,938
Business Taxes (est. 10% comm & bus tax) [5]	$325,033	$325,033	$325,033	$325,033	$325,033	$326,033	$325,833	$325,833	$325,033	$325,833	$8,939,394
FEES											
City Permit Fees											
Single Family Homes ($1,065 per house) [6]	$8	$0	$0	$8	$0	$0	$0	$0	$0	$0	$9,160,065
Multi-Family Units ($1,069 per unit) [7]	$0	$0	$0	$8	$0	$0	$0	$9	$0	$0	$6,764,632
Commercial/Office (estimated at $3,660 per acre) [8]	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8	$648,500
Development Fees											
Per Acre Administration Fee (3000 acres) [9]	$0	$0	$0	$0	$0	$0	$8	$0	$8	$0	$3,688,000
Lot Fee [10]	$8	$8	$0	$0	$0	$0	$0	$0	$0	$0	$306,196
Infrastructure Levy [11]	$0	$0	$0	$8	$0	$0	$0	$0	$0	$8	$0
TOTAL REVENUE:	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$1,160,715,216
Cumulative Total:	$814,883,876	$853,309,580	$891,735,285	$930,160,989	$968,586,694	$1,007,012,398	$1,045,438,102	$1,083,863,807	$1,122,289,511	$1,160,715,216	$1,160,715,216

DIRECT REVENUE TO THE CITY OF WINNIPEG	41 (2048)	42 (2049)	43 (2050)	44 (2051)	45 (2052)	46 (2053)	47 (2054)	48 (2055)	49 (2056)	50 (2057)	After 50 Years
SINGLE FAMILY [1]											
Total Units	8601	8601	8601	8601	8601	8681	8661	8601	8681	8601	
Units per Year	0	0	0	8	8	0	8	0	0	8	
Annual Municipal Tax per Dwelling	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	
Total Municipal Tax	$25,038,947	$25,038,947	$25,036,947	$25,038,947	$25,036,947	$25,838,947	$25,838,947	$25,038,947	$25,038,947	$25,836,947	$1,028,992,486
MULTI-FAMILY [2]											
Total Units	6328	6328	6323	6328	6320	6328	6329	6328	6325	6325	
Units per Year	0	8	0	0	0	0	0	0	9	8	
Annual Municipal Tax per Dwelling	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,559	
Total Municipal Tax	$8,911,400	$9,811,400	$9,811,498	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$361,522,474
COMMERCIAL [3]											
Total Acres	100	100	100	100	100	180	100	100	100	100	
Acres per Year	0	0	0	0	0	8	0	0	0	0	
Annual Municipal Tax per Acre	$18,980	$10,980	$18,980	$10,980	$19,980	$18,980	$18,980	$18,980	$16,900	$18,980	
Total Municipal Tax	$1,898,000	$1,890,000	$1,096,000	$1,898,000	$1,898,000	$1,898,000	$1,898,008	$1,698,000	$1,898,000	$1,896,000	$71,175,000
BUSINESS/OFFICE [4]											
Total Acres	75	75	75	75	75	75	75	75	75	75	
Acres per Year	8	0	0	0	0	0	0	0	0	8	
Annual Municipal Tax per Acre	$18,001	$16,031	$16,031	$16,831	$18,031	$18,031	$18,831	$10,031	$16,031	$15,831	
Total Municipal Tax	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$50,712,188
Business Taxes (est. 10% comm & bus tax) [5]	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,833	$12,168,719
FEES											
City Permit Fees											
Single Family Homes ($1,065 per house) [6]	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8	$9,160,065
Multi-Family Units ($1,069 per unit) [7]	$8	$0	$0	$0	$0	$0	$0	$0	$0	$8	$6,764,632
Commercial/Office (estimated at $3,660 per acre) [8]	$8	$0	$0	$0	$58	$0	$0	$0	$9	$8	$648,500
Development Fees											
Per Acre Administration Fee (3000 acres) [9]	$8	$0	$0	$0	$58	$0	$0	$8	$8	$0	$3,600,000
Lot Fee [10]	$0	$0	$0	$0	$0	$8	$0	$0	$8	$9	$306,196
Infrastructure Levy [11]	$8	$0	$0	$0	$0	$0	$8	$0	$8	$0	$0
TOTAL REVENUE:	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$1,544,972,260
Cumulative Total:	$1,199,140,920	$1,237,566,624	$1,275,992,329	$1,314,418,033	$1,352,843,738	$1,391,269,442	$1,429,695,146	$1,468,120,851	$1,506,546,555	$1,544,972,240	$1,544,972,260

FISCAL COSTS:

DIRECT COSTS TO THE CITY OF WINNIPEG:	Build-out Year	26 (2033)	27 (2034)	28 (2035)	29 (2036)	30 (2037)	After 30 Years
Capital Costs [12] (City costs directly attributed to Waverley West development)							
Extension of Waverley Street [13]	$9,235,477	$8	$0	$8	$8	$0	$9,235,477
Improvements to Existing Waverley Street [14]	$5,447,344	$9	$0	$1,798,000	$8	$0	$5,447,344
Intersection Improvements Waverley/Bison [15]	$3,250,000	$9	$8	$8	$0	$8	$3,250,800
Extension of Bison Drive [16]	$9,000,000	$8	$8	$8	$8	$0	$9,000,000
Extension of Kenaston Boulevard [17]	$9,789,098	$8	$8	$8	$1,625,000	$0	$9,788,098
Offsite Transportation Improvements [18]	$35,100,000	$8	$8		$0	$0	$35,100,000
Fire and Paramedic Services [19]	$18,600,000	$8	$0	$8	$8	$0	$9,850,000
Police [20]	$4,200,000	$8	$8	$8	$8	$0	$1,950,000
Community Services [21]	$39,400,000	$8	$8	$0	$0	$0	$19,700,000
Miscellaneous, Capital Contingency [22]	$25,300,000	$1,600,000	$1,600,000	$1,600,000	$1,500,000	$0	$7,800,000
Infrastructure Renewal approx. 58 Years [23]	$159,400,000	$9	$0	$8	$0	$0	$0
Total Capital Cost:	$319,721,919	$1,600,000	$1,600,000	$3,300,988	$3,125,800	$8	$111,121,919
Annual City of Winnipeg Operating Costs:		58.5%	59.0%	59.5%	60.0%	60.5%	
Residential [24]	$1,330.00	$11,615,508	$11,714,786	$11,814,064	$11,913,342	$12,012,620	$217,886,034
Commercial/Business/Office [25]		$1,161,551	$1,171,479	$1,181,406	$1,191,334	$1,201,262	$20,366,318
Annual Transit Subsidy [26]		$5,859,458	$5,859,458	$5,859,450	$5,459,450	$5,859,450	$90,621,480
Total Operating Costs:		$18,636,500	$18,745,715	$18,854,921	$16,964,126	$19,073,232	$328,873,832
TOTAL CITY OF WINNIPEG COSTS:		$20,236,500	$20,345,715	$22,154,921	$22,089,126	$19,073,332	$439,995,751
Cumulative Total:		$356,382,658	$376,678,373	$398,833,293	$420,922,419	$439,995,751	

DIRECT COSTS TO THE CITY OF WINNIPEG:	31 (2038)	32 (2039)	33 (2040)	34 (2041)	35 (2042)	36 (2043)	37 (2044)	38 (2045)	39 (2046)	40 (2047)	After 40 Years
Capital Costs [12]											
Extension of Waverley Street [13]	$0	$0	$8	$0	$0	$0	$0	$8	$0	$0	$9,235,477
Improvements to Existing Waverley Street [14]	$8	$8	$0	$0	$60	$0	$0	$8	$8	$0	$5,447,344
Intersection Improvements Waverley/Bison [15]	$8	$0	$0	$9	$0	$0	$0	$0	$0	$8	$3,250,000
Extension of Bison Drive [16]	$8	$8	$8	$8	$0	$0	$0	$0	$8	$0	$9,000,000
Extension of Kenaston Boulevard [17]	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,789,098
Offsite Transportation Improvements [18]	$0	$0	$0	$0	$0	$0	$0	$8	$0	$0	$35,100,000
Fire and Paramedic Services [19]	$0	$0	$8	$0	$1,850,000	$0	$0	$0	$0	$0	$11,798,000
Police [20]	$0	$8	$8	$0	$450,000	$0	$0	$0	$9	$0	$2,400,000
Community Services [21]	$8	$0	$0	$0	$0	$0	$0	$8	$0	$8	$19,700,000
Miscellaneous, Capital Contingency [22]	$0	$0	$0	$8	$0	$0	$0	$0	$0	$1,500,008	$9,300,000
Infrastructure Renewal approx. 58 Years [23]	$0	$0	$0	$8	$1,000,000	$1,000,000	$1,000,000	$1,988,000	$1,000,008	$1,598,408	$6,580,000
Total Capital Cost:	$9	$0	$9	$0	$3,399,000	$1,900,900	$1,009,000	$1,988,008	$1,000,880	$3,900,980	$121,421,919
Annual City of Winnipeg Operating Costs:	61.0%	61.5%	62.0%	62.5%	63.0%	64.0%	65.0%	65.5%	66.0%	67.0%	
Residential [24]	$12,111,898	$12,211,176	$12,310,453	$12,409,731	$12,509,009	$12,787,565	$12,906,121	$13,005,398	$13,104,676	$13,303,232	$344,265,293
Commercial/Business/Office [25]	$1,211,198	$1,221,118	$1,231,045	$1,240,973	$1,250,981	$1,270,756	$1,290,612	$1,386,540	$1,310,468	$1,330,323	$33,824,244
Annual Transit Subsidy [26]	$5,859,450	$5,859,458	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,459	$5,859,458	$5,859,458	$149,415,980
Total Operating Costs:	$19,182,537	$19,291,743	$19,400,948	$19,510,154	$19,619,360	$19,857,771	$20,056,183	$20,165,388	$20,274,594	$20,493,985	$526,705,517
TOTAL CITY OF WINNIPEG COSTS:	$19,182,537	$19,291,743	$19,400,948	$19,510,154	$22,919,360	$20,837,771	$21,056,183	$21,165,388	$21,274,594	$23,493,005	$648,127,436
Cumulative Total:	$459,178,289	$478,470,032	$497,870,981	$517,381,135	$540,300,495	$561,138,266	$582,194,449	$603,359,837	$624,634,431	$648,127,436	

DIRECT COSTS TO THE CITY OF WINNIPEG:	41 (2048)	42 (2049)	43 (2050)	44 (2051)	45 (2052)	46 (2053)	47 (2054)	48 (2055)	49 (2056)	50 (2057)	After 58 Years
Capital Costs [12]											
Extension of Waverley Street [13]	$0	$8	$0	$0	$0	$0	$0	$8	$0	$0	$9,235,477
Improvements to Existing Waverley Street [14]	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8	$5,447,344
Intersection Improvements Waverley/Bison [15]	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8	$3,250,000
Extension of Bison Drive [16]	$8	$8	$0	$8	$0	$9	$0	$8	$0	$8	$9,000,000
Extension of Kenaston Boulevard [17]	$0	$0	$0	$8	$0	$8	$0	$0	$0	$8	$9,789,098
Offsite Transportation Improvements [18]	$0	$0	$0	$0	$0	$0	$0	$0	$8	$8	$35,100,000
Fire and Paramedic Services [19]	$0	$0	$0	$0	$1,058,000	$0	$0	$0	$0	$8	$13,550,000
Police [20]	$8	$0	$0	$0	$450,000	$0	$0	$0	$8	$0	$2,850,000
Community Services [21]	$0	$8	$0	$0	$0	$0	$0	$0	$8	$8	$19,700,000
Miscellaneous, Capital Contingency [22]	$1,500,406	$1,500,000	$1,500,000	$1,508,000	$0	$0	$0	$0	$0	$8	$16,300,000
Infrastructure Renewal approx. 58 Years [23]	$1,500,000	$1,500,000	$1,598,000	$1,500,000	$2,000,000	$2,006,000	$2,000,000	$2,000,000	$2,500,000	$2,500,000	$25,500,000
Total Capital Cost:	$3,000,088	$5,800,000	$3,800,000	$3,899,800	$4,300,000	$2,988,800	$2,000,008	$2,000,009	$2,509,009	$2,500,900	$148,721,919
Annual City of Winnipeg Operating Costs:	68.0%	69.0%	70.0%	71.0%	71.5%	72.8%	73.0%	74.0%	75.0%	76.0%	
Residential [24]	$13,501,788	$13,700,343	$13,896,899	$14,097,455	$14,196,733	$14,296,810	$14,494,566	$14,693,122	$14,891,679	$15,090,233	$487,126,119
Commercial/Business/Office [25]	$1,358,179	$1,378,034	$1,389,890	$1,409,745	$1,419,673	$1,429,601	$1,449,457	$1,469,312	$1,459,168	$1,509,023	$47,318,326
Annual Transit Subsidy [26]	$5,058,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,659,450	$5,859,450	$5,859,450	$5,859,450	$5,659,450	$208,010,480
Total Operating Costs:	$20,711,416	$20,929,828	$21,148,239	$21,366,650	$21,475,856	$21,585,861	$21,803,473	$22,021,884	$22,240,295	$22,458,707	$742,446,926
TOTAL CITY OF WINNIPEG COSTS:	$23,711,416	$23,929,828	$24,148,239	$24,366,650	$25,775,856	$23,585,061	$23,803,473	$24,021,884	$24,740,295	$24,958,707	$891,168,845
Cumulative Total:	$671,938,852	$695,768,680	$719,916,919	$744,283,569	$770,059,425	$793,644,486	$817,447,958	$841,469,843	$866,219,138	$891,158,845	$891,168,845

SUMMARY:

	Year	26	27	28	29	30	After 30 Years
TOTAL REVENUE:		$38,425,784	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$776,458,172
TOTAL CITY OF WINNIPEG COSTS:		$20,236,509	$20,345,715	$22,154,921	$22,089,126	$19,073,332	$439,995,751
DIFFERENCE:		$18,189,195	$18,079,989	$16,270,784	$16,336,579	$19,352,373	$336,462,420
Cumulative Difference:		$266,422,566	$284,502,686	$300,773,470	$317,110,048	$336,462,420	
Present Value		$6,560,647	$5,270,440	$5,425,940	$5,239,347	$5,866,688	$156,176,324
Net Financial Benefit at 58 Years	$882,266,511						
Net Present Value	$250,412,709						

	31	32	33	34	35	36	37	38	39	40	After 40 Years
TOTAL REVENUE:	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,435,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$1,160,715,216
TOTAL CITY OF WINNIPEG COSTS:	$19,182,537	$19,291,743	$19,400,949	$19,510,154	$22,919,360	$20,837,771	$21,056,183	$21,165,388	$21,274,594	$23,493,005	$648,127,436
DIFFERENCE:	$19,243,167	$19,133,961	$19,024,756	$18,915,550	$15,506,344	$17,587,933	$17,369,522	$17,259,316	$17,151,111	$14,932,699	$512,587,780
Cumulative Difference:	$355,705,587	$374,839,549	$393,864,304	$412,779,854	$428,286,199	$445,874,132	$463,243,654	$480,503,970	$497,655,080	$512,587,780	
Present Value	$5,704,834	$5,454,298	$5,214,575	$4,985,233	$3,929,548	$4,285,629	$4,068,624	$3,888,489	$3,715,294	$3,110,318	$202,534,153

	41	42	43	44	45	46	47	48	49	50	After 58 Years
TOTAL REVENUE:	$38,425,704	$38,425,704	$38,425,784	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$1,544,972,260
TOTAL CITY OF WINNIPEG COSTS:	$23,711,416	$23,929,828	$24,148,239	$24,366,650	$25,775,856	$23,585,061	$23,803,473	$24,021,884	$24,740,295	$24,958,707	$891,168,845
DIFFERENCE:	$14,714,288	$14,495,877	$14,277,466	$14,058,054	$12,648,848	$14,840,643	$14,622,232	$14,403,820	$13,685,409	$13,466,998	$653,803,415
Cumulative Difference:	$527,302,068	$541,797,945	$556,075,410	$570,134,464	$582,784,313	$597,624,956	$612,247,188	$626,651,008	$640,336,417	$653,803,416	$653,803,415
Present Value	$2,946,947	$2,791,542	$2,643,733	$2,583,163	$2,165,634	$2,442,975	$2,314,444	$2,182,186	$2,092,739	$1,894,976	$229,542,811

INFRASTRUCTURE LEVY:

	Year	26	27	28	29	30	After 30 Years
Annual Revenue from Levy	$3.25	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$28,842,891
Present Value of Levy		$511,876	$492,190	$473,260	$455,057	$437,555	$14,470,833
Total Revenue from Levy	$188,001,141						
Net Present Value of Levy	$23,869,672						

	31	32	33	34	35	36	37	38	39	40	After 40 Years
Annual Revenue from Levy	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$44,034,541
Present Value of Levy	$420,726	$404,544	$388,985	$374,024	$359,636	$345,805	$332,506	$319,717	$307,420	$295,597	$18,018,997

	41	42	43	44	45	46	47	48	49	50	After 58 Years
Annual Revenue from Levy	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$58,226,181
Present Value of Levy	$284,227	$273,296	$262,784	$252,677	$242,959	$233,614	$224,629	$215,989	$207,682	$199,694	$20,416,549

Waverley West: 2013 Cost Benefit Analysis Update

Projected to project build out (25 years), and through to 80 years

* all costs and revenues discounted by 4% which represents the City's long-term cost of borrowing less an allowance for inflation

FISCAL BENEFITS:

DIRECT REVENUE TO THE CITY OF WINNIPEG	Build-out Year	51 (2058)	52 (2059)	53 (2060)	54 (2061)	55 (2062)	56 (2063)	57 (2064)	58 (2065)	59 (2066)	60 (2067)	After 60 Years	61 (2068)	62 (2069)	63 (2070)	64 (2071)	65 (2072)	66 (2073)	67 (2074)	68 (2075)	69 (2076)	70 (2077)	After 70 Years
SINGLE FAMILY [1]	Avg Assessed Value																						
Total Units 8601		8601	8601	8601	8601	8601	8601	8601	8601	8601	8601		8601	8601	8601	8601	8601	8601	8601	8601	8601	8601	
Units per Year		0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	
Annual Municipal Tax per Dwelling	$443,100	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911		$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	$2,911	
Total Municipal Tax		$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$1,278,291,860	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$25,038,947	$1,529,681,434
MULTI-FAMILY [2]	Avg Assessed Value																						
Total Units 6328		6328	6328	6328	6328	6328	6328	6328	6328	6328	6328		6328	6328	6328	6328	6328	6328	6328	6328	6328	6328	
Units per Year		0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	
Annual Municipal Tax per Dwelling	$235,993	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550		$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	
Total Municipal Tax		$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$454,536,470	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$557,750,465
COMMERCIAL [3]	Avg Assessed Value																						
Total Acres 100		100	100	100	100	100	100	100	100	100	100		100	100	100	100	100	100	100	100	100	100	
Acres per Year		0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	
Annual Municipal Tax per Acre	$2,000,000	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980		$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	$18,980	
Total Municipal Tax		$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$90,155,880	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$109,135,090
BUSINESS/OFFICE [4]	Avg Assessed Value																						
Total Acres 75		75	75	75	75	75	75	75	75	75	75		75	75	75	75	75	75	75	75	75	75	
Acres per Year		0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	
Annual Municipal Tax per Acre	$1,900,000	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031		$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	$18,031	
Total Municipal Tax		$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$64,235,438	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$77,758,688
Business Taxes (est. 10% comm 6 bus tax) [5]	0.1	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$15,439,044	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$18,689,369
FEES																							
City Permit Fees																							
Single Family Homes ($1,065 per house) [6]	$1,065	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,160,865	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,160,865
Multi-Family Units ($1,069 per unit) [7]	$1,069	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$6,764,632	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$6,764,632
Commercial/Office (estimated at $3,660 per acre) [8]	$3,660	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$640,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$640,500
Development Fees																							
Per Acre Administration Fee (3000 acres) [9]	$1,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,600,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,600,000
Lot Fee [10]	$35.60	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$306,196	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$306,196
Infrastructure Levy [11]	$0.00	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL REVENUE:		$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$1,929,229,304	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$2,313,486,348
Cumulative Total:		$1,583,397,964	$1,621,823,668	$1,660,249,373	$1,698,675,077	$1,737,100,782	$1,775,526,486	$1,813,952,190	$1,852,377,895	$1,890,803,599	$1,929,229,304	$1,929,229,304	$1,967,655,008	$2,006,080,712	$2,044,506,417	$2,082,932,121	$2,121,357,826	$2,159,783,530	$2,198,209,234	$2,236,634,939	$2,275,060,643	$2,313,486,348	$2,313,486,348

FISCAL COSTS:

DIRECT COSTS TO THE CITY OF WINNIPEG:	Build-out Year	51 (2058)	52 (2059)	53 (2060)	54 (2061)	55 (2062)	56 (2063)	57 (2064)	58 (2065)	59 (2066)	60 (2067)	After 60 Years	61 (2068)	62 (2069)	63 (2070)	64 (2071)	65 (2072)	66 (2073)	67 (2074)	68 (2075)	69 (2076)	70 (2077)	After 70 Years
Capital Costs [12] (City costs directly attributed to Waverley West development):																							
Extension of Waverley Street [13]	$9,235,977	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,235,477	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,235,477
Improvements to Existing Waverley Street [14]	$5,447,344	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,447,344	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,447,344
Intersection Improvements Waverley/Bison [15]	$3,250,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,250,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,250,000
Extension of Bison Drive [16]	$9,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,000,000
Extension of Kenaston Boulevard [17]	$9,789,098	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,789,098	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,789,098
Offsite Transportation Improvements [18]	$35,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$35,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$35,100,000
Fire and Paramedic Services [19]	$18,600,000	$0	$0	$0	$0	$1,750,000	$0	$0	$0	$0	$0	$15,300,000	$0	$0	$0	$0	$1,750,000	$0	$0	$0	$0	$0	$17,050,000
Police [20]	$4,200,000	$0	$0	$0	$0	$950,000	$0	$0	$0	$0	$0	$3,300,000	$0	$0	$0	$0	$450,000	$0	$0	$0	$0	$0	$3,750,000
Community Services [21]	$39,400,000	$0	$0	$0	$0	$0	$0	$0	$0	$9,850,000	$9,850,000	$39,400,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$39,400,000
Miscellaneous Capital Contingency [22]	$25,300,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$15,300,000	$0	$0	$0	$0	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$24,300,000
Infrastructure Renewal approx. 50 Years [23]	$159,400,000	$2,500,000	$2,500,000	$2,500,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,500,000	$3,500,000	$3,500,000	$55,500,000	$3,500,000	$3,500,000	$4,000,000	$4,500,000	$4,500,000	$4,500,000	$4,500,000	$5,000,000	$5,000,000	$5,000,000	$99,500,000
Total Capital Cost:	$319,721,919	$2,500,000	$2,500,000	$2,500,000	$3,000,000	$5,200,000	$3,000,000	$3,000,000	$3,500,000	$13,350,000	$13,350,000	$200,621,919	$3,500,000	$3,500,000	$4,000,000	$4,500,000	$8,200,000	$6,000,000	$6,000,000	$6,500,000	$6,500,000	$6,500,000	$255,821,919
Annual City of Winnipeg Operating Costs:		77.0%	78.0%	79.0%	80.0%	81.0%	82.0%	83.0%	84.0%	85.0%	86.0%		87.0%	87.5%	88.0%	88.5%	89.0%	89.0%	89.5%	89.5%	90.0%	90.0%	
Residential [24]	$1,339.00	$15,288,789	$15,487,345	$15,685,900	$15,884,456	$16,083,012	$16,281,567	$16,480,123	$16,678,679	$16,877,235	$17,075,790	$648,949,015	$17,274,346	$17,373,629	$17,472,902	$17,572,179	$17,671,457	$17,671,457	$17,770,735	$17,770,735	$17,870,013	$17,870,013	$825,266,476
Commercial/Business/Office [25]		$1,526,879	$1,548,734	$1,566,590	$1,588,446	$1,608,301	$1,629,157	$1,649,012	$1,667,868	$1,687,723	$1,707,578	$65,492,616	$1,727,935	$1,737,362	$1,747,290	$1,757,218	$1,767,146	$1,767,146	$1,777,074	$1,777,074	$1,787,001	$1,787,001	$83,124,352
Annual Transit Subsidy [26]		$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$269,604,980	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$325,199,480
Total Operating Costs:		$22,677,118	$22,895,529	$23,113,940	$23,332,352	$23,550,763	$23,769,174	$23,987,585	$24,205,997	$24,424,408	$24,642,819	$979,046,611	$24,861,230	$24,970,436	$25,079,642	$25,188,847	$25,298,053	$25,298,053	$25,407,259	$25,407,259	$25,516,464	$25,516,464	$1,231,590,318
TOTAL CITY OF WINNIPEG COSTS:		$25,177,118	$25,395,529	$25,613,940	$26,332,352	$28,750,763	$26,769,174	$26,987,585	$27,705,997	$37,774,408	$37,992,819	$1,179,668,530	$28,361,230	$28,470,436	$29,079,642	$29,688,847	$33,498,053	$31,298,053	$31,407,259	$31,907,259	$32,016,464	$32,016,464	$1,487,412,237
Cumulative Total:		$916,345,962	$941,741,491	$967,355,432	$993,687,783	$1,022,438,546	$1,049,207,720	$1,076,195,306	$1,103,901,303	$1,141,675,710	$1,179,668,530	$1,179,668,530	$1,208,029,760	$1,236,500,196	$1,265,579,838	$1,295,268,685	$1,328,766,738	$1,360,064,792	$1,391,472,050	$1,423,379,309	$1,455,395,773	$1,487,412,237	$1,487,412,237

SUMMARY:

	Year	51	52	53	54	55	56	57	58	59	60	After 60 Years	61	62	63	64	65	66	67	68	69	70	After 70 Years
TOTAL REVENUE:		$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$1,929,229,304	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$2,313,486,348
TOTAL CITY OF WINNIPEG COSTS:		$25,177,118	$25,395,529	$25,613,940	$26,332,352	$28,750,763	$26,769,174	$26,987,505	$27,705,997	$37,774,408	$37,992,819	$1,179,668,530	$28,361,230	$28,470,436	$29,079,642	$29,688,847	$33,498,053	$31,298,053	$31,407,259	$31,907,259	$32,016,464	$32,016,464	$1,487,412,237
DIFFERENCE:		$13,248,587	$13,030,175	$12,811,764	$12,093,353	$9,674,942	$11,656,530	$11,438,119	$10,719,708	$651,296	$432,885	$749,560,774	$10,064,474	$9,955,268	$9,346,063	$8,736,857	$4,927,651	$7,127,651	$7,018,445	$6,518,446	$6,409,240	$6,409,240	$826,074,110
Cumulative Difference:		$667,052,002	$680,082,177	$692,893,941	$704,987,294	$714,662,235	$726,318,766	$737,756,885	$748,476,592	$749,127,889	$749,560,774	$749,560,774	$759,625,248	$768,580,516	$778,926,579	$787,663,436	$792,591,087	$799,718,739	$806,737,184	$813,255,630	$819,664,870	$826,074,110	$826,074,110
Present Value		$1,782,542	$1,695,196	$1,602,692	$1,454,509	$1,119,968	$1,296,290	$1,223,978	$1,182,172	$64,389	$41,158	$249,933,847	$919,938	$874,955	$789,821	$709,940	$385,811	$535,463	$508,498	$452,769	$428,061	$411,599	$246,948,420
Net Financial Benefit at 80 Years	$892,266,511																						
Net Present Value	$250,412,789																						

INFRASTRUCTURE LEVY:

	Year	51	52	53	54	55	56	57	58	59	60	After 60 Years	61	62	63	64	65	66	67	68	69	70	After 70 Years
Annual Revenue from Levy	$3.75	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$72,417,841	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$86,608,491
Present Value of Levy		$192,019	$184,629	$177,528	$170,700	$164,134	$157,821	$151,751	$145,915	$140,303	$134,906	$22,036,250	$129,718	$124,729	$119,931	$115,319	$110,883	$106,618	$102,518	$98,575	$94,783	$91,138	$23,130,462
Total Revenue from Levy	$199,991,141																						
Net Present Value of Levy	$23,068,672																						

Waverley West: 2013 Cost Benefit Analysis Update

Projected to project build out (25 years), and through to 80 years

* all costs and revenues discounted by 4% which represents the City's long-term cost of borrowing less an allowance for inflation

FISCAL BENEFITS:

DIRECT REVENUE TO THE CITY OF WINNIPEG	Build-out Year	71 (2078)	72 (2879)	73 (2080)	74 (2081)	75 (2082)	76 (2083)	77 (2084)	78 (2085)	79 (2086)	80 (2087)	After 80 Years
SINGLE FAMILY [1]	Avg Assessed Value											
Total Units 8601		8601	8601	8601	8601	8601	8601	8501	8601	6601	8601	
Units per Year		8	8	0	0	8	8	0	8	0	8	
Annual Municipal Tax per Dwelling	$443,100	$2,911	$2,911	$2,911	$2,911	$2,911	$2,811	$2,911	$2,911	$2,811	$2,911	
Total Municipal Tax		$25,038,947	$25,038,947	$25,038,947	$25,838,947	$25,038,947	$25,838,947	$25,038,947	$25,038,947	$25,838,947	$25,938,947	$1,780,070,807
MULTI-FAMILY [2]	Avg Assessed Value											
Total Units 6328		6328	6328	6328	6328	6328	6328	6328	6328	6328	6328	
Units per Year		8	8	0	0	0	0	0	0	0	0	
Annual Municipal Tax per Dwelling	$235,993	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	$1,550	
Total Municipal Tax		$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,811,400	$9,611,400	$9,811,408	$9,811,408	$9,811,408	$9,811,400	$655,864,460
COMMERCIAL [3]	Avg Assessed Value											
Total Acres 100		100	100	100	100	100	100	100	100	180	100	
Acres per Year		8	8	0	0	8	0	0	0	0	0	
Annual Municipal Tax per Acre	$2,000,000	$18,980	$18,980	$18,980	$18,988	$18,880	$18,980	$18,980	$18,980	$18,980	$18,880	
Total Municipal Tax		$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,898,000	$1,899,008	$1,898,000	$1,898,000	$128,115,000
BUSINESS/OFFICE [4]	Avg Assessed Value											
Total Acres 75		75	75	75	75	75	75	75	75	75	75	
Acres per Year		0	0	0	0	0	0	0	0	8	8	
Annual Municipal Tax per Acre	$1,900,000	$18,031	$18,031	$18,031	$19,031	$16,031	$18,031	$18,031	$18,031	$18,031	$18,031	
Total Municipal Tax		$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$1,352,325	$91,281,838
Business Taxes (est. 10% comm & bus tax) [5]	0.1	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$325,033	$21,939,694
FEES												
City Permit Fees												
Single Family Homes ($1,065 per house) [6]	$1,065	$0	$0	$0	$0	$0	$0	$0	$8	$0	$0	$9,160,065
Multi-Family Units ($1,069 per unit) [7]	$1,069	$0	$0	$0	$8	$0	$0	$0	$0	$0	$0	$6,764,632
Commercial/Office (estimated at $3,660 per acre) [8]	$3,660	$0	$0	$0	$8	$0	$0	$0	$0	$0	$8	$640,500
Development Fees												
Per Acre Administration Fee (3000 acres) [9]	$1,200	$8	$0	$0	$0	$0	$0	$0	$8	$0	$8	$3,600,000
Lot Fee [10]	$35.60	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$306,196
Infrastructure Levy [11]	$8.00	$0	$0	$0	$0	$8	$0	$0	$0	$0	$8	$0
TOTAL REVENUE:		$38,425,704	$38,425,704	$38,426,704	$38,426,704	$30,425,704	$38,425,704	$38,425,704	$38,426,704	$38,425,704	$38,425,704	$2,697,743,392
Cumulative Total:		$2,351,912,052	$2,390,337,756	$2,428,763,461	$2,467,189,165	$2,505,614,870	$2,544,040,574	$2,582,466,278	$2,620,891,983	$2,659,317,687	$2,697,743,382	$2,697,743,382

FISCAL COSTS:

DIRECT COSTS TO THE CITY OF WINNIPEG:	Build-out Year	71 (2078)	72 (2079)	73 (2080)	74 (2081)	75 (2082)	76 (2083)	77 (2084)	78 (2085)	79 (2086)	80 (2087)	After 80 Years
Capital Costs [12] (City costs directly attributed to Waverley West development)												
Extension of Waverley Street [13]	$9,235,477	$0	$0	$0	$0	$0	$0	$0	$8	$8	$0	$9,235,477
Improvements to Existing Waverley Street [14]	$5,447,344	$8	$0	$0	$0	$0	$0	$0	$8	$8	$0	$5,447,344
Intersection Improvements Waverley/Bison [15]	$3,250,000	$0	$0	$0	$8	$0	$0	$0	$8	$0	$0	$3,250,000
Extension of Bison Drive [16]	$9,000,000	$0	$0	$0	$8	$0	$0	$0	$0	$0	$0	$9,000,000
Extension of Kenaston Boulevard [17]	$9,789,098	$0	$0	$0	$0	$0	$0	$0	$8	$0	$0	$9,789,098
Offsite Transportation Improvements [18]	$35,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$35,100,000
Fire and Paramedic Services [19]	$18,600,000	$0	$0	$0	$0	$1,550,000	$0	$0	$8	$0	$8	$18,600,000
Police [20]	$4,200,000	$0	$0	$8	$0	$450,000	$0	$0	$0	$0	$8	$4,200,000
Community Services [21]	$39,400,000	$0	$0	$0	$8	$0	$0	$0	$0	$0	$8	$39,400,000
Miscellaneous, Capital Contingency [22]	$25,300,000	$1,000,000	$8	$0	$0	$0	$0	$0	$8	$0	$0	$25,300,000
Infrastructure Renewal approx. 58 Years [23]	$159,400,000	$5,500,800	$5,500,000	$5,500,000	$5,500,000	$6,000,000	$6,000,000	$6,000,000	$6,000,000	$6,750,000	$7,150,000	$159,400,000
Total capital Cost:	$318,721,919	$8,500,800	$5,500,000	$5,500,008	$5,500,800	$8,800,000	$6,008,900	$6,009,800	$8,000,080	$6,750,008	$7,158,009	$318,729,919
Annual City of Winnipeg Operating Costs:		90.0%	98.0%	90.0%	90.0%	90.0%	98.0%	98.0%	90.0%	90.0%	98.0%	
Residential [24]	$1,330.00	$17,678,813	$17,870,013	$17,870,813	$17,970,013	$17,878,013	$17,870,813	$17,878,013	$17,870,013	$17,870,013	$17,870,813	$1,003,966,606
Commercial/Business/Office [25]		$1,787,001	$1,787,001	$1,787,001	$1,787,001	$1,787,001	$1,787,001	$1,787,001	$1,767,001	$1,767,001	$1,787,001	$98,894,375
Annual Transit Subsidy [26]		$5,859,458	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,859,450	$5,659,450	$5,859,458	$5,859,450	$5,859,450	$383,793,980
Total Operating Costs:		$25,516,464	$25,516,464	$25,516,464	$25,516,464	$25,516,464	$25,516,464	$25,516,464	$25,516,464	$25,516,464	$25,516,464	$1,486,754,961
TOTAL CITY OF WINNIPEG COSTS:		$32,016,464	$31,016,464	$31,916,464	$31,016,464	$33,516,464	$31,516,464	$31,516,464	$33,526,464	$32,266,464	$32,666,464	$1,805,476,889
Cumulative Total:		$1,519,428,702	$1,550,445,166	$1,581,461,830	$1,612,478,095	$1,645,994,546	$1,677,511,023	$1,708,027,488	$1,740,543,952	$1,772,810,416	$1,805,476,880	$1,805,476,889

SUMMARY:

	Year	71	72	73	74	75	76	77	78	78	80	After 80 Years
TOTAL REVENUE:		$38,425,704	$38,425,704	$38,426,704	$38,425,704	$38,425,704	$38,425,704	$38,425,704	$38,426,704	$38,425,704	$38,425,704	$2,697,743,392
TOTAL CITY OF WINNIPEG COSTS:		$32,016,464	$31,016,464	$31,016,464	$31,916,464	$33,516,464	$31,516,464	$31,516,464	$31,516,464	$32,266,464	$32,666,464	$1,805,476,880
DIFFERENCE:		$6,409,249	$7,409,240	$7,409,240	$7,498,240	$4,909,240	$6,900,240	$6,909,240	$6,908,240	$6,159,240	$5,759,240	$892,266,511
Cumulative Difference:		$832,483,350	$839,892,590	$847,381,831	$854,711,071	$859,620,311	$866,520,551	$873,430,791	$880,348,031	$886,507,271	$892,266,511	$892,266,511
Present Value		$885,757	$439,920	$823,000	$406,730	$253,128	$358,883	$337,131	$324,213	$277,803	$249,361	$258,412,789
Net Financial Benefit at 80 Years	$892,266,511											
Net Present Value	$250,412,769											

INFRASTRUCTURE LEVY:

	Year	71	72	73	74	75	76	77	78	79	80	After 80 Years
Annual Revenue from Levy	$3.75	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$1,419,165	$100,801,141
Present Value of Levy		$87,633	$84,262	$81,021	$77,905	$74,909	$72,028	$69,257	$66,594	$64,032	$61,570	$23,869,672
Total Revenue from Levy	$100,801,141											
Net Present Value of Levy	$22,869,672											

Explanatory Notes

Benefits:

[1] **Property Taxes – Single Family: $2,911** in municipal property taxes per new single-family home: Municipal taxation from single-family homes is based on an average $443,100 assessed home (survey of 2012 assessed values in the South Pointe and Bridgwater Forest neighbourhoods) and the 2013 mill rate of 14.6.

- $443,100 x 0.45 x 0.0146 = $2,911.

Differences from 2004:

1. Assessed values for the average SF home have increased from $180,000 to $443,100. With the adjusted mill rate, municipal property taxes have increased from $2,405 in 2004 to $2,911 in 2013 or $506/home/yr.
2. The estimated number of SF homes in 2004 for Waverley West was 7,500. Based on today's knowledge (actual development plans), we have a better understanding of the number of SF homes. It is estimated that there will now be ~8,601 SF homes in Waverley West at build out.
3. Absorptions of SF homes has been greater than expected. In 2004 it was assumed that there would be 400 homes built /year. Although it took a couple of years for Waverley West (South Pointe was a year behind Bridgwater Forest plus the US housing crises of 2008/09 and recession impacted housing starts in 2009) to get going, permits hit 638 in 2012. 2013 permits are projected to be reduced somewhat to 575. Outward projections are assumed to be 500/year going forward.

[2] **Property Taxes – Multi-Family: $1,550** in municipal is property taxes per multi-family unit. Municipal taxation from multiple family properties calculated on a per unit average basis. Total estimate of 6,328 multi-family units at build out (40% detached semi-detached condos with an estimated assessed value of $285,000 per unit [based on survey of assessed values of 85 units in Bridgwater Forest], 35% to be medium density condo/lifelease or other equity developments with estimated assessed value of $234,800 per unit [based on survey of assessed values of 118 units on Shore St in SW Winnipeg]; and 25% to be medium density rental units with estimated assessed value of $159,250 per unit [based on survey of assessed values of 320 rental units in Sage Creek]).

- $285,000 x 0.45 x 0.0146 = $1,872.45 per unit x 2,531 units = $4,739,171
- $234,800 x 0.45 x 0.0146 = $1,542.64 per unit x 2,215 units = $3,416,939
- $159,250 x 0.45 x 0.0146 = $1,046.27 per unit x 1,582 units = $1,655,203
- $9,811,313 in assessment / 6,328 units = $1,550 / unit

Differences from 2004:

1. Assessed values for the average MF unit has increased from $105,332/unit in 2004 to $235,993 in 2013. With the adjusted mill rate, municipal property taxes have increased from $1,407 in 2004 to $1,550 in 2013 or $143/unit/yr.
2. The estimated number of MF units in 2004 for Waverley West was 4,000. Based on today's knowledge (actual development plans) we have a better understanding of the number of MF units being developed. It is estimated that there will now be ~6,328 MF units in Waverley West at build out.
3. MF absorptions fluctuate annually based on market conditions, the number of properties being sold and the density of each property. The 2004 study assumed that there would be 175 MF units constructed / year. The MF market in Winnipeg is picking up strength and in Waverley West has reached 300/year. Outward projections are assumed to be 300/year going forward to reflect the number of properties now reaching market in both South Pointe and the Bridgwater neighbourhoods (including the town centre), plus the overall strength of the multi-family market in the City.

[3] **Property Taxes – Commercial: $18,980** in municipal taxes per acre for neighbourhood/community commercial development. Estimated assessed value of 100 acres of commercial land $200M or $2M/ac (based on comparable examples of neighbourhood/community based commercial developments at Kenaston/McGillivray and South Glen). Using existing portioning and mill rates: $2,000,000 x 0.65 x 0.0146 = $18,980/ac in municipal taxes.

Difference from 2004: Assessed values for the average acre of commercial land has increased from ~$740,000/ac in 2004, to ~$2,000,000/ac in 2013. With the adjusted mill rate, municipal property taxes have increased from $14,278/ac in 2004 to $18,980/ac in 2013 or $4,702/ac/yr.

[4] **Property Taxes – Business/Office: $18,031** in municipal taxes per acre for business/office development. Estimated assessed value of 75 acres of business/office $142M or $1.9M/ac (based on comparable examples of business/office development in the West Fort Garry Business Park). Using existing portioning and mill rates: $1,900,000 x 0.65 x 0.0146 = $18,031/ac in municipal taxes.

Differences from 2004:

1. Assessed values for the average acre of business/office land has increased from ~$661,000/ac in 2004 to ~$1,900,000/ac in 2013. With the adjusted mill rate, municipal property taxes have increased from $12,755/ac in 2004 to $18,031/ac in 2013 or $5,276/ac/yr.
2. The assumed acreage for business/office land has been reduced from 100 acres in 2004 to 75 acres in 2013 based on a better understanding of the market and the most recent development plans.

[5] **Business Taxes**: Business taxes have been estimated at approximately **10%** of the taxes for the commercial and business/office areas (based on comparable examples of business taxes on commercial/business developments). Same methodology and assumptions as the 2004 study.

[6] **Permits – Single Family:** SF home permits. Same as 2004 study.

[7] **Permits – Multi-Family:** Multi-family permits calculated on an average per unit basis. Same as 2004 study, only the number of units has changed.

[8] **Permits – Commercial/Office:** Commercial/office permits. Same as 2004 study.

[9] **Administration Fee:** City of Winnipeg per acre administration charge at **$1,200/ac**. Total gross acreage of 3,000 acres. 25% paid in each of year 1, 6, 11, and 16.

[10] **Lot Fees**: Subdivision lot fees of **$35.60**/lot. Estimate based on single-family lots only.

[11] **Infrastructure Frontage Levy**: Infrastructure frontage levy of $3.75 per front foot. This levy is not included in the main analysis, however is included in a separate scenario shown in the data table. Residential frontage is estimated at an average of 44 feet per lot. At buildout, the infrastructure levy will provide the City of Winnipeg with over $1.4M annually.

Costs:

[12] **Hard Costs:** Costs have been updated from the 2004 study to include the actual costs where work has been completed and/or increases due to construction inflation from 2004-2013 (~6% annual/69% over the nine year period).

[13] **Waverley Street Extension:** The extension of Waverley Street has been completed to Kenaston Boulevard. City of Winnipeg share totalled $4.28M. Future western extension to Brady Road estimated to be completed by 2024, City of Winnipeg share (50%) of $4.95M. Total cost to the City of Winnipeg is **$9.23M.**

Difference from 2004: 2004 cost estimate to the City of Winnipeg (50% share) $4.85M.

[14] **Existing Waverley Street**: Improvements to existing Waverley Street between Sandusky and Bison Drive were completed in 2011. Total cost to the City of Winnipeg **$3.75M.** An additional **$1.7M** would be required to upgrade this portion of Waverley to 6 lanes. City cost included after buildout.

Difference from 2004: 2004 cost estimate to the City of Winnipeg (50% share) $2.35M plus $1.1M for future upgrade.

[15] **Waverley and Bison Intersection**: Improvements to Existing Waverley and Bison Intersection are assumed to be complete by 2018. City of Winnipeg share of these works estimated at **$3.25M**, which represents 25% of the total cost. The other 75% would be shared by the developers of three of the four quadrants abutting the intersection (Bridgwater Forest [NW], Waverley West SPA [SW] and the University of Manitoba lands [SE]). Total cost estimate is ~$13M.

Difference from 2004: 2004 cost estimate to the City of Winnipeg $360K. The 2004 estimate was based on new signals and new turning lanes. The plan today calls for significantly reconstructed intersection called a "continuous flow intersection" which involves three signal lights and additional pavements.

[16] **Bison Drive Extension**: The extension of Bison Drive through Waverley West to Brady Road is assumed to be complete by 2024. Cost estimate for this project is $18 million and the City of Winnipeg's 50% cost share is **$9.0M**.

Difference from 2004: 2004 cost estimate to the City of Winnipeg (50% share) totalled $5.3M.

[17] **Kenaston Boulevard Extension**: The extension of Kenaston Boulevard to the Perimeter Highway is underway. The total cost of the project is ~$51.1M. The Federal Government is contributing $18.2M and the Province $15M. The City's share is $16.3M. For the purpose of this study, it is assumed that ½ of the usage of Kenaston will be attributed to Waverley West and ½ attributed to the city at large as Kenaston will function as a regional expressway route, therefore the Waverley West cost to the City is **$8.16M**. Additional $3.25M to add a third lane in each direction after buildout with ½ of the cost attributed to Waverley West (**$1.625**) and the other half for regional needs.

Difference from 2004: 2004 cost estimate $33.4M to be funded by the City alone, 50% share totalled $16.7M with an additional $2.1M for future widening.

[18] **Offsite Transportation Improvements**: Waverley, Kenaston and Bishop Grandin as identified in the Waverley West Transportation Report. 2004 cost estimate of $20.8M, increased for inflation to **$35.1M** today.

[19] **Fire and Paramedic Services**: 2004 cost estimate of $11.0M increased for inflation to **$18.6M** today.

[20] **Police Services**: 2004 cost estimate of $2.5M, increased for inflation to **$4.2M** today.

[21] **Community Services**: 2004 cost estimate of $35M for a multi-regional recreation centre, grown for inflation totals $59M today. Assumed that at full build out, Waverley West would account for approximately 1/3 of the usage therefore 1/3 of the initial capital cost, plus another 1/3 of complete renewal cost for a total of **$39.4M** today.

[22] **Miscellaneous Capital Improvements**: A capital budget line item added to the Cost-Benefit Analysis to cover any unforeseen capital items that may arise after development. 2004 cost estimate of $15.0M, increased for inflation to **$25.3M** today.

[23] **Infrastructure Renewal**: **$159.4M**. Renewal of regional transportation system within Waverley West (Waverley Street, Bison Drive and ½ of Kenaston, total of $64.0M). Local street renewal would require an additional estimated $86.7M, plus an estimate of $8.5M for main streets). The 2004 cost estimate for renewals totalled $94.2M,

The City of Winnipeg's frontage levy for infrastructure renewal is not accounted for in this analysis. A separate tracking of revenue from this levy on the attached table shows at $3.75 per front foot, over fifty (50) years this would generate approximately **$58.2M**. All water and waste infrastructure would be renewed by the public utility through user fees, and therefore not included in this analysis.

[24] **Operating Cost Residential**: Assumed annual operating cost to service new residential development has been estimated on a per household basis. It is also estimated that the cost to provide services to residents in Waverley West will start off significantly less than in existing areas of the City, and will gradually increase as the development ages. In the 2004 WWCBA, the average city household cost $960 to service. The City's operating budget has increased 34.7% from 2003-2013 ($684.9M in 2003 and $922.7M in 2013). This adjustment would suggest that the cost would have increased to $1,293. Alternatively, the recent cost-benefit study prepared for the Ridgewood Community has identified a cost of $1,330/household. For sake of being conservative and also consistency with this recent study, this update uses the Ridgewood figure of **$1,330**/household.

[25] **Operating Costs Commercial/Business**: Estimate that the operating expenditures for commercial/business will be **10%** of the operating expenditures for the residential lands. Rationale is that the area to be dedicated for commercial/business use is approximately 10% of the residential area.

[26] **Transit**: In the 2004 WWCBA it was expected that at completion there could be as many as four transit routes servicing Waverley West. It was estimated that the total cost to operate those four routes was $9.0M. It was anticipated that a subsidy of $4.35M would be required at buildout to operate those routes. Grown for 34.7% (increase in the City's operating budget from 2003-2013) would suggest that the cost today would be **$5.86M** at buildout.

This is Exhibit "N" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Deloitte.

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February 5, 2016

Private and Confidential

Ladco Company Limited
200-40 Lakewood Blvd.
Winnipeg, MB R2J 2M6

Attention: Michael Carruthers

Dear Sir:

Subject: Waverley West Cost/Benefit Update

Ladco Company Limited ("Ladco" or the "Company") previously engaged MMM Group Limited ("MMM Group") to prepare the *Waverley West: 2013 Cost Benefit Analysis Update* report (the "CBA Report"), which was issued in December 2013 and contained a quantification of the net financial benefit (net present value, or "NPV") of the Waverley West development to the City of Winnipeg based on revenue and expense assumptions with current figures as of December 31, 2013.

You have provided us with information on cost overruns which have occurred related to the Kenaston Boulevard extension component of the Waverley West development, which would have an impact on the NPV calculations accompanying the CBA Report.

Pursuant to your request, we have updated certain cost inputs within the NPV calculations accompanying the CBA Report in order to illustrate the impact of the actual cost overruns on the updated estimated NPV for Waverley West.

Procedures performed

Our work has consisted of the following procedures:

a. Obtained the Excel workbook containing the NPV calculations (the "Model") which accompany the CBA Report;
b. Changed specific cost inputs in the Model to reflect revised cost data and cost sharing assumptions provided to us by Company management; and
c. Determined the net impact of the input assumptions to the NPVs calculated by the model.

The Model, as provided, presented the following costs for the Waverley Street and Kenaston Boulevard construction works:

Figure 1: City costs directly attributed to Waverley West development (Years 3-7) - per CBA Report

$CAD	3	4	5	6	7	TOTAL
Extension of Waverley Street (1)	$ 2,257,626	$ -	$ 2,027,851	$ -	$ -	$ 4,285,477
Improvements to Existing Waverley Street	-	3,747,344	-	-	-	3,747,344
Extension of Kenaston Boulevard (2)	-	2,281,692	-	2,802,640	3,079,766	8,164,098
Total Waverley/Kenaston costs per CBA Report	**$ 2,257,626**	**$ 6,029,036**	**$ 2,027,851**	**$ 2,802,640**	**$ 3,079,766**	**$ 16,196,919**

(1) The CBA Report also included $1.5 million in costs related to the extension of Waverley Street in Year 7. This has been excluded from our calculations as it relates to cost elements outside the scope of the analysis.
(2) Costs attributed to Waverley West development equal 50% of total estimated costs of Kenaston extension, with the other 50% attributed to the City at large.

You have requested that, for the purposes of our work, we correct a mechanical error which you had identified in the Model. This error was present in cell BE81 of the Excel file provided to us, and caused the Year 40 NPV ($3.1 million) to be double-counted in the calculation of the NPV. By correcting this error, the NPV as calculated by the Model decreased from $250.4 million to $247.3 million (the "Revised NPV").

The information you provided to us with respect to the cost overruns is as follows:

Figure 2: City costs directly attributed to Waverley West development

$CAD	
Actual reported cost (per Ladco)	$ 69,700,000
Less: Provincial contribution	(15,000,000)
Less: Federal contribution	(18,200,000)
City's cost - actual	**$ 36,500,000**
Less: City's cost - budgeted (per CBA Report) (1)	24,361,017
Total variance	**$ 12,138,983**

(1) Budgeted costs for the Waverley and Kenaston works are equal to the $16.2 million attributed to the Waverley West development (Figure 1 above), plus the remaining 50% of estimated Kenaston extension costs attributed to the City at large ($8.2 million).

In addition, you have also requested that we perform additional calculations to reflect two alternate scenarios:

"Scenario A"

- Update the capital cost inputs[1] in the Model to reflect the cost overruns related to the extension of Kenaston Boulevard, maintaining the original assumption used within the CBA Report that Waverley West and the City of Winnipeg (the "City") would each absorb 50% of the costs of the Kenaston extension; and

"Scenario B"

- Update the capital cost inputs in the Model to reflect the cost overruns related to the extension of Kenaston Boulevard, but to reflect an assumption that Waverley West carries

[1] City costs directly attributed to the Waverley West development.

100% of the costs (both past and future) of the Kenaston extension, instead of the 50% originally attributed to Waverley West as contemplated in the Model.

Based on information provided by you, we have assumed the cost overages to be allocated to Year 7 within the Model.

Quantification of impact on Waverley West NPV

The revised cost inputs for the Kenaston construction works are presented below. For the purposes of comparability to the Actual reported costs identified above, Waverley construction works have also been presented.

Scenario A

To reflect Scenario A, we have added 50% of the Total variance as calculated in Figure 2 above ($6.1 million) to the forecast Kenaston construction costs in Year 7 ($3.1 million):

Figure 3: Scenario A - 50% of variance is attributed to Waverley West

$CAD	3	4	5	6	7	TOTAL
Total Waverley/Kenaston costs per CBA Report *(Fig. 1 above)*	$ 2,257,626	$ 6,029,036	$ 2,027,851	$ 2,802,640	$ 3,079,766	$ 16,196,919
Kenaston construction variance (50%)	-	-	-	-	6,069,492	6,069,492
Revised total Waverley/Kenaston costs per Scenario A	**$ 2,257,626**	**$ 6,029,036**	**$ 2,027,851**	**$ 2,802,640**	**$ 9,149,258**	**$ 22,266,411**

When the changes discussed above were made to the Model, the NPV decreased $4.6 million (1.9%), from $247.3 million to $242.7 million.

Scenario B

To reflect Scenario B, we have added 100% of the Total variance as calculated in Figure 2 above ($12.1 million) to the forecast Kenaston construction costs in Year 7. In addition, to reflect a 100% attribution of costs to the Waverley West development, we have also added the 50% of costs which were originally attributed to the City at large (and therefore excluded) in the CBA Model:

Figure 4: Scenario B - 100% of Kenaston project attributed to Waverley West

$CAD	3	4	5	6	7	29 (1)
Total Waverley/Kenaston costs per CBA Report *(Fig. 1 above)*	2,257,626	6,029,036	2,027,851	2,802,640	3,079,766	1,625,000
Kenaston construction works - 50% attributed to City	-	2,281,692	-	2,802,640	3,079,766	1,625,000
Kenaston construction variance (100%)	-	-	-	-	12,138,983	-
Revised total Waverley/Kenaston costs per Scenario B	**$ 2,257,626**	**$ 8,310,728**	**$ 2,027,851**	**$ 5,605,280**	**$ 18,298,515**	**$ 3,250,000**

(1) CBA Report Model includes $1.625 million cost (50% of total) in Year 29 related to the addition of two lanes to Kenaston. Full amount of estimated cost has been reflected above.

When the changes discussed above were made to the Model, the NPV decreased $16.3 million (6.6%), from $247.3 million to $231.1 million.

Summary

On the basis of the scope of our review and our calculations outlined above, the NPV impacts can be summarized as follows:

Figure 5: NPV summary

$CAD	CBA Report	Revised NPV	Scenario A	Scenario B
Net present value ($)	**$ 250,412,789**	**$ 247,302,472**	**$ 242,690,157**	**$ 231,051,048**
$ change from Revised NPV	$ 3,110,318	$ -	$ (4,612,315)	$ (16,251,424)
% change from Revised NPV	*1.3%*		*-1.9%*	*-6.6%*

Restrictions and limitations

The nature of the procedures performed by Deloitte do not constitute an engagement to perform an audit or a review. We have not audited, reviewed, or otherwise performed any procedures to confirm the accuracy or completeness of the CBA Report and Model, and are not providing a review or critique of these documents. Our analysis has been limited to the procedures noted above and the information provided by you. We have not verified actual cost estimates provided to us and used in our calculations, and have used the existing Model as the basis of our work. Accordingly, we do not express any form of assurance on the appropriateness, completeness or accuracy of the inputs, analysis or conclusions contained within the CBA Report and Model, or estimates provided by Ladco.

This letter and its contents are to be used only for the purpose of discussions between the Company and the City and must not be disclosed, published, or used, in whole or in part, by the Company for any other purpose without prior written authorization from Deloitte LLP. Should you wish to discuss further the contents of this letter, please do not hesitate to contact the undersigned at 204-926-7653.

Yours very truly,

Deloitte LLP

Dean Schinkel, CA, CBV
Partner, Financial Advisory
Deloitte LLP

This is Exhibit "O" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

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A Notary Public in and for
the Province of Manitoba.

REVIEW OF MUNICIPAL GROWTH FINANCING MECHANISMS

City of Winnipeg

Report for Council Consideration

HEMSON Consulting Ltd.

August 31, 2016

TABLE OF CONTENTS

I INTRODUCTION

For many years the City of Winnipeg experienced relatively modest rates of growth and was able to absorb the added demands placed on infrastructure and annual operations without the need to change the way in which it funded and financed the additional needs. In the last ten years, the City has been experiencing a period of increasing growth placing greater pressure on the City's infrastructure and resources. With growth expected to continue, the funding of new infrastructure for expanded City services will be a significant challenge. Recognizing this challenge, the City is in the process of examining the costs and revenues associated with growth as well as the potential to introduce new funding mechanisms. To assist the City in this process Hemson was retained to undertake a review of funding and financing principles and practices and to calculate what level of charges would be required in order to pay for off-site infrastructure that would be needed to met the service demands of growth anticipated to occur up to 2041.

This report provides an overview of the City's current context and practices related to development-related funding, as well as a review of key financing mechanisms employed by municipalities across Canada to fund the initial emplacement of development-related costs, and which could be employed to fund the costs of growth in Winnipeg.

The report is organized as follows:

Section II provides an overview of the City's current context as it relates to growth and funding practices. In particular, it considers the extent to which new development-growth funds the associated municipal servicing requirements – does growth pay for growth in Winnipeg.

Section III explores some of the key principles that underlie the question of who should pay for growth. It also examines a variety of development-related capital funding mechanisms that are available to Canadian municipalities.

Section IV presents a closer examination of legislative charges as a funding mechanism, with a comparison of how this mechanism is employed by 13 Canadian municipalities to fund the City-wide costs associated with development. A detailed summary of this review is provided in Appendix A.

Section V concludes the report with a summary of lessons learned, implications for Winnipeg.

A second report addresses the calculation of charges required to pay for off-site infrastructure to meet future growth needs.

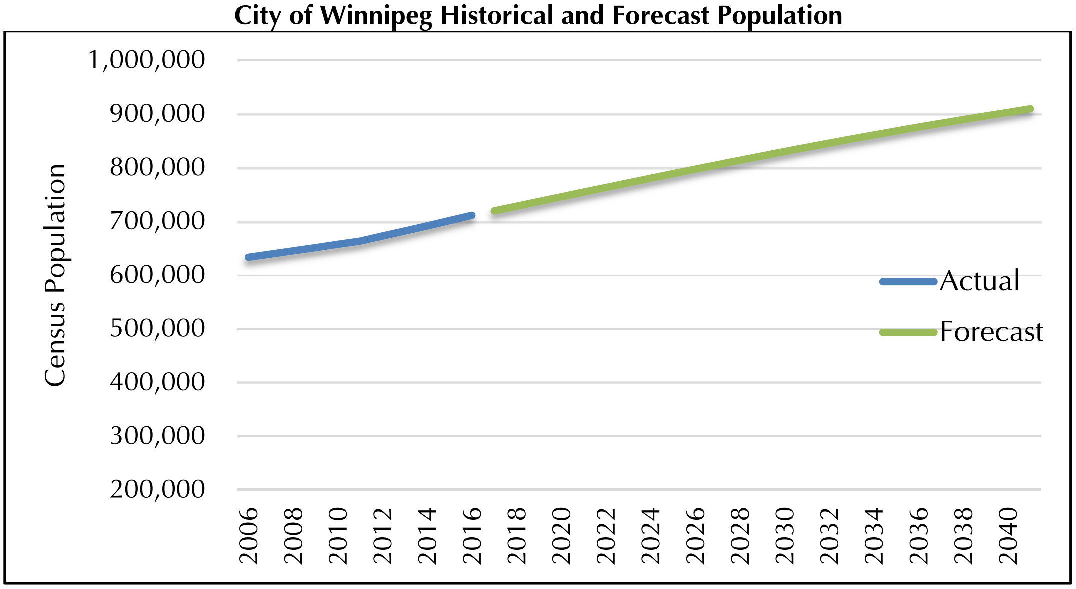
II WINNIPEG'S CURRENT CONTEXT

This section describes Winnipeg's current growth context including population and household growth trends and forecasts, relevant plans and policies, and current development funding practices.

A. WINNIPEG HAS EXPERIENCED SIGNIFICANT GROWTH IN RECENT YEARS

In recent years, the City of Winnipeg has experienced increasing rates of growth. Annual population growth rates have increased from an average of approximately 0.9 per cent between 2006 and 2011 to approximately 1.4 per cent between 2011 and 2016. As demonstrated by Figure 1, population growth is expected to remain relatively strong over the coming decades: the City's Census population of 711,500 in 2016 is anticipated to increase to approximately 910,000 in 2041, representing a total increase of 28 per cent.

Figure 1
City of Winnipeg Historical and Forecast Population

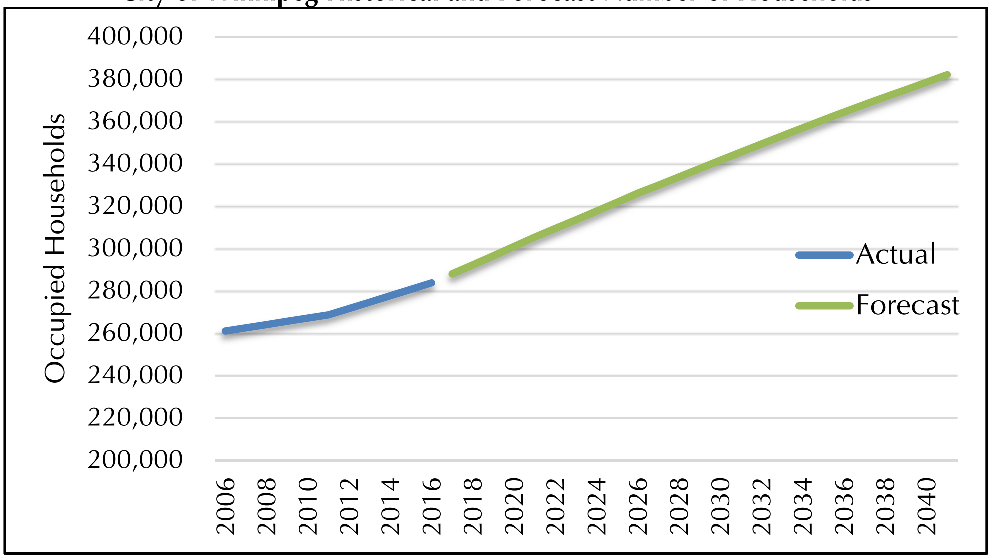


Source: City of Winnipeg Population, Housing, and Economic Forecast, 2016

Figure 2 illustrates how the City's recent growth trends have been reflected in housing development. While annual household growth averaged approximately 0.6 per cent during the mid 2000s, annual growth rates have reached 1.1 per cent in recent years.

In 2016, there was a total of 283,900 occupied households in Winnipeg; this number is expected to grow to 382,200 by 2041, representing a total increase of 35 per cent.

Figure 2
City of Winnipeg Historical and Forecast Number of Households



Source: City of Winnipeg Population, Housing, and Economic Forecast, 2016

Winnipeg's planning policy framework recognizes the need to plan for this growth while supporting sustainability and economic development. *OurWinnipeg*, the City's long-range development plan, is framed by overarching directions that include creating complete communities that are rich in amenities; supporting sustainable transportation with high quality transit, pedestrian, and cycling infrastructure; and protecting the natural environment with sustainable water, wastewater, stormwater management, and solid waste management systems and infrastructure. Implementation of these directions will require significant future capital and operating investment.

B. HOW WINNIPEG PAYS FOR DEVELOPMENT-RELATED SERVICING TODAY

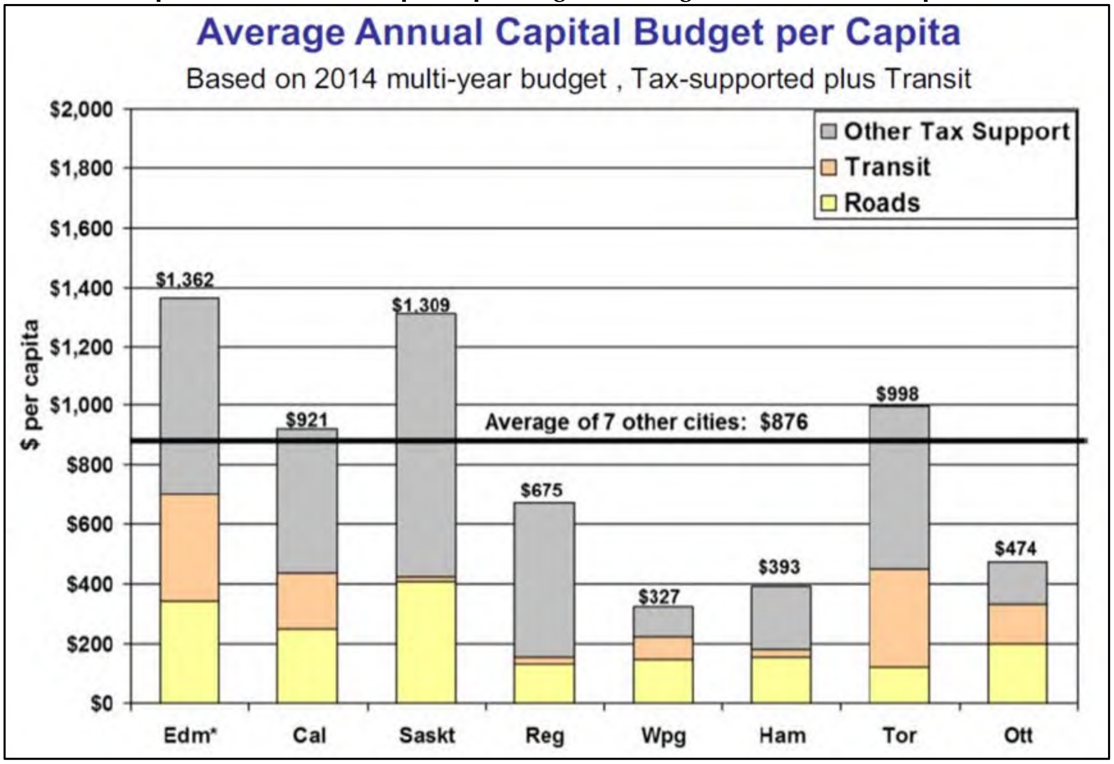
Historically Winnipeg has largely relied on property taxes and utility rates together with Federal and Provincial grants to pay for new infrastructure required to service growth. Additional operating costs and the costs of infrastructure repair and replacement are also paid for with property taxes and utility rates supplemented by fees and charges. However, for a number of years, property tax rates have been constrained and investment in both new and replacement infrastructure has been limited. As a result, service levels have declined and the average condition of the City's infrastructure has deteriorated.

Recently with the significant increase in development activity, the added demands on the City's existing infrastructure have risen leading to further reductions in service levels. As new development is projected to continue at robust levels for an extended period there is a pressing need to invest in new infrastructure to prevent further declines in service levels. Specifically, new and expanded City-wide capital infrastructure, including water, wastewater, stormwater and transportation infrastructure as well as protection and recreational facilities and further capital investment will be required over the coming decades.

When a new development is undertaken, the developer is responsible for the construction of the infrastructure within the development. This includes water distribution, wastewater collection, roads, sidewalks, street lights etc. In addition, through provisions of the development agreement funds must be provided by the developer to pay for boundary roads and intersections. As well, the City charges Trunk Service Rates, which pay for the costs of local land drainage trunk facilities across benefitting properties. Collectively, the infrastructure through these mechanisms is limited to services directly serving the development.

Because the development-related capital funding mechanisms are largely limited to local services, the City has to fund the majority of City-wide infrastructure costs through property taxes and utility rates. Since the late 1990's, because the increase in the City's property tax rate has been far below the rate of inflation, the City's tax revenues have in effect been declining. Partly as consequence of this and as shown in Figure 3, the City of Winnipeg's average annual per capita infrastructure spending is equal to roughly one-third of the average across eight major Canadian cities.

Figure 3
Comparison of Annual Capital Spending Across Eight Canadian Municipalities



Source: City of Winnipeg Community Trends and Performance Report, 2016

Furthermore, in contrast to Winnipeg, other municipalities in Manitoba, and many cities in other provinces, require developers to fully or partly fund the initial or first-round of required off-site or city-wide infrastructure for a broad range of services. This frees up property taxes to fund annual operating costs and long-term capital replacement requirements. Further details regarding capital funding mechanisms are provided within Section III and Appendix A.

In summary, given the City's current capital funding structure and as a result of the constrained flow of property tax revenues, the City has been unable to fully meet its capital funding needs. Consequently, Winnipeg is experiencing a deterioration in its existing infrastructure and a growing City-wide infrastructure deficit. This infrastructure deficit was last estimated at $3.5 billion in 2009, and is expected to reach

$7.4 billion by 2018. Of this, $3.6 billion is related to the need for new development-related infrastructure.[1]

C. FUNDING IMPLICATIONS OF NEW DEVELOPMENT FOR MUNICIPAL SERVICES

As has been noted previously, the City of Winnipeg stands out compared to municipalities both in Manitoba and in other provinces in terms of the way in which it pays for the municipal infrastructure requirements of new development. To a greater or lesser degree most municipalities in Canada, especially large cities, require new development to make up-front payments (in the form of fees and charges) to cover the capital costs of the infrastructure that is needed in order to provide municipal services.

In contrast, with the exception of some boundary road related costs and land drainage facilities, individual developments in Winnipeg do not contribute directly to the capital cost of off-site infrastructure. Such infrastructure is very extensive and includes:

- Roads, bridges and tunnels
- Water and Wastewater plants and distribution and collection systems
- Waste collection facilities
- EMS (Police, Fire and Ambulance) facilities and fleet
- Transit equipment
- Community Facilities
- Libraries including collection
- Central Services including IT requirements

Net of any grants, the City receives the capital cost of infrastructure related to these services are paid for through property taxes or in the case of water and wastewater and waste through utility rates.

To understand the implications of Winnipeg's funding structure and to address the extent to which 'growth pays for growth', it is important to first consider what the term means.

[1] *City of Winnipeg Community Trends and Performance Report, 2016*

1. What Does "Growth Pays for Growth" Mean?

The term "growth pays for growth" has a number of possible meanings in the context of municipal finance. At its broadest it means that over time as a community develops it is able to provide municipal services on a sustainable basis without the need to increase rates and taxes because of growth. In this context, growth can be considered as adding to the financial demands on the City in three ways:

- Costs of 'first-round' capital infrastructure
- Annual operating costs
- Costs of periodic infrastructure replacement

In Winnipeg property taxes and utility rates largely fund all three elements. In practice given the City's constrained revenues, especially from property taxes, 'first-round' infrastructure has not been added at the level required to maintain service levels given the amount of growth that has occurred. Nor has it has not kept pace with replacement needs of the existing infrastructure. For this reason, irrespective of the revenue contribution made by growth, the "growth pays for growth" test is not being met since the required amount of new infrastructure is not being provided.

The other narrower meaning of the term "growth pays for growth" commonly refers to the concept that new development pays directly for 'first-round' infrastructure through fees or charges. This is the approach used widely across Canada but only to very limited extent in Winnipeg. Instead infrastructure required for new development is funded by property taxes and utility rates. Since neither property taxes nor utility rates are determined according to the costs of providing services to individual properties, the cost of growth-related infrastructure is not paid by growth. Instead it is shared across the City with both new and existing properties contributing according to the funding structure. In the case of property taxes, properties of equal value whether new or existing pay the same amount of property taxes. For utility rate based services, charges are volumetric or on a per unit basis and are not differentiated between new and existing development very clearly. Therefore, while growth contributes to the cost of first-round infrastructure it does not pay for it entirely or the same level as in most other cities.

2. How Does New Development Affect City Costs?

As noted above, as new development occurs it requires municipal services. Some service needs can be met without the immediate addition of new infrastructure. This does cause a service level decline as far as the infrastructure component is concerned but may not affect overall performance if the service can be maintained for example through additional staffing. In the long run however additional infrastructure is likely to be needed. For quite some time the City has minimized its investment in new infrastructure especially for services that are funded through property taxes. By underinvesting in 'first-round' infrastructure the City has been able to keep property tax rates low. Had the City kept pace with the real demands created by growth, property tax rates would have to have been higher.

In light of this underinvestment it is plain that the infrastructure requirements of growth are not being paid for fully by growth. Instead most of the impacts of growth are absorbed through service level reductions which affect all City residents and businesses.

Where infrastructure has been added, the costs have mostly been paid for through taxes or rates. As for the City's increased operating costs arising from growth, these have been paid through taxes and utility rates. This is in keeping with practices across Canada.

3. New Development Generates Additional Taxes and Rate Revenue

As growth has occurred in Winnipeg additional revenues have been generated from three principle sources.

- **Property Taxes**: Revenues from property taxes are a function of property values (per the "ad valorem" system). Under this funding system the share of the City's tax funded budget paid by an individual property is determined according to its value. The costs of servicing the same property are not considered and therefore there is no direct linkage between the taxes paid by a new property and the cost of providing services. This is contrary to what has sometimes been suggested. Revenues from new development are not "ring fenced" and thus available to pay for new infrastructure.

  New units tend to have assessed values that are higher than average as they are primarily because they tend to be larger and newer. But while the taxes paid by these units are higher, they are no greater than the taxes on other houses in the City of the same value.

  As such, like all properties in the City they contribute their fair share towards City costs. The point that under Winnipeg's current funding structure 'growth does not pay for growth' can be readily understood by considering the effect that would be felt if the City were to increase spending on first-round infrastructure to meet the needs of new growth. This would necessitate a higher tax rate which would increase taxes on all properties not just on new development. The additional spending would be paid for only in part by growth.

- **Utility Rates:** Revenues generated by new development are based on volumes in the case of water and wastewater by unit for waste. New development therefore pays the same amount as existing units. Rate funded growth-related infrastructure is payed for through the rates. As with items that have been funded through property taxes, these rates have to be higher than would be the case if growth-related projects were directly funded by new development

- **Fees and Charges:** Fees and charges largely cover program operating costs. As such new development contributes proportionately in the same way as existing development. To the extent if any that new infrastructure is paid for through fees and charges a direct charge to new development would better address the objective of making growth pay for growth.

In summary the funding system used is Winnipeg to pay for new infrastructure is largely based on property taxes and utility rates. Using this approach new development enjoys an advantage compared to many municipalities elsewhere. In short, in Winnipeg "growth does not pay for growth" in the way that occurs in most other cities. Because new development does not pay much of the off-site cost of new infrastructure and because tax rates have been kept low, infrastructure investment has been severely constrained resulting in lowered service standards.

D. PREVIOUS FINANCING GROWTH STUDY

In 2005 in response to an accumulating infrastructure deficit and funding challenges, the City previously completed *Financing Infrastructure Related to Land Development*, a growth financing study. At the time of the study, Winnipeg was beginning to see steady population growth following an extended period of slow growth. The study provided the estimated infrastructure costs that would be associated with new development over a 15-year period. It assessed potential financing options and funding scenarios and their impact on property owners and developers. The study recommended that the City consider new growth funding mechanisms, such as development cost charges for new development. New funding mechanisms would be geared toward mitigating the reliance on property taxes for the funding of development-related costs, and thereby making more funds available for annual operations and the renewal of existing infrastructure.

City Council chose not to adopt new growth funding mechanisms, and funding for development-related costs has therefore continued to rely primarily on property taxes and utility rates. However, since that time conditions have changed. Growth rates have accelerated along with long-term population and housing projections. The City has also introduced a range of plans and policies that call for new and sustainable forms of infrastructure, through *OurWinnipeg*, the Transportation Master Plan and the

Transit-Oriented Development Handbook, by way of example. It is in light of these changes, that the City is now re-examining potential options to fund development-related costs.

III KEY GROWTH FUNDING PRINCIPLES AND AVAILABLE MECHANISMS

In considering how to fund development-related infrastructure, a number of key principles guide current practices in Canadian municipalities:

Benefits Received: The benefits received principle states that those who benefit from the services in question should pay for them. This principle provides the underlying rationale for legislative charges. Direct and off-site infrastructure clearly confers direct benefits to the residents or businesses in developing or redeveloping areas.

Economic Efficiency: This principle is concerned with the allocation of resources (taxes and user fees) required to produce or deliver the largest bundle of services that society desires. Theoretically, economic efficiency is achieved when the user fee or tax per unit of output (marginal benefit) equals the extra or marginal cost of the last unit consumed.

Equity or Fairness: This principle is linked to the "benefits" principle in that those who require services should pay for them. The following three issues require attention when considering equity:

- **Service standards** are of critical importance. The initial round of development-related capital infrastructure and facilities should be of roughly equal quality and quantity to that provided across the municipality. It would be inequitable for higher standards to be required in new areas than are generally available in the existing community (recognizing however that new areas may be required to conform to higher health, environmental or other best practice standards than in the past).

- **Inter-generational equity** should be considered. Inequity arises when one generation contributes to costs while another enjoys the benefits.

- **Equity or fairness** does not necessarily imply that all development should pay an equal charge. Various classes or locations of development may require higher or lower initial capital costs for certain services. These differences can be considered in calculating charges, since to do otherwise would result in a cross-subsidization of one development by another.

Accountability or Transparency: Under this principle, the process for determining the amount of a fee, charge or tax should be clear and understandable by all stakeholders. There should also be certainty in the amount of fee, charge or tax and there should be a clear linkage between the source of funding and the expenditure.

Ease of Administration: The need to provide funding mechanisms that can be applied with reasonable time and cost is addressed by this principle. Further, compliance on the part of taxpayers or ratepayers should be relatively simple.

Revenue Security or Reliability: Ensuring that revenues are sufficient to fund services on a reliable basis is critical. Ideally, the revenue should be stable and predictable so that it aligns with financial budgets and funding plans and avoids the risk associated with funding sometimes very sizable capital investments.

Canadian municipalities use a range of approaches to funding the costs of growth. Each of these approaches affect how these costs are allocated among residents. The following presents an overview of some of these funding mechanisms and their performance against the key principles listed above.

1. Legislative Charges for Development-Related Capital

Most municipalities in Canada require developers to provide or pay for on-site infrastructure, and it is assumed that this will continue in the City of Winnipeg. In addition to these on-site costs, many municipalities impose charges to pay for off-site, development-related infrastructure. The terminology for these charges varies across provinces and municipalities (e.g. development charges, development levies, off-site levies, development cost charges, capital levies, infrastructure charges, impact fees). For the purposes of this report, these charges will be referred to broadly as legislative charges.

While Winnipeg does not currently impose legislative charges, certain costs associated with boundary roads, intersections and drainage are recovered as a condition of subdivision approval. The current practice of many Canadian municipalities would be to include some of these items within legislative charge rates.

Legislative charges are generally based on the benefits principle. In simple terms, increases in need for services necessitated by development are estimated and all or a portion of the net capital cost (gross cost less other contributions such as grants or subsidies) of providing the services are recovered through the levy paid by the benefiting development. The capital projects required to provide various services over specified time periods are generally set out in municipal capital budgets or in other long-range financial plans. In addition to planned capital projects, legislative charges may also help to cover capital costs already incurred where the infrastructure serves growth over a long period, such as in the case of water treatment plants.

There is a significant variation in the provincial legislation affecting legislative charges in terms of scope, and in how they are calculated, collected and used by municipalities. For example, charges may be differentiated by land use and location of development, eligible capital costs to be considered in calculating the charge, and accounting considerations. A detailed discussion and comparison of the treatment of legislative charges across a number of Canadian municipalities is included within Section IV and Appendix A.

2. Property Taxes and Utility Rates

Property taxes and utility rates are the most significant revenue sources for most municipalities. As property taxes are calculated based on property values, they are primarily based on ability to pay; however, in a broad sense, property taxes may be viewed as being consistent with the benefits principle if one considers the societal benefits that are conferred by the delivery of municipal services. Nonetheless, property taxes can be problematic when taxpayers do not recognize a clear connection between the amount they pay and the benefits they receive. This can lead to frustration on behalf of taxpayers who feel that they pay for services that they do not benefit from, as well as to the inefficient use of services for which the costs of use are unclear. In contrast, utility rates that are largely based on consumption reflect the benefits principle more directly.

Municipalities have the authority to raise all sums required to provide the full range of municipal services through property taxes and user fees and charges (net of other government grants and subsidies). Therefore, all development-related infrastructure and facility funding could be raised through these sources. However, a number of important considerations require attention:

- Due to limited authority in certain provinces for the range of capital costs that can be funded through legislative charges, property taxes must be used by some municipalities to pay for some development-related costs (e.g. fire, police, and library buildings; vehicles and equipment; and transit services). Additionally, as legislative charge legislation is typically based on the benefits principle, the portions of development-related capital costs that are deemed to be of benefit to the existing community, even for the services for which legislative charges are allowed, will require funding through property taxes or user charges.

- If, instead of legislative charges, property tax and user fees are used to fund development-related capital costs (e.g. water, wastewater, stormwater and roads), additional debt financing is often required. This is because these services generally require "lump" capital investments and must be built early in the development process.

- Finally, because municipalities are generally facing significant funding gaps related to rehabilitation/replacement of existing infrastructure and facilities, significant tax and user charge increases will be required to avoid further deterioration of the existing infrastructure. Adding development-related capital funding requirements to this existing need clearly exacerbates this situation.

While the costs of development-related infrastructure and facilities can be funded through property taxes and utility rates, this approach runs counter to the principle that growth should pay for growth. It adds significant costs to the expenditure base that is paid for by existing ratepayers through tax and utility rates.

3. Comprehensive Development Agreements

As noted above, there are a variety of development-related capital facilities that are generally not covered by legislative charge legislation. In British Columbia, the introduction of s. 176 in the *Local Government Act* provided local governments the authority to enter into agreements for the provision of local infrastructure. Under this authority, the City of Vancouver may enter into Comprehensive Development Agreements (CDAs) in which a developer or group of developers agree to provide amenities for the broader community charges (e.g. social housing, libraries, fire halls, and transit stations) in exchange for development approval. These amenities are over and above those paid for through legislative charges. CDAs are generally limited to large developments that have a significant impact on such facilities. They are negotiated on a case-by-case basis.

The CDA approach helps to address the principle that growth should pay for growth in a comprehensive manner, and can help to ensure that service levels for community amenities would not deteriorate in the face of growth or fall on the existing community through property taxes. However, CDAs are often confidential agreements between municipalities and proponents of development, and as a result can be viewed as against the principles of transparency and equity.

4. Front-End Servicing and Financing Agreements

In the late 1970s, the Regional Municipality of Halton, a rapidly growing municipality in the Greater Toronto Area, would have exceeded provincially allowable debt limits to provide necessary development-related water and wastewater capital through the tax base for large development areas in the Town of Oakville. To address this situation, two steps were taken. First, since this occurred prior to the adoption of Ontario's *Development Charges Act*, development charges were established under the authority of the Ontario *Planning Act* to provide a long-term funding source for this infrastructure. Further, in order to completely avoid the debt financing associated with early provision requirements for water and sewage treatment plants as well as the extension of trunk water mains and wastewater infrastructure to the different development areas, the Region introduced front-end servicing and financing policies that required developers to provide and finance the infrastructure (with appropriate development charge credits given in recognition of the developer provision of the works).

The approach was later incorporated into development charge legislation to provide similar authority to municipalities across Ontario. Generally, front-end financing is limited to water, wastewater, stormwater, and road infrastructure costs. It is noted that an area specific legislative charge regime is most consistent with front-end financing approaches, particularly since flow-through of funds from subsequent benefitting owners is more closely aligned with the specific projects that have been front-ended.

Under this approach, in addition to ensuring that growth pays for growth, the risks related to the pace of development are shifted from the public to the private sector.

5. Density Bonusing

Density bonusing is an arrangement by which a municipality allows a developer to exceed densities set out in zoning bylaws in exchange for the provision of infrastructure or community facilities. This scenario is typically applied in redevelopment or infill situations and is intended to be mutually beneficial: the developer benefits from additional potential productivity of the land in question; the municipality benefits from higher tax revenues resulting from higher property assessment as well as amenities, which in the absence of the arrangement would lead to a deterioration in service levels. Density bonusing is generally used in larger cities such as Toronto and Vancouver.

The potential revenue from density bonusing can be very high during construction booms when developers are willing to pay the bonus. However, in weaker real estate markets, density bonusing can act as a disincentive to development.

6. Directed Tax Revenue

Directed tax revenue approaches provide a funding source for redevelopment, infrastructure and other community improvement projects. Under these schemes, municipalities earmark incremental tax revenues derived from development in specified areas for the purpose of funding municipal capital improvements. Some examples of such approaches are described below.

Community Revitalization Levies (CRLs) are used in the Province of Alberta to overcome budgetary constraints prohibiting much needed revitalization. The incremental tax revenue is taken from private sector developments and used to provide public infrastructure improvements to further enhance the designated area. Over time, these improvements can lead to enhanced land values for the private sector developer, and in turn, additional tax revenues for the municipalities once the CRLs are finished.

Tax Increment Financing (TIF) is a public financing method that uses future incremental gains in taxes to either fund completely or to subsidize current improvements. As the completion of a public project often results in an increase in the property value of surrounding real estate, the incremental increase in tax revenue is earmarked for a period of time to support the public project. TIF arrangements have long been common in U.S. municipalities and are gaining popularity in Canada. The Province of Manitoba introduced the *Community Revitalization and Tax Increment Financing Act* in 2009, and Winnipeg has used TIF to help finance the development of its downtown Sports, Hospitality and Entertainment District.

In Ontario, municipalities can adopt community improvement plans to facilitate the rehabilitation of a designated area through providing a range of financial incentives to landowners. Among the financial incentive options available is a Tax Increment Equivalent Grant program (TIEG) under which property tax incentives can be provided to owners for specified periods when approved projects are undertaken. TIEG amounts can be substantial, but are not without risk. If an initial estimated future tax increment is too high, a municipality could be required to pay out a grant which has a value higher than the increment.

IV COMPARISON OF LEGISLATIVE CHARGES IN CANADIAN MUNICIPALITIES

This section provides a summary of how legislative charges are employed in a number of municipalities across Canada to fund the city-wide costs of growth. Municipalities reviewed include Halifax Regional Municipality, the Cities of Toronto, Ottawa, Hamilton, Regina, Saskatoon, Edmonton, Calgary, Vancouver and Surrey, as well as three of Manitoba's Rural Municipalities: St. Clements, Taché, and East St. Paul. A more detailed comparison of these charges is included within Appendix A.

A. PROVINCIAL LEGISLATION

Legislative charges are imposed by municipalities in most provinces, including British Columbia, Alberta, Saskatchewan, Manitoba, Ontario and Nova Scotia. In most of these provinces, municipal or planning legislation provides the authority to impose legislative charges. Ontario has the most extensive legislation as the only jurisdiction with a separate *Development Charges Act*.

Provincial legislation varies in which capital costs are eligible for recovery through legislative charges. It is typical for eligible costs to include primarily "hard services" such as water, wastewater, stormwater and road infrastructure. Alberta's *Municipal Government Act* allows off-site levies to be imposed only for these hard services. Municipalities in British Columbia and Saskatchewan are permitted to impose levies for park development and recreation facilities in addition to hard services. Only Ontario allows for the inclusion of a complete range of development-related capital costs, with the exception of costs related to general administration buildings, cultural or entertainment facilities, tourism and convention centres, hospitals, waste management facilities and the acquisition of land for parks.

The *Manitoba Planning Act* permits municipalities to establish by-laws which set levies to compensate for capital costs incurred by the subdivision of land. This legislation allows for some flexibility in determining which municipal services would be impacted by subdivision approval, and therefore are eligible for recovery through a such a levy.

B. ELIGIBLE SERVICES

Under the provincial legislation described above, the use of legislative charges is permissive and not mandatory; municipalities do not necessarily impose levies for all of the services that are allowed. For example, the City of Edmonton's Arterial Roadway Assessment represents the City's only mechanism for funding off-site capital costs: a uniform per-hectare charge is imposed across a defined catchment area to fund construction costs associated with arterial roads within that catchment area. Developers in Edmonton also pay charges for sewer and stormwater management, but only to cover the costs to serve the area of development or subdivision.

Halifax Regional Municipality currently collects infrastructure charges for stormwater, streets, and solid waste management costs only, although the *Halifax Municipal Charter* allows for recovery of water, wastewater, transit and transportation, parks and recreation facilities, fire services, and libraries. However, the municipality is currently in the process of reviewing its existing infrastructure charges and is exploring opportunities to incorporate a wider range of capital costs.

The Cities of Toronto, Hamilton, and Ottawa take advantage of Ontario's permissive development charges legislation. Costs are recovered through development charges for a wide range of capital projects, including transit; parkland development and recreational facilities; non-profit housing; social services; child care; and police, fire, and emergency services, among many others.

It is noted that the City of Calgary has recently introduced a new Community Services Charge on greenfield development. These charges, which cover the costs of a range of facilities and transit vehicles, are not enabled as off-site levies under Alberta's *Municipal Government Act*, but resulted from extensive consultation with industry stakeholders. As a condition of the support of key development industry organizations, the City is currently undergoing a process of ongoing monitoring and consultation over the course of the first year of implementation.

C. HOW CHARGES ARE APPLIED

Each municipality faces unique circumstances which dictate whether an area-specific or city-wide charge is applied. For example, the City of Ottawa has a separate charge for development inside of the Greenbelt, outside of the Greenbelt, within serviced rural areas, and within rural areas that do not receive water and wastewater servicing.

A number of other municipalities rely primarily on a city-wide charge, but have calculated separate charges for defined areas with unique servicing needs: These include Halifax's "master planning areas", the Binbrook and Dundas/Waterdown areas in Hamilton, the Anniedale-Tynehead and West Clayton areas in Surrey, and the Village Districts of Lorrette and Landmark in the Rural Municipality of Taché.

There is also variation across the municipalities reviewed in terms of whether charges are uniform or land use specific, and whether the charges apply to lot size, building area, or unit type. The Cities of Regina and Edmonton, and the Rural Municipalities reviewed in Manitoba impose uniform charges across all land uses. Municipalities that impose uniform charges often calculate the charges on a per-hectare or per-lot basis. The majority of the remaining municipalities impose land use specific charges, and typically calculate the charges according to residential unit type or per square metre or foot of gross floor area.

In the Rural Municipality of Taché, a two-tier rate system is applied within the Village Districts of Lorrette and Landmark. As is permitted within Manitoba's *Planning Act*, a charge is imposed for each new lot as a condition of subdivision approval. In the event that the lot is developed into multiple dwelling units, an additional charge is applied per residential equivalent unit.

D. CALCULATION METHODOLOGIES

Generally, legislative charges are calculated using an estimate of eligible capital costs over a certain forecast period and distributing these costs among development that is forecasted over the same time period. In calculating capital costs eligible for recovery through legislative charges, a desired level of service (i.e. quantity and/or quality of service related to the provision of municipal infrastructure on a per capita basis) is considered. Ontario's development charge legislation generally requires that the level of service to be recovered through development charges be limited to the average level of service over the preceding 10 years.

Municipalities in Ontario are additionally required to take into account a number of statutory deductions, such as benefit to existing development; any grants, subsidies, and other recoveries; and a 10 per cent discount for soft services (e.g. parkland development, libraries, recreational facilities). Many municipalities in other provinces undertake a comparatively simplified approach to calculating the charges.

E. RATE COMPARISON

A comparison of legislative charge rates can be found in Appendix A. Rates are highly variable across the municipalities due to the services included in the charge and other unique circumstances and costs which may impact the cost of servicing new development. Note that in the case of residential charges, the rate per single detached dwelling unit is provided where applicable. Many of the municipalities that calculated charges per dwelling unit impose lower charges on alternative dwelling types such as townhouses, row houses, and apartment units.

The majority of the municipalities reviewed adjust their rates on an annual basis according to publicly available, third party inflation data such as Statistics Canada's *Construction Price Statistics.* Some municipalities, including the Cities of Calgary and Surrey, have planned for higher annual increases as they are in the process of phasing in new rates over a period of several years. In particular, the City of Calgary is in the process of introducing new off-site levies within its urban area with the goal of recovering 100 per cent of development-related water and wastewater infrastructure costs by 2018. As a result, significant rate increases are planned for 2017 and 2018.

F. EXEMPTIONS AND DISCOUNTS

Many municipalities use legislative charge exemptions and discounts to incentivize certain types of development, or to promote intensification in certain areas. Generally, lost revenue from non-statutory exemptions and discounts is covered through property taxes and utility rates.

Examples of exemptions and discounts include the following:

- In the City of Toronto, industrial uses are exempt from development charges;
- In the Cities of Hamilton and Ottawa, exemptions or discounts are offered for development on contaminated or "brownfield" sites, and for intensification in downtown neighbourhoods or transit nodes; and
- The City of Calgary has introduced the Density Incentive Program, which caps levy rates within the urban area that reach a density equivalent of 285 or more people and jobs per hectare.

These exemptions and discounts can serve as effective mechanisms to support economic development, sustainability, and efficiencies in capital investment.

V CONCLUSION

A wide range of financial mechanisms are available to Canadian municipalities to help fund the costs associated with growth and development. Depending upon the provision of provincial legislation as well as each community's unique context, these mechanisms are used in a variety of ways. There is a clear opportunity to find an approach that is tailored to Winnipeg through a close examination of nation-wide practices and the City's particular needs.

Unlike many cities in Canada which use charges to pay for first-round infrastructure, including a large number Manitoba's municipalities, Winnipeg is reliant on property taxes and utility rates to fund these costs. This reliance has led to competing funding priorities and a growing infrastructure deficit. A particular issue that relates to the manner in which Winnipeg funds first-round infrastructure is whether "growth pays for growth". Currently it is self evident that growth does not pay for growth since significant amounts of required infrastructure are not being built. However, were the required infrastructure built, growth would only be paying a share of the cost. The City's tax rate would have to increase to account for the added cost and all ratepayers (not just new growth) would contribute. If the City were to have an infrastructure fee, the need for higher tax rates would be moderated by the amount such a fee would generate.

Should the City choose to pursue the introduction of new growth funding mechanisms, it should consider lessons learned from its previous growth study as well as from the experiences of other municipalities.

This report is intended to provide a background understanding of where Winnipeg sits in relation to the funding of growth related infrastructure. It also provides important context with other communities in Manitoba and cities across Canada. A second report provides information regarding potential regulatory fees that could be applied given the City's future growth prospects, infrastructure requirements and conventional fee calculation methods.

APPENDIX A

Comparison of Growth Financing Mechanisms in Canadian Municipalities

	Municipality				
	Halifax, NS	Toronto, ON	Ottawa, ON	Hamilton, ON	Regina, SK
Population (2011 census)	390,096	2,615,060	883,391	519,949	193,100
Governing legislation	*Halifax Municipal Charter* Section 104(1)	*Development Charges Act,* 1997 and O.Reg. 82/98	*Development Charges Act* , 1997 and O.Reg. 82/98	*Development Charges Act* , 1997 and O.Reg. 82/98	*Planning and Development Act* , 2007 Section 169 and 172
Municipal By-law	Regional Subdivision By-law	By-law No. 1347-2013, adopted October 2013	By-law 2014-229, adopted June 2014	By-law No. 14-153, adopted June 2014	Administration and Calculation of Servicing Agreement Fees and Development Levies policy, last reviewed December 2009
Terminology	Infrastructure Charges	Development Charges (DCs)	Development Charges (DCs)	Development Charges (DCs)	Development Levies and Servicing Agreement Fees
Services Recovered for under By-law	Water Wastewater Stormwater Streets Solid Waste Management	Spadina Subway Extension Transit Parks and Recreation Library Subsidized Housing Police Fire Emergency Medical Services Development-Related Studies Civic Improvements Child Care Health Pedestrian Infrastructure Roads and Related Water Sanitary Sewer Storm Water Management	Roads and Related Services Sanitary Sewer (Wastewater) Water Stormwater Drainage Police Emergency Services (Fire) Public Transit Parks Development Recreation Facilities Libraries Child Care Works and Yards Paramedic Service Corporate Studies Affordable Housing Program	Water Wastewater Facilities and Linear Stormwater Drainage and Contol Highways Public Works Police Services Fire Protection Services Transit Services Parkland Development Recreation Facilities Library Services Administrative Studies Ambulance Services Long Term Care Health Services Social & Child Services Social Housing Airport Services Parking Services Provincial Offenses Act Hamilton Conservation Authority	Water Wastewater Stormwater / Drainage Roads / Transportation Recreation Parks
Do charges apply municipality-wide or based on service areas?	Municipality-wide charges for water, wastewater, and solid waste management. Charges for additional services are levied on an area-specific basis for Master Planning areas.	City-wide	City-wide charges for most services. Area-specific charges for four broad areas (Inside or outside of the Greenbelt; rural serviced or unserviced) for collector roads, water distribution, sanitary sewer collection, protection, some recreation, library facilities, and servicing studies. In specified locations, area-specific charges apply for storm drainage ponds.	Generally City-wide. Charges are uniform within the urban area. Outside of the urban area, charges for water, wastewater, and stormwater are detemined according to the urban services required or used, while charges for all other services remain uniform. Additional Special Area Charges apply at two locations (Binbrook and Dundas/Waterdown).	Rates apply across the City but are calculated separately for greenfield vs. infill development
Are charges land use specific or uniform across land uses (e.g. residential, commercial industrial)?	Land use specific	Land use specific	Land use specific	Land use specific	Uniform
Are charges applied to lot size, building area or unit type?	Residential: By unit type Non-residential: Per square foot GFA Area-specific charges: Per acre	Residential: By unit type Non-residential: Per square metre	Residential: By unit type Non-residential: Per square foot GFA	Residential: By unit type Non-residential: Per square foot/metre GFA	Per hectare
Timing of charge	At time of subdivision	At time of building permit	At time of building permit	At time of building permit	Development Levy: At time of building permit Servicing Agreement: At time of subdivision
Calculation methodology	Not specified in legislation. Current charges were levied in accordance with the 2000 *Infrastructure Charges Best Practices Guide* : 1. Total capital costs of oversized infrastructure, less portion of projects that will benefit the Municipality 2. Costs are allocated based on the net land area and average density of the parcel being subdivided based on type of development	As per provincial legislation, 10-year historic average service levels are calculated. Both quantity and quality of service is considered. 10-year capital cost estimate, less legislated reductions: benefit to existing development; existing excess capacity; grants, subsidies, and other recoveries; 10% discount for soft services.	As per provincial legislation, 10-year historic average service levels are calculated. Both quantity and quality of service is considered. 10-year capital cost estimate, less legislated reductions: benefit to existing development; existing excess capacity; grants, subsidies, and other recoveries; 10% discount for soft services.	As per provincial legislation, 10-year historic average service levels are calculated. Both quantity and quality of service is considered. 10-year capital cost estimate, less legislated reductions: benefit to existing development; existing excess capacity; grants, subsidies, and other recoveries; 10% discount for soft services.	A cash-flow model is used to calculate Servicing Agreement Fee and Development Levy rates. The following steps are required: 1. Establish inflation rate and interest rates 2. Set the opening Servicing Agreement Fee / Development Levy Reserve Cash Balance 3. Calculate outstanding fees/levies to be collected 4. Establish development projections for infill & greenfield 5. Establish payment schedule for fees/levies 6. Update capital project list 7. Establish share of costs attributed to greenfield and infill growth for each capital project 8. Calculate the share of total capital costs allocated to infill and greenfield development 9. Calculate rates for infill & greenfield based on the cash-flow model
Forecast periods used	Not specified	10 years and longer term (to 2031) By-law to be reviewed every 5 years	10 years and longer term (to 2031) By-law to be reviewed every 5 years	10 years and longer term (to 2031) By-law to be reviewed every 5 years	25 years By-law to be reviewed every 5 years
Amount of charge	Residential: $4,493.38 per single detached unit Non-residential: $2.33 per sq. ft. ($25.08 per sq. m.) Additional charges in Master Planning Areas: Wentworth: $10,893 per acre ($26,918 per ha) Bedford South: $10,893 per acre ($26,918 per ha) Russell Lake: $15,733 per acre ($38,877 per ha) Portland Hills: $7,393 per acre ($18,268 per ha) Bedford West Area 1,4,5,11: $5,486 per acre ($13,556 per ha) Bedford West Area 2,3,7,8,10,12: $9,958 per acre ($24,607 per ha) Bedford West Area 6: $26,969 per acre ($66,642 per ha) Bedford West Area 9: $21,702 per acre ($53,627 per ha) (Rates were adopted at different times between 2005 and 2010)	Residential: $34,482 per single/semi-detached unit Non-residential: $175.78 per square metre, applied to ground floor only (Current rates effective February 2016)	Residential: $22,468 per single/semi-detached unit within the greenbelt $30,752 per single/semi-detached unit outside the greenbelt $20,159 per single/semi-detached unit within rural serviced area $17,703 per single/semi-detached unit within rural unserviced area Non-residential: $19.82 per square foot for non-industrial uses (213.34 per square metre) $8.55 per square foot for industrial uses (92.03 per square metre) (Current rates effective August 2015)	Total urban area charges: Residential: $35,465 per single/semi-detached unit Commercial/Institutional: $19.74 per sq. ft. (204.62 per sq. m.) over 10,000 sq. ft.; 50% of the per sq. ft. charge applies to the first 5,000 sq. ft. (465 sq. m.), and 75% of the charge applies to the second 5,000 sq. ft. (465 sq. m) Industrial: $11.60 per sq. ft. ($124.86 per sq. m.) for development over 10,000 sq. ft. (929 sq. m.) $8.70 per sq. ft. ($93.65 per sq. m.) for development under 10,000 sq. ft. (929 sq. m.) (Rates effective July 6, 2015 to July 5, 2016)	Greenfield rates: $346,000 or $380,000 per hectare (2016 rates)
Indexing provision	Not specified in the legislation. Current practice of the Region is index only the Bedford West infrastructure charge.	As per provincial legislation, rates may be indexed as prescribed by the Statistics Canada Quarterly *Construction Price Statistics.*	As per provincial legislation, rates may be indexed as prescribed by the Statistics Canada Quarterly *Construction Price Statistics.*	As per provincial legislation, rates may be indexed as prescribed by the Statistics Canada Quarterly *Construction Price Statistics.*	City to commission a report every 2 years estimating the inflationary rate to be used. This rate is used to inflate project costs and to index rates in years between re-calculations.
Exemptions and discounts	Statutory exemptions: Crown Land Non-Statutory Exemptions: The by-law may provide full or partial exemptions for different uses	Statutory exemptions for industrial additions, residential additions, boards of education. Non-statutory exemptions: Non-profit / affordable housing is exempt. Industrial uses are exempt. Other non-residential development charges are applied to ground floor only.	Statutory exemptions for industrial additions, residential additions, boards of education. Non-statutory exemptions: Residential development within Central Area exempt. Reductions for apartment dwellings within 500 metres of transit stations if parking restrictions are met. Development on contaminated lands is eligible for exemption through the City's Brownfield Redevelopment Strategy and Community Improvement Plan.	Statutory exemptions for industrial additions, residential additions, boards of education. Non-statutory exemptions: Certain uses exempt, including affordable housing and agricultural uses. Brownfield sites eligible for exemption for the lesser of environmental remediation costs or development charges otherwise payable. Development within boundaries of the Downtown CIPA eligible for 85% exemption of DCs otherwise payable.	None (previously exempted inner area of the City to promote growth in developed areas)
Comments	HRM is currently in the process of updating their existing infrastructure charges to align with the recently amended Halifax Municipal Charter. Since the introduction of infrastructure charges in 2002, the Region has examined various methodologies and best practices for the implementation of infrastructure charges. The information provided above is subject to change in coming months.		The City is currently undertaking a review of its transit-related DCs.		As of Jan. 1, 2016: New Sevicing Agreement Fee and Development Levy in place. To be phased in over 3 years. As per provincial legislation: Servicing Agreement Fees are collected when land is subdivided. Development Levies are collected where development does not involve the subdivision of land.

	Municipality				
	Saskatoon, SK	Edmonton, AB	Calgary, AB	Vancouver, BC	Surrey, BC
Population (2011 census)	222,189	812,201	1,096,833	603,502	468,251
Governing legislation	*Planning and Development Act* , 2007 Section 169 and 172	*Municipal Government Act,* 2000 (Division 6) and Alberta Regulation 48/2004	*Municipal Government Act* , 2000 (Part 17, Division 6) and Alberta Regulation 48/2004	*Local Government Act* (RSBC 2015), Section 933 Vancouver Charter, SCB 1953, Chapter 55, Part XXIV - A	*Local Government Act* (RSBC 2015), Section 933
Municipal By-law	2015 Prepaid Servicing Rates (Direct and Off-site), approved November 2015	Bylaw 14380, adopted September 2006	Off-site Levy Bylaw 2M2016, approved January 2016	By-law No. 9755, enacted November 2008	Bylaw No. 18664; came into effect May 2016
Terminology	Development Levies / Off-site levies / Prepaid Service Rates	Permanent Area Contributon (PAC) Arterial Roadway Assessment (ARA)	Off-site levies Community services charge	Development Cost Levies (DCLs)	Development Cost Charges (DCCs)
Services Recovered for under By-law	Water Wastewater Stormwater / Drainage Roads / Transportation Recreation Parks	PAC: Wastewater and Stormwater ARA: Roads	Off-site levies: Water Wastewater Stormwater / Drainage Community services charge: Facilities (police stations, libraries, recreation, emergency response) Transit (buses)	Engineering Infrastructure Recreation Parks Social and Replacement Housing Childcare Facilities	Water Sewer Stormwater / Drainage Roads (arterial and collector) Parkland Acquisition
Do charges apply municipality-wide or based on service areas?	City-wide	PAC: Based on the area of development or subdivision ARA: By catchment area	Rates apply City-wide and are uniform across the City's Established Area. Rates within the Greenfield Area are specific to each watershed.	Generally City-wide. Additional charges apply to three specific "layered" zones. Six separate area-specific DCL zones are identified, but as of July 2016, five of these zones will be merged into the City-wide rates.	Generally City-wide. Area specific charges apply to the Anniedale-Tynehead and West Clayton areas.
Are charges land use specific or uniform across land uses (e.g. residential, commercial industrial)?	Land use specific	Uniform	Greenfield Area: Uniform Established Area: Land use specific	Land use specific	Land use specific
Are charges applied to lot size, building area or unit type?	Lot-front metres for residential lots with area less than 1,000 sq. m., commercial developments greater than 1,000 sq. m., and industrial lots. Per hectare charge for developments outside these parameters.	Per hectare	Greenfield Area: Per hectare Established Area: By residential unit type or non-residential square metre GFA	Residential: Per square metre Non-residential: Per square metre or per building permit	Single family residential: Per lot Multi-family residential and most non-residential: Per square foot Industrial: Per acre
Timing of charge	At time of building permit	Condition of a subdivision or development permit	Greenfield Area: At time of subdivision Established Area: At time of building permit	As a condition of building permit issuance	As a condition of subdivision approval or building permit issuance
Calculation methodology	Not specified	PAC: Each developer required to pay relative share of on-site and off-site sewer and stormwater management costs serving the development area. ARA: Total construction costs of the arterial roads within a catchment are shared proportionately based on the area of the subject lands within the catchment.	Generally, levies are calculated as follows: 1. Determine the projected population growth for a specific timeframe and the land area that will be absorbed by the population growth in that same timeframe. 2. Determine the infrastructure required to service that land area and estimate the infrastructure costs. 3. Determine the benefit allocation for each project attributable to the projected new population, the existing population and the regional population. 4. Determine the levy rate by dividing the estimated infrastructure costs attributable to the future growth by the total hectares required to serve the projected population.	Three approaches to determining level of service: 1. Standards-based 2. Past level of service 3. Plan-based Include one-time capital costs serving new growth (operating costs not included). Costs reduced by contributions from other sources (e.g. grants).	DCC Rates = 10-year infrastructure costs to service growth / 10-year growth projection
Forecast periods used	Rates adjusted annually according to annual capital program	Cost estimates for each catchment area / drainage basin updated annually	10 years	10 years	10 years (as outlined by City's 10-Year Servicing Plan)
Amount of charge	Residential: $1,870.90 per front m Institutional/Commercial/School: $2,201.45 per front m Industrial: $2,308.23 per front m (approved Nov. 2015)	Average ARA rate: $191,170 per hectare Expansion Assessment Charge of $22,367 per hectare added for sanitary trunk servicing (2016 rates)	Greenfield Area: Average off-site levy rate of $356,190 per hectare plus an additional $78,850 per hectare Community Services Charge. Established Area: Off-site levies calculated based on average people per unit / per square metre assumptions. Rates cover water and wasterwater services only and are to be phased in from 2016 to 2018. Residential: $2,089 per single detached unit in 2016; to increase to $6,267 in 2018. Commercial: $12.21 per square metre in 2016; to increase to $36.62 in 2018. Industrial: $5.86 per square metre in 2016; to increase to $17.58 in 2018. Community Service Charges do not apply to Established Area. (approved 2016 rates)	City-wide rates: Residential units at or below 1.2 FSR and laneway homes: $33.26 per square metre Residential units over 1.2 FSR, commercial, and most other uses: $143.27 per square metre Industrial: $57.16 per square metre Daycare, temporary buildings: $10 per building permit (current rates as of September 2015)	City-wide rates: Single family residential: Average of $36,806 per lot. Rates vary according to zoning. Commercial: $9.92 per sq. ft. ($106.78 per sq. m.) for the ground floor, plus $5.62 per sq. ft. ($60.49 per sq. m.) for all other floors Industrial: $79,079 per acre ($195,408 per ha), plus $14.20 per sq. ft. ($152.85 per sq. m.) of non-ground floor GFA Institutional charges ranging from $2.87 to $6.74 per sq. ft. ($30.89 to $72.55 per sq. m.) for uses including schools, hospitals, and federal and provincial buildings.
Indexing provision	Rates adjusted annually according to annual capital program.	Rates adjusted based on the percentage change in the Edmonton *Non-Residential Construction Price Index* .	Rates adjusted annually using average Statistics Canada construction price index for Calgary for previous four published quarters.	Rates adjusted annually for changes in property and construction inflation using public, third-party data.	The City is proposing to increase rates by 10% in 2017 and 2018. Consultation will be held for each rate increase.
Exemptions and discounts	None	None	Density Incentive Program: Levy rate is capped if development within the Established Area reaches density equivalent of 285 or more people and jobs per hectare.	Exemptions for certain uses including social housing and churches. Small residential units of 29 square metres or less are exempt. Central Waterfront Port Lands snd False Creek North areas exempt due to alternative funding arrangements in place.	Exemptions for dwelling units under 312 square feet and for non-profit rental housing. Development where the value of work authorized by the permit does not exceed $100,000 for residential or $50,000 or other uses is also exempt. No charge for agriculturel uses, except for those falling within the Highway 99 Corridor and Campbell Heights area.
Comments	The City completed a Financing Growth Study in April 2015. According to a staff report, as of March 2016 the City was still in the process of reviewing options to update its development levy policies.	PACs are payments for storm and sanitary trunk sewers, storm water management facilities, and other cost-sharable drainage improvements within predefined drainage basins (land areas). It is based on the area of development or subdivision. ARAs establish how developers will share the costs of arterial roadway infrastructure. Each development occurring within the catchment is required to pay an assessment based on a per hectare rate under the provisions of the Servicing Agreement.	New by-law presents a drastic increase in rates for greenfield development from 2015, as well as the introduction of water and wastewater service charges in Established Area. By-law was introduced through extensive consultation with industry stakeholders and received the conditional support of the local NAIOP, UDI, and Canadian Home Builders' Association groups. As a result of agreements with these groups, the City is currently carrying out a work plan for continued industry collaboration and ongoing assessment of the impacts of the new rates through 2016. Alberta's *MGA* allows for off-site levies to be charged only for water, wastewater, storm/drainage, and roads. The Community Service Charges enacted are not enabled as off-site levies within the *MGA* , but have been established as accepted industry practice for greenfield development.	The City is currently undertaking a review of its City-wide DCLs	In 2017 and 2018, it is proposed to increase the DCC rates by approximately 10 percent. Consultation will be held for these subsequent annual rate increases.

	Municipality		
	Rural Municipality of St. Clements, MB	Rural Municipality of Taché, MB	Rural Municipality of East St. Paul, MB
Population (2011 census)	10,505	10,284	9,046
Governing legislation	*Planning Act* , 2005 Section 142 and 143	*Planning Act* , 2005 Section 142 and 143	*Planning Act* , 2005 Section 142 and 143
Municipal By-law	By-law No. 14-2009, passed December 2009	By-law No. 2-2015, passed December 2015	By-law No. 2013-18, passed January 2014
Terminology	Capital Development Levies	Dedication Fees	Capital Levies
Services Recovered for under By-law	Capital Improvements Roads Recreation & Culture Environment (water, sewer)	Capital costs incurred for subdivision* Fees also include municipality's costs to examine and approve a subdivision application Fees within Local Improvement Districts additionally include: Water meters and installation Water hydrant installation Improvements to the public water and/or sewer system **NTD: Will follow up with municipality for more information*	Road Rebuilding and Traffic Signalization Water Sewer Environmental health Active transportation Other capital expansions/improvements associated with the subdivision of land
Do charges apply municipality-wide or based on service areas?	Charges apply to all lands but vary based on available servicing (separate charged for areas serviced by sewer and water, sewer only, and non serviced areas)	Generally municipality-wide, with area-specific rates for two Local Improvement Districts	Municipality-wide
Are charges land use specific or uniform across land uses (e.g. residential, commercial industrial)?	Uniform	Uniform	Uniform
Are charges applied to lot size, building area or unit type?	Per new lot	Per new lot	Newly created residential lots: Per new lot Non-residential and multi-residential units: Per residential equivalent unit
Timing of charge	As a condition of subdivision approval	As a condition of subdivision approval	As a condition of subdivision approval
Calculation methodology	Not specified	Not specified	Not specified
Forecast periods used	Not specified	Not specified	Not specified
Amount of charge	Serviced Sewer and Water: $9,250 per lot Serviced Sewer only: $6,750 per lot Non Serviced: $4,250 per lot (Rates last amended in 2012)	Two-tier dedication fee system applied to Local Improvement Districts: A charge is applied per lot, and in the event that the lot is developed into multiple dwelling units, an additional charge is applied per residential equivalent unit. Village Disrtict of Lorette (Local Improvement District #1): $9,500 for an unserviced residential lot $14,000 for a serviced residential lot For multi family units, an additional $13,000 charge per unit is applied. Village Disrtict of Landmark (Local Improvement District #3): $10,500 per lot For multi family units, an additional $9,500 charge per unit is applied. Other areas: $7,000 per lot (2016 rates)	Total of $19,200 per newly created residential lot and/or per residential equivalent unit for non-residential and multi-residential developments. (2014 rates)
Indexing provision	Fee schedule may be amended from time to time by resolution of Council.	The 2015 by-law sets annual rate increase amounts to 2018.	Not specified
Exemptions and discounts	None	For lots created within "Rural Residential Clusters" and/or causing the creation of a Cluster (defined as a grouping of 6 or more Rural Residential Lots), the fee is reduced to $7,000 per lot.	None
Comments	Levies collected are split between four established reserve funds: Capital Improvement Reserve Fund, Road Reserve Fund, Recreation & Culture Reserve Fund, and Environment Reserve Fund.	By-law positions these charges under Section 232(2) of the Municipal Act, which states that a Council may establish fees/charges for "services, activities or things provided or done by the Municipality or for the use of property under the ownership, direction, management or control of the Municipality"	Total charge of $19,200 is broken down by reserve: 1. Traffic Signalization Reserve 2. Road Rebuilding Reserve 3. Capital Levy Reserve 4. Water Capital Levy Reserve 5. Sewer Capital Levy Reserve 6. Environmental Health Services Reserve 7. Active Transportation Reserve

This is Exhibit "P" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

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A Notary Public in and for
the Province of Manitoba.

DETERMINATION OF REGULATORY FEES TO FINANCE GROWTH: TECHNICAL REPORT

City of Winnipeg

Report for
Council Consideration

HEMSON Consulting Ltd.

August 31, 2016

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APPENDICES

EXECUTIVE SUMMARY

The following summarizes the findings of the City of Winnipeg's 2016 Regulatory Fee Study.

A. STUDY CALCULATES POTENTIAL REGULATORY FEES TO FUND DEVELOPMENT-RELATED COSTS

- The City should consider levying regulatory fees to fund capital projects throughout Winnipeg so that new development pays for its capital requirements and so that new services required by development are provided in a fiscally responsible manner.
- The study was prepared to calculate potential regulatory fees with reference to a forecast of the amount and type of residential and non-residential development anticipated in the City.
- A review of capital projects has been completed, including an analysis of gross expenditures, funding sources and net expenditures incurred or to be incurred by the City to provide for the expected development, including the determination of the development and non-development-related components of the capital projects.
- This report identifies the growth-related net capital costs attributable to development that is forecast to occur in the City of Winnipeg. These costs are apportioned to residential and non-residential development in a manner that reflects the increase in the need for each service.
- All services with development-related costs are included in the analysis. These City services include Parks and Open Spaces, Community Services, Solid Waste, Public Works, Transit, Fire and Paramedic Services, Police, Water, and Wastewater.

B. STUDY CONSISTENT WITH COMMON PRACTICES ACROSS CANADIAN MUNICIPALITIES

- This study provides the rationale and basis for the calculated regulatory fee rates. The methodology considers common practices as explored through the companion report entitled *Review of Municipal Growth Financing Mechanisms*, dated August 31, 2016.

- A City-wide average cost approach is used to calculate regulatory fees for all eligible services. This approach results in uniform charges levied throughout the City. This approach may be reviewed in subsequent regulatory fee studies.

- The calculated charges are the maximum charges the City may adopt. Lower charges may be approved; however, this will require a reduction in the capital plan, or financing from other sources, likely property taxes and utility rates.

C. DEVELOPMENT FORECAST

- A forecast of the amount, type and location of residential and non-residential development anticipated in the City of Winnipeg to 2041 is included in this report.

- A 10-year forecast, from 2017 to 2026 was used in the regulatory fees calculation for Parks and Open Spaces, Community Services, and Solid Waste services. A 15-year forecast, from 2017 to 2031 was used for Public Works projects. A longer term forecast period, from 2017 to 2041 was used for Transit, Fire and Paramedic Services, Police, Water, and Wastewater services.

- The City is forecast to add approximately 42,300 occupied dwelling units in the 10-year planning period from 2017 to 2026. The 15-year period to 2031 will see a total of 61,900 new dwelling units. The longer term planning period to 2041 will see an addition of 98,300 total dwelling units.

- The development forecast for the 10-year planning period from 2017 to 2026 estimates that the City's Census population will grow by approximately 86,400 people, and by about 127,400 to 2031 and 198,500 to 2041.

- Employment in Winnipeg is forecast to grow by approximately 53,300 employees over the next ten years, 75,500 to 2031 and 122,700 to 2041. Of this employment growth, 22.3 per cent is anticipated to be associated with Office growth, 21.9 per cent with Institutional growth, 21.4 per cent with Commercial/Retail growth, and 34.5 per cent with Industrial growth.

- This employment growth is projected to generate about 3.37 million square metres of new, non-residential building space between 2017 and 2026, 4.78 million square metres to 2031, and 7.76 million square metres to 2041. Of this non-residential building space, 9.5 per cent is anticipated to be associated with Major Office growth, 22.5 per cent with Institutional growth, 13.5 per cent with Commercial/Retail growth, and 54.5 per cent with Industrial growth.

- The following is a summary of the projected development in the City:

Growth Forecast	2016 Estimate	Planning Period 2017 - 2026		Planning Period 2017 - 2031		Planning Period 2017 - 2041	
		Growth	Total at 2026	Growth	Total at 2031	Growth	Total at 2041
Residential							
Total Dwellings	283,850	42,278	326,128	61,904	345,754	98,328	382,178
Total Population							
Census	711,494	86,354	797,848	127,378	838,871	198,458	909,952
Population In New Dwellings		*107,740*		*156,159*		*244,757*	
Non-Residential							
Total Employment	398,951	53,324	452,275	75,489	474,440	122,724	521,675
Major Office	*88,819*	*11,871*	*100,690*	*16,806*	105,625	*27,322*	116,141
Institutional	*87,397*	*11,681*	*99,078*	*16,537*	103,934	*26,885*	114,282
Commercial/Retail	*85,207*	*11,389*	*96,596*	*16,123*	101,330	*26,211*	111,418
Industrial	*137,529*	*18,382*	*155,911*	*26,023*	163,551	*42,306*	179,835
Non-Residential Building Space (sq.m.)		3,373,581		4,775,863		7,764,241	

D. DEVELOPMENT-RELATED CAPITAL FORECAST

10-Year Benefitting Period Services

- City staff, in collaboration with Hemson Consulting, has compiled a development-related capital forecast setting out projects that are required to service anticipated development in the City between 2017 and 2026.
- The gross cost of the City's development-related capital forecast for these services amounts to $287.76 million and provides for a wide range of capital projects. Of the $287.76 million, approximately $45.71 million has been identified as eligible for recovery through regulatory fees over the 2017-2026 planning period.
- Details of the capital programs for each service are provided in Appendix B.

15-Year Benefitting Period Services

- A development-related capital forecast has been compiled setting out projects that are required to service anticipated development in the City between 2017 and 2031.
- The gross cost of the City's development-related capital forecast for these services amounts to $3.47 billion and provides for a wide range of infrastructure expansions. Of the $3.47 billion, approximately $647.78 million has been identified as eligible for recovery through regulatory fees over the 2017-2031 planning period.

- Details of the capital programs for each service are provided in Appendix C.

25-Year Benefitting Period Services

- A development-related capital forecast has been prepared setting out projects that are required to service anticipated development in the City between 2017 and 2041.
- The gross cost of the City's development-related capital forecast for these services amounts to $4.37 billion. Of the $4.37 billion, approximately $738.50 million is to be recovered from regulatory fees over the 2017-2041 planning period.
- Details of the capital programs for each service are provided in Appendix C.

E. CALCULATED REGULATORY FEES

- A City-wide cost approach is used to calculate regulatory fees for all eligible services. Uniform residential and non-residential charges are levied throughout the City.
- The fully calculated non-residential charges are recommended to vary by employment category, reflecting the difference in employment densities expected across the four categories and associated differences in demand placed on municipal services.

Calculated Regulatory Fees

Service	Residential Charge Per Square Metre	Office Charge Per Square Metre	Institutional Charge Per Square Metre	Commercial/ Retail Charge Per Square Metre	Industrial Charge Per Square Metre
PARKS AND OPEN SPACES	$1.79	$0.00	$0.00	$0.00	$0.00
COMMUNITY SERVICES	$6.07	$0.00	$0.00	$0.00	$0.00
SOLID WASTE	$0.53	$1.17	$0.48	$0.79	$0.32
PUBLIC WORKS	$56.04	$126.06	$52.36	$85.09	$34.04
TRANSIT	$20.22	$44.53	$18.50	$30.06	$12.02
FIRE & PARAMEDIC SERVICES	$1.85	$4.09	$1.70	$2.76	$1.10
POLICE	$2.09	$4.60	$1.91	$3.11	$1.24
WATER	$4.50	$9.92	$4.12	$6.70	$2.68
WASTEWATER	$16.36	$36.14	$15.01	$24.40	$9.76
TOTAL CHARGE	**$109.45**	**$226.51**	**$94.08**	**$152.91**	**$61.16**

I INTRODUCTION

The City of Winnipeg has been undergoing a period of increasing growth over recent years, placing pressure on the City's infrastructure and resources. With growth expected to continue, the funding of new infrastructure for expanded City services will continue to be a challenge. Recognizing this challenge, the City has examined the costs and revenues associated with growth as well as the potential to introduce new funding mechanisms. More specifically, the City wishes to consider implementation of regulatory fees to fund development-related capital projects so that development may be serviced in a fiscally responsible manner.

Many comparable municipalities across Canada impose regulatory fees to pay for off-site, development-related infrastructure. Typically, the charges are determined with reference to a forecast of the amount, type and location of development anticipated in the municipality; as well as a review of capital works in progress and anticipated future capital projects including an analysis of gross expenditures, funding sources, and net expenditures incurred or to be incurred by the municipality to provide for the expected development, including the determination of the development and non-development-related components of the capital projects.

This study presents the results of the review to determine the net capital costs attributable to new development that is forecast to occur in the City of Winnipeg between 2017 and 2041. These development-related net capital costs are apportioned to residential and non-residential development in a manner that reflects the increase in the need for each service.

This report serves as a companion document to the August 31, 2016 report entitled *Review of Municipal Growth Financing Mechanisms*, which explores Winnipeg's context with respect to the funding of development-related costs, and includes a detailed review of regulatory fees and similar mechanisms employed by municipalities across Canada to fund development-related costs.

The remainder of this report sets out the information and analysis upon which the potential regulatory fees are based:

> Section II designates the services for which the regulatory fees are proposed. It also briefly reviews the methodology that has been used in the study.

Section III presents a summary of the forecast of residential and non-residential development expected to occur within the City over three planning periods: from 2017 to 2026, from 2017 to 2031, and a longer-term planning period from 2017 to 2041.

Section IV summarizes the development-related capital forecast that has been developed by various departments.

Section V summarizes the calculation of applicable regulatory fees and the resulting calculated regulatory fees by class and type of development.

Section VI provides a discussion of implementation considerations and recommendations including by-law administration.

II A CITY-WIDE METHODOLOGY ALIGNS DEVELOPMENT-RELATED COSTS AND BENEFITS

This study has been tailored specifically for the City of Winnipeg. The approach to the proposed regulatory fees is focused on providing a reasonable alignment of development-related costs with the development that necessitates them. The study uses a City-wide approach for all services, which is deemed the best approach to align development-related costs and benefits.

A. CITY-WIDE REGULATORY FEES ARE CALCULATED

The City of Winnipeg provides a wide range of services to the community it serves. For all of the services that the City provides, the full range of capital facilities, land, equipment and infrastructure is available throughout the City. A widely accepted method for recovering the development-related capital costs for such services is to apportion them over all new development anticipated in Winnipeg. This approach can be reviewed in subsequent studies.

The following services are included in the City-wide regulatory fee calculation:

- Parks and Open Spaces;
- Community Services;
- Solid Waste;
- Public Works;
- Transit;
- Fire and Paramedic Services;
- Police Services;
- Water; and
- Wastewater.

These services form a reasonable basis upon which to plan and administer the regulatory fees. The resulting regulatory fee for these services is to be imposed against all development anywhere in the City.

B. KEY STEPS IN DETERMINING REGULATORY FEES FOR FUTURE DEVELOPMENT-RELATED PROJECTS

Several key steps are required in calculating regulatory fees for future development-related projects. These are summarized below.

1. Development Forecast

The first step in the methodology requires a development forecast to be prepared for the 10-year study period, 2017 to 2026, the 15-year study period to 2031, and for the 25-year study period to 2041. The development forecast is based on the latest population and employment estimates provided by City staff. The forecast considers the 2011 Census; the most recent year Census data are available.

For the residential portion of the forecast, both the net (or Census) population growth and population growth in new units is estimated. Population growth determines the need for additional facilities and provides the foundation for the development-related capital program.

When calculating the regulatory fee however, the development-related net capital costs are spread over the total additional population that occupy new housing units. This population in new units represents the population from which regulatory fees will be collected.

The non-residential portion of the forecast estimates the gross floor area (GFA) of building space to be developed over the 10-year period, 2017 to 2026, the 15-year period to 2031, and the 25-year period to 2041. Forecasts for growth in four major employment categories were calculated: Office, Institutional, Commercial/Retail, and Industrial. The forecasts of GFA are based on the employment forecasts for the City. Factors for floor space per worker are used to convert the employment forecasts into GFA for the purposes of this study.

2. Development-Related Capital Forecast and Analysis of Net Capital Costs to be Included in the Regulatory fees

A development-related capital forecast has been prepared by the City's departments as part of this study. The forecast identifies development-related projects and their gross and net costs, after allowing for capital grants, subsidies or other contributions. The capital forecast provides another cornerstone upon which regulatory fees are based.

The development-related capital forecast prepared for this study ensures that regulatory fees are only imposed to help pay for projects that have been or are intended to be purchased or built in order to accommodate future anticipated development. For some projects in the development-related capital forecast, a portion of the project may confer benefits to existing residents. These portions of projects and their associated net costs are the funding responsibility of the City from non-regulatory fee sources. The amount of City funding for such shares is also identified as part of the preparation of the capital forecast.

Finally, in certain cases further adjustments are made to attribute portions of the regulatory fee-eligible project costs to prior growth, or to account for excess capacity that is anticipated to serve growth beyond the 10-, 15-, or 25-year study period.

3. Attribution to Types of Development

The next step in the determination of regulatory fees is the allocation of the development-related net capital costs between the residential and non-residential sectors. This is done using apportionments for different services in accordance with the demands placed and the benefits derived.

The apportionment is based on the expected demand for, and use of, the service by sector (e.g. shares of population and employment). The non-residential portion of the capital costs is further apportioned based on the respective shares of forecast employment growth under the four employment categories (Office, Institutional, Commercial/Retail, Industrial).

Each of the residential and non-residential components of the regulatory fee are applied on the basis of gross building space in square metres.

4. Final Adjustment

The final determination of the regulatory fee results from a cash flow analysis to account for the timing of projects and receipt of regulatory fees. Interest earnings or borrowing costs are therefore accounted for in the calculation.

III DEVELOPMENT FORECAST

This section provides the basis for the development forecasts used in calculating the regulatory fees, as well as a summary of the forecast results. A more detailed summary of the forecasts, including tables illustrating historical trends and forecast results is provided in Appendix A.

A. RESIDENTIAL FORECAST

When calculating the regulatory fee, the development-related net capital costs are spread over the total additional population that occupy new housing units. This population in new units represents the population from which regulatory fee will be collected.

Table 1 provides a summary of the residential forecast for two planning periods: a 10-year planning period, from 2017 to 2026; a 15-year planning period, from 2017 to 2031; and over the longer-term from 2017 to 2041. For regulatory fee calculation purposes:

- The 10-year planning period is applicable to Parks and Open Spaces, Community Services, and Solid Waste regulatory fees;
- The 15-year planning period is applicable to Public Works regulatory fees; and
- The longer-term development forecast to 2041 has been utilized in the calculation of Transit, Fire and Paramedic Service, Police Services, Water, and Wastewater regulatory fees.

As shown on Table 1, the City's Census population is expected to increase by about 86,400 people over the next ten years reaching approximately 797,800 by 2026. Over the 15-year period, Census population growth is expected to total 127,400 to reach 838,900 by 2031. Finally, the longer-term Census population is forecast to grow by approximately 198,500 people to 910,000 in 2041.

Over the 10-year planning period from 2017 to 2026, the total number of new residential occupied units will increase by approximately 42,300. This translates to a population growth in new units of 107,700. The population in new units was derived using data from Statistics Canada analysing household sizes in recently constructed

TABLE 1

CITY OF WINNIPEG
SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL
GROWTH FORECAST

Growth Forecast	2016 Estimate	Planning Period 2017 - 2026		Planning Period 2017 - 2031		Planning Period 2017 - 2041	
		Growth	Total at 2026	Growth	Total at 2031	Growth	Total at 2041
Residential							
Total Dwellings	283,850	42,278	326,128	61,904	345,754	98,328	382,178
Total Population							
Census	711,494	86,354	797,848	127,378	838,871	198,458	909,952
Population In New Dwellings		*107,740*		*156,159*		*244,757*	
Non-Residential							
Total Employment	398,951	53,324	452,275	75,489	474,440	122,724	521,675
Major Office	*88,819*	*11,871*	*100,690*	*16,806*	105,625	*27,322*	116,141
Institutional	*87,397*	*11,681*	*99,078*	*16,537*	103,934	*26,885*	114,282
Commercial/Retail	*85,207*	*11,389*	*96,596*	*16,123*	101,330	*26,211*	111,418
Industrial	*137,529*	*18,382*	*155,911*	*26,023*	163,551	*42,306*	179,835
Non-Residential Building Space (sq.m.)		3,373,581		4,775,863		7,764,241	

units. The forecast has projected growth over the 15-year planning period of 61,900 new units with population residing in the new units at 156,200; and longer-term planning period growth of 98,300 units and 244,800 residents.

To translate the per capita forecast to a residential floor space forecast, an assumption of 48.8 square metres per capita was used. This is based on a sampling of recently constructed dwellings.

B. NON-RESIDENTIAL FORECAST

The non-residential forecast projects an increase of approximately 53,300 employees to 2026, 75,500 to 2031, and 122,700 to 2041, the highest proportion of which is anticipated to be in the Industrial sector. These additional employees will be accommodated in 3.37 million square metres of new non-residential building space to 2026, 4.78 million square metres to 2031, and 7.76 million additional square metres to 2041. The employment numbers above exclude work at home employment since it does not generate any additional floor space.

Table 1 also provides a summary of the non-residential development forecasts used in this analysis.

IV THE DEVELOPMENT-RELATED CAPITAL FORECAST

Based on the development forecasts summarized in Section III and detailed in Appendix A, City staff, in collaboration with the consultants have created a development-related capital forecast setting out those projects that are required to service anticipated development. For Parks and Open Spaces, Community Services, and Solid Waste services, the capital plan covers the 10-year period from 2017 to 2026. The capital plan for Public Works covers the 15-year period from 2017 to 2031. Finally, regulatory fees for Transit, Fire and Paramedic, Police, Water, and Wastewater services are based on development anticipated in the City to 2041.

It is assumed that future capital budgets and forecasts will continue to bring forward the development-related projects contained herein, that are consistent with the development occurring in the City. It is acknowledged that changes to the forecast presented here may occur through the City's normal capital budget process.

A summary of the total development-related capital forecast is presented in Table 2. Further details on the capital plans for each individual service category are available in Appendices B, C, and D.

A. DEVELOPMENT-RELATED CAPITAL FORECAST FOR THE 10-YEAR BENEFITTING PERIOD

The development-related capital forecast for the 10-year benefitting period services (Parks and Open Spaces, Community Services, and Solid Waste) estimates a total gross cost of $287.76 million. Alternative funding sources have been identified in the amount of $74.06 million and account for contributions from other levels of government as well as private partners. Therefore, the net municipal cost of the capital program is reduced to $213.70 million.

The Parks and Open Spaces development-related capital program totals $55.11 million in net municipal costs and accounts for 25.8 per cent of the overall forecast. The program includes major improvements to Kilcona Park and Tyndall Park, as well as hard surfacing for outdoor athletic facilities.

The most significant portion of the development-related capital program is associated with Community Services, amounting to $123.99 million or 58.0 per cent. The

TABLE 2

CITY OF WINNIPEG
SUMMARY OF ALL SERVICES DEVELOPMENT-RELATED CAPITAL PROGRAM
2017-2026

Service	Gross Cost ($000)	Grants/ Subsidies ($000)	Municipal Cost ($000)
1.0 PARKS AND OPEN SPACES	$61,650	$6,540	$55,110
2.0 COMMUNITY SERVICES	$191,512	$67,521	$123,991
3.0 SOLID WASTE	$34,600	$0	$34,600
TOTAL 10-YEAR BENEFITTING PERIOD	**$287,762**	**$74,061**	**$213,701**
4.0 PUBLIC WORKS	$3,471,887	$1,714,532	$1,757,355
TOTAL 15-YEAR BENEFITTING PERIOD	**$3,471,887**	**$1,714,532**	**$1,757,355**
5.0 TRANSIT	$2,615,300	$1,514,841	$1,100,459
6.0 FIRE & PARAMEDIC SERVICES	$35,000	$0	$35,000
7.0 POLICE	$231,178	$2,800	$228,378
8.0 WATER	$310,868	$0	$310,868
9.0 WASTEWATER	$1,177,172	$267,680	$909,492
TOTAL 25-YEAR BENEFITTING PERIOD	**$4,369,518**	**$1,785,321**	**$2,584,197**

program includes development, redevelopment, expansion, or improvement of library and recreation facilities. Most notably, it includes the City's portion of a partnership with the YMCA to construct three new recreation facilities.

Finally, the Solid Waste development-related capital program totals $34.6 million in net municipal costs, or 16.19 per cent of the overall forecast. The program includes cell construction and construction of a new administration building for the Brady Road Resource Management Facility, as well as implementation of a Comprehensive Integrated Waste Management Strategy.

The capital forecast incorporates those projects identified to be related to development anticipated in the next ten years. It is not implied that all of these costs are to be recovered from new development by way of regulatory fees (see the following Section V for the method and determination of net capital costs attributable to development). For example, portions of this capital forecast may relate to providing servicing for replacement of existing capital facilities (e.g. upgrades to existing library facilities).

B. DEVELOPMENT-RELATED CAPITAL FORECAST FOR THE 15-YEAR BENEFITTING PERIOD

The development-related capital forecast for Public Works is anticipated to benefit development occurring over a 15-year period, from 2017 to 2031. The program includes the development of active transportation facilities as well as a number of major road and bridge projects that will help to serve new development areas. The total gross costs for this service are calculated at $3.47 billion. Approximately $1.71 billion is anticipated in grants from other levels of government, leaving $1.76 billion in net municipal costs.

Similar to the capital forecast for the 10-year benefitting period, it is not implied that all costs associated with this capital forecast are to be recovered from new development by way of regulatory fees over the 15-year benefitting period. Portions of this capital forecast may relate to providing servicing for replacement of existing capital facilities, for development which has occurred prior to 2017, or to account for infrastructure that will support new development beyond 2031.

C. DEVELOPMENT-RELATED CAPITAL FORECAST FOR THE 25-YEAR BENEFITTING PERIOD

The 25-year benefitting period services include major Transit, Fire and Paramedic, Police, Water, and Wastewater services. The total gross cost for these services is $4.37 billion. Alternative funding sources have been identified in the amount of $1.79 billion and represent contributions from other levels of government. Therefore, the net municipal cost of the capital program is reduced to approximately $2.58 billion.

The Transit development-related capital program totals $1.10 billion in net municipal costs, or 42.6 per cent of the overall forecast. The program includes construction of six Bus Rapid Transit corridors, annual purchases of additional transit buses due to ridership growth both within the current transit system and the future BRT routes, and the expansion and improvement of mechanical and storage facilities.

The development-related capital program for Fire and Paramedic Services totals $35.00 million, or 1.35 per cent of the overall forecast. It includes construction of four new fire stations and expansions to two existing stations, which will allow for additional capacity to help service intensification in existing neighbourhoods.

The Police development-related capital program totals $228.38 million in net municipal costs, or 8.8 per cent of the overall forecast. The program includes construction of new stations and a new headquarters, along with related technology needs.

The Water development-related capital program amounts to $310.87 million, or 12.0 per cent of the overall forecast. It includes water main extensions and upgrades, a water treatment plant capacity validation initiative, and a new water treatment plant.

Approximately $909.49 million, or 35.2 per cent of the overall forecast, accounts for the Wastewater development-related capital program. The Wastewater program includes expansions and upgrades to three sewage treatment plants and construction of interceptor sewers.

Again, it is not implied that all costs associated with the capital forecast for the 25-year benefitting period are to be recovered through regulatory fees. Portions of this capital forecast may relate to providing servicing for development which has occurred prior to 2017 or for replacement of existing capital facilities.

V CALCULATION OF POTENTIAL REGULATORY FEES

This section summarizes the calculation of regulatory fees for each service category. For all municipal services, the calculation of the "unadjusted" per capita (residential) and per square metre (non-residential) charges is reviewed. Adjustments to these amounts resulting from a cash flow analysis that takes interest earnings and borrowing costs into account are also discussed.

For residential development, the adjusted total per capita amount is converted to a charge per square metre using size assumptions derived from recently constructed units. For non-residential development, the charges are based on gross floor area of building space, and a variable charge by employment category (Office, Institutional, Commercial/Retail, and Industrial) is calculated based on employment density factors.

A. UNADJUSTED REGULATORY FEES CALCULATION FOR 10-YEAR BENEFITTING PERIOD SERVICES

A summary of the calculation for the "unadjusted" residential and non-residential regulatory fees for the 10-year benefitting period services is presented in Table 3. Further details of the calculation for each individual service category are available in Appendix B.

The net capital forecast for these services totals $213.70 million and incorporates those projects identified to be related to development anticipated in the next ten years. However, not all of the capital costs are to be recovered from new development by way of regulatory fees. As shown on Table 3, 65.1 per cent of the net municipal costs, or $139.12 million relates to replacement of existing capital facilities or for shares of projects that provide benefit to the existing population. An additional $28.87 million has been attributed to shares of projects that are expected to serve new residential development which occurred in the City during the 10-year period preceding 2017. These portions of the capital costs will have to be funded from non-regulatory fee revenue sources, which will largely be property taxes for this group of services.

The costs idetified for recovery through regulatory fees for these services total $45.71 million. This amount is allocated between the residential and non-residential sectors to derive the unadjusted regulatory fees. Parks and Open Spaces and Community

TABLE 3

CITY OF WINNIPEG
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL CHARGES
10-YEAR SERVICES DEVELOPMENT-RELATED CAPITAL PROGRAM

10 Year Growth in New Units	107,740
10 Year Growth in Square Metres	3,373,581

Service	Development-Related Capital Program									
	Gross Cost ($000)	Grants/ Subsidies/ Recoveries ($000)	Replacement & Benefit to Existing ($000)	Prior Growth ($000)	Post 2026 ($000)	Total Costs for Recovery ($000)	Residential Share %	Residential Share ($000)	Non-Res Share %	Non-Res Share ($000)
1.0 PARKS AND OPEN SPACES	$61,650	$6,540	$45,695	$0	$0	$9,415	100%	$9,415	0%	$0
Unadjusted Charge Per Capita								$87.38		
Unadjusted Charge Per Sq.M.										$0.00
2.0 COMMUNITY SERVICES	$191,512	$67,521	$63,174	$28,871	$0	$31,946	100%	$31,946	0%	$0
Unadjusted Charge Per Capita								$296.51		
Unadjusted Charge Per Sq.M.										$0.00
3.0 SOLID WASTE	$34,600	$0	$30,248	$0	$0	$4,352	62%	$2,698	38%	$1,654
Unadjusted Charge Per Capita								$25.05		
Unadjusted Charge Per Sq.M.										$0.49
TOTAL 10-YEAR BENEFITTING PERIOD SERVICES	**$287,762.0**	**$74,060.6**	**$139,117.0**	**$28,871.4**	**$0.0**	**$45,713.0**		**$44,059.2**		**$1,653.8**

Services are deemed to benefit residential development only, while Solid Waste services are allocated between both sectors based on shares of population and employment growth. The allocation to the residential sector for Solid Waste services is calculated at 62 per cent, and 38 per cent to the non-residential sector.

Approximately $44.06 million of the regulatory fees eligible capital program for these services is deemed to benefit residential development. This includes $9.41 million for Parks and Open Spaces, $31.95 million for Community Services, and $2.70 for Solid Waste. When these amounts are divided by the 10-year growth in population in new dwelling units (107,740), unadjusted per-capita charges of $87.38 for Parks and Open Spaces, $296.51 for Community Services, and $25.05 for Solid Waste result.

The non-residential regulatory fees eligible capital program includes $1.65 million for Solid Waste services. These unadjusted uniform non-residential charge was calculated by dividing the eligible capital costs by the forecast 10-year increase in non-residential space, which totals 3.37 million square metres. The unadjusted per-square metre charges were calculated at $0.49 for Solid Waste.

The non-residential capital program is further divided by four employment categories. Based on employment forecasts under each category, approximately 22.3 per cent of the non-residential capital program is allocated to Office development, another 21.9 per cent is allocated to Institutional development, 21.4 per cent is allocated to Commercial/Retail development, and 34.5 per cent is allocated to Industrial development. Charges calculated for each of these employment categories are included in Tables 8 through 11. Much of the variation in these charges is due to variations in the forecast growth in new space under each category.

B. UNADJUSTED REGULATORY FEES CALCULATION FOR 15-YEAR BENEFITTING PERIOD SERVICES

Table 4 displays the calculation of the unadjusted rates to cover the Public Works development-related capital projects, which will service development in the City between 2017 and 2031. Further details of the calculation are available in Appendix C.

The net capital forecast for this service totals $1.76 billion; however, not all of the capital costs are to be recovered from new development by way of regulatory fees. Approximately 40.5 per cent of the net municipal costs, or $711.46 million relates to

TABLE 4

CITY OF WINNIPEG
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL CHARGES
15-YEAR SERVICES DEVELOPMENT-RELATED CAPITAL PROGRAM

2017-2041 Growth in New Units	156,159
2017-2041 Growth in Square Metres	4,775,863

Service	Development-Related Capital Program									
	Gross Cost ($000)	Grants/ Subsidies/ Recoveries ($000)	Replacement & Benefit to Existing ($000)	Prior Growth ($000)	Post 2031 ($000)	Total Costs for Recovery ($000)	Residential Share %	Residential Share ($000)	Non-Res Share %	Non-Res Share ($000)
4.0 PUBLIC WORKS	$3,471,887	$1,714,532	$711,460	$165,611	$232,499	$647,785	62%	$401,626	38%	$246,158
Unadjusted Charge Per Capita								$2,571.91		
Unadjusted Charge Per Sq.M.										$51.54
TOTAL 15-YEAR BENEFITTING PERIOD SERVICES	**$3,471,887.1**	**$1,714,532.0**	**$711,460.2**	**$165,611.0**	**$232,499.4**	**$647,784.5**		**$401,626.4**		**$246,158.1**

replacement of existing capital facilities or for shares of projects that provide benefit to the existing community. An additional $165.61 million of the Public Works costs has been allocated to development that occurred during the 10-year period preceding 2017; this includes portions of recently completed projects as well as planned projects that are expected to benefit recent development. Finally, $232.50 million of the capital have been allocated to growth beyond 2031. These portions of capital costs will have to be funded from non-regulatory fee revenue sources, which will largely be property taxes for this service.

The costs eligible for recovery through regulatory fees for Public Works total $647.78 million. This amount is allocated between the residential and non-residential sectors to derive the unadjusted regulatory fees. The allocations of 62 per cent to the residential sector and 38 per cent to the non-residential sector are used for this service as Public Works projects are deemed to benefit both residential and non-residential development.

Approximately $401.63 million of the regulatory fees eligible capital program for Public Works is deemed to benefit residential development. When this amount is divided by the 15-year growth in population in new dwelling units (156,159), an unadjusted per-capita charge of $2,571.91 results.

The non-residential regulatory fees eligible capital program totals $246.16 million. The unadjusted uniform non-residential charge was calculated by dividing the eligible capital costs by the forecast 15-year increase in non-residential space (4.78 million square metres). The unadjusted per-square metre charge was calculated at $51.54.

The non-residential capital program is further divided by four employment categories based on employment forecasts under each category, and distinct charges were then calculated for each of these employment categories based on their unique forecast growth in new space. Calculated charges for Office, Institutional, Commercial/Retail, and Industrial development are summarized in Tables 8 through 11.

C. UNADJUSTED REGULATORY FEES CALCULATION FOR 25-YEAR BENEFITTING PERIOD SERVICES

Table 5 displays the calculation of the unadjusted rates to cover capital projects that will be used to service development in the City between 2017 and 2041. Further details of the calculation for each individual service category are available in Appendix D.

TABLE 5

CITY OF WINNIPEG
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL CHARGES
25-YEAR SERVICES DEVELOPMENT-RELATED CAPITAL PROGRAM

2017-2041 Growth in New Units	244,757
2017-2041 Growth in Square Metres	7,764,241

Service	Development-Related Capital Program									
	Gross Cost ($000)	Grants/ Subsidies/ Recoveries ($000)	Replacement & Benefit to Existing ($000)	Prior Growth ($000)	Post 2041 ($000)	Total Costs for Recovery ($000)	Residential Share %	Residential Share ($000)	Non-Res Share %	Non-Res Share ($000)
5.0 TRANSIT	$2,615,300	$1,514,841	$703,415	$31,597	$0	$365,447	62%	$226,577	38%	$138,870
Unadjusted Charge Per Capita								$925.72		
Unadjusted Charge Per Sq.M.										$17.89
6.0 FIRE & PARAMEDIC SERVICES	$35,000	$0	$2,500	$808	$0	$31,692	62%	$19,649	38%	$12,043
Unadjusted Charge Per Capita								$80.28		
Unadjusted Charge Per Sq.M.										$1.55
7.0 POLICE	$231,178	$2,800	$186,972	$13,444	$0	$27,961	62%	$17,336	38%	$10,625
Unadjusted Charge Per Capita								$70.83		
Unadjusted Charge Per Sq.M.										$1.37
8.0 WATER	$310,868	$0	$227,969	$22,495	$0	$60,404	62%	$37,450	38%	$22,953
Unadjusted Charge Per Capita								$153.01		
Unadjusted Charge Per Sq.M.										$2.96
9.0 WASTEWATER	$1,177,172	$267,680	$656,075	$419	$0	$252,998	62%	$156,859	38%	$96,139
Unadjusted Charge Per Capita								$640.88		
Unadjusted Charge Per Sq.M.										$12.38
TOTAL 25-YEAR BENEFITTING PERIOD SERVICES	$4,369,518.0	$1,785,321.4	$1,776,930.5	$68,764.6	$0.0	$738,501.6		$457,871.0		$280,630.6

The net capital forecast for these services totals $2.58 billion; however, not all of the capital costs are to be recovered from new development by way of regulatory fees. Approximately 68.8 per cent of the net municipal costs, or $1.78 billion relates to replacement of existing capital facilities or for shares of projects that provide benefit to the existing community. An additional $68.76 million of the capital costs represent portions of recently completed projects or planned projects that are expected to service development that occurred over the 10-year period preceding 2017. These portions of capital costs will have to be funded from non-regulatory fee revenue sources, whether through property taxes or utility rates.

The costs eligible for recovery through regulatory fees for these services total $738.50 million. As all services in this category are deemed to benefit both residential and non-residential development, the eligible costs are allocated at 62 per cent to the residential sector and 38 per cent to the non-residential sector to derive the unadjusted regulatory fees.

Approximately $457.87 million of the regulatory fees eligible capital program for these services is deemed to benefit residential development. This includes $226.58 million for Transit, $19.65 million for Fire and Paramedic Services, $17.34 million for Police, $37.45 million for Water, and $156.86 million for Wastewater.

When these amounts are divided by the 25-year growth in population in new dwelling units (244,757), unadjusted per-capita charges of $925.72 for Transit, $80.28 for Fire and Paramedic Services, $70.83 for Police, $153.01 for Water, and $640.88 for Wastewater result.

The non-residential regulatory fees eligible capital program totals $280.63 million, including $138.87 million for Transit, $12.04 million for Fire and Paramedic Services, $10.62 million for Police, $22.95 million for Water, and $96.14 million for Wastewater. These unadjusted uniform non-residential charges were calculated for each service by dividing the eligible capital costs by the forecast 25-year increase in non-residential space (7.57 million square metres). The unadjusted per-square metre charges were calculated at $17.89 for Transit, $1.55 for Fire and Paramedic Services, $1.37 for Police, $2.96 for Water, and $12.38 for Wastewater.

Once again, the non-residential capital program is further divided by four employment categories based on employment forecasts under each category. Calculated charges for Office, Institutional, Commercial/Retail, and Industrial development are summarized in Tables 8 through 11.

D. ADJUSTED RESIDENTIAL AND NON-RESIDENTIAL REGULATORY FEES

Final adjustments to the "unadjusted" regulatory fee rates are made through a cash flow analysis. The analysis, details of which are included in the appendices, considers the borrowing cost and interest earnings associated with the timing of expenditures and regulatory fee receipts for each service category.

Table 6 summarizes the results of the cash flow adjustments for the residential regulatory fee rates. After the cash flow analysis, the adjusted per capita rate increases for most services, with the exception of slight decreases for the Parks and Open Spaces and Community Services rates. A charge per square metre (total $109.45) was then calculated from the adjusted per capita rate based on an estimate of 48.8 square metres of residential space per capita. Sample charges based on units of 167 square metres and 79 square metres are also provided in Table 6.

Most of the non-residential regulatory fees also experience an increase after cash flow considerations. The adjusted per square metre charges for each service are provided in Tables 7 through 11 including both the calculated uniform non-residential charge and the variable charges for Office, Institutional, Commercial/Retail, and Industrial development. Total regulatory fee rates per square metre have been calculated at $226.51 for Office, $94.08 for Institutional, $152.91 for Commercial/Retail, and $61.16 for Industrial development.

TABLE 6

CITY OF WINNIPEG
CALCULATED REGULATORY FEES
RESIDENTIAL CHARGES BY UNIT TYPE

Service	Unadjusted Charge Per Capita	Adjusted Charge Per Capita	Adjusted Charge Per Square Metre	Sample Residential Charge	
				1,800 sq. ft. (167 sq. m.)	850 sq. ft. (79 sq. m.)
PARKS AND OPEN SPACES	$87.38	$87.26	$1.79	$299.33	$141.35
COMMUNITY SERVICES	$296.51	$296.40	$6.07	$1,015.06	$479.33
SOLID WASTE	$25.05	$25.97	$0.53	$88.63	$41.85
PUBLIC WORKS	$2,571.91	$2,735.87	$56.04	$9,371.32	$4,425.35
TRANSIT	$925.72	$987.01	$20.22	$3,381.30	$1,596.73
FIRE & PARAMEDIC SERVICES	$80.28	$90.43	$1.85	$309.37	$146.09
POLICE	$70.83	$101.92	$2.09	$349.50	$165.04
WATER	$153.01	$219.70	$4.50	$752.52	$355.35
WASTEWATER	$640.88	$798.87	$16.36	$2,735.81	$1,291.91
TOTAL CHARGE	**$4,851.56**	**$5,343.41**	**$109.45**	**$18,302.84**	**$8,643.00**

TABLE 7

CITY OF WINNIPEG
CALCULATED REGULATORY FEES
NON-RESIDENTIAL UNIFORM CHARGES PER SQUARE METRE

Service	Non-Residential Uniform Charge	
	Unadjusted Charge per Square Metre	Adjusted Charge per Square Metre
PARKS AND OPEN SPACES	$0.00	$0.00
COMMUNITY SERVICES	$0.00	$0.00
SOLID WASTE	$0.49	$0.50
PUBLIC WORKS	$51.54	$53.80
TRANSIT	$17.89	$19.00
FIRE & PARAMEDIC SERVICES	$1.55	$1.75
POLICE	$1.37	$1.96
WATER	$2.96	$4.23
WASTEWATER	$12.38	$15.42
TOTAL CHARGE PER SQUARE METRE	**$88.18**	**$96.66**

TABLE 8

CITY OF WINNIPEG
CALCULATED REGULATORY FEES
MAJOR OFFICE CHARGES PER SQUARE METRE

Service	Office Charge	
	Unadjusted Charge per Square Metre	Adjusted Charge per Square Metre
PARKS AND OPEN SPACES	$0.00	$0.00
COMMUNITY SERVICES	$0.00	$0.00
SOLID WASTE	$1.15	$1.17
PUBLIC WORKS	$120.77	$126.06
TRANSIT	$41.91	$44.53
FIRE & PARAMEDIC SERVICES	$3.63	$4.09
POLICE	$3.21	$4.60
WATER	$6.93	$9.92
WASTEWATER	$29.01	$36.14
TOTAL CHARGE PER SQUARE METRE	**$206.61**	**$226.51**

TABLE 9

CITY OF WINNIPEG
CALCULATED REGULATORY FEES
INSTITUTIONAL CHARGES PER SQUARE METRE

Service	Institutional Charge	
	Unadjusted Charge per Square Metre	Adjusted Charge per Square Metre
PARKS AND OPEN SPACES	$0.00	$0.00
COMMUNITY SERVICES	$0.00	$0.00
SOLID WASTE	$0.48	$0.48
PUBLIC WORKS	$50.17	$52.36
TRANSIT	$17.41	$18.50
FIRE & PARAMEDIC SERVICES	$1.51	$1.70
POLICE	$1.33	$1.91
WATER	$2.88	$4.12
WASTEWATER	$12.05	$15.01
TOTAL CHARGE PER SQUARE METRE	**$85.82**	**$94.08**

TABLE 10

CITY OF WINNIPEG
CALCULATED REGULATORY FEES
COMMERCIAL/RETAIL CHARGES PER SQUARE METRE

Service	Commercial/Retail Charge	
	Unadjusted Charge per Square Metre	Adjusted Charge per Square Metre
PARKS AND OPEN SPACES	$0.00	$0.00
COMMUNITY SERVICES	$0.00	$0.00
SOLID WASTE	$0.78	$0.79
PUBLIC WORKS	$81.52	$85.09
TRANSIT	$28.29	$30.06
FIRE & PARAMEDIC SERVICES	$2.45	$2.76
POLICE	$2.16	$3.11
WATER	$4.68	$6.70
WASTEWATER	$19.58	$24.40
TOTAL CHARGE PER SQUARE METRE	**$139.46**	**$152.91**

TABLE 11

CITY OF WINNIPEG
CALCULATED REGULATORY FEES
INDUSTRIAL CHARGES PER SQUARE METRE

Service	Industrial Charge	
	Unadjusted Charge per Square Metre	Adjusted Charge per Square Metre
PARKS AND OPEN SPACES	$0.00	$0.00
COMMUNITY SERVICES	$0.00	$0.00
SOLID WASTE	$0.31	$0.32
PUBLIC WORKS	$32.61	$34.04
TRANSIT	$11.32	$12.02
FIRE & PARAMEDIC SERVICES	$0.98	$1.10
POLICE	$0.87	$1.24
WATER	$1.87	$2.68
WASTEWATER	$7.83	$9.76
TOTAL CHARGE PER SQUARE METRE	**$55.79**	**$61.16**

VI ADMINISTRATION OF REGULATORY FEES

The following policies and practices should be considered when implementing the regulatory fee. The application of fees in other municipalities is described in more detail in the companion report entitled *Review of Municipal Growth Financing Mechanisms.*

A. SERVICE RESPONSIBILITY

- It is recommended that the City review its development agreement parameters to ensure that any capital projects recovered through a regulatory fee are also not required to be emplaced and funded by developers as condition of planning approval.

- Notwithstanding the above, the City may wish to enter into credit agreements with developers so that a developer receives a credit from a regulatory fee for regulatory fee infrastructure constructed on the municipality's behalf.

B. USE OF FUNDS

- Reserves funds or accounts should be established for each service adopted under a regulatory fee by-law.

- It is recommended that Council adopt the development-related capital forecast included in this study, subject to annual review through the City's normal capital budget process. Projects may be removed, added or substituted as long as they are development-related.

C. TIMING OF PAYMENT

- It is understood that the regulatory fee would be collected at building permit issuance. This is a common collection point in other municipalities.

D. INDEXING OF FEES

- It is recommended that the City establish a by-law policy for the indexing of fees once they are established.

- Indexing is commonly done annually (and in some cases semi-annually) in other communities using construction cost indices.

E. UPDATING OF BY-LAW

- It is recommended that Council update the by-law as needed for changes relating to the application of charges, definitions, exemptions and discounts.

- The regulatory fees may be commonly updated at three to five year intervals or when there are significant changes to the capital plan or development forecast.

F. PUBLIC COMMUNICATION

- It is recommended that City advertise the adoption of the regulatory fee by-law including the applicable fees.

- The regulatory fees and rules should be included within a pamphlet that can be posted on the City's website and made available at Planning, Property and Development offices.

G. DEMOLITION AND CONVERSION CREDITS

- Many municipalities provide credits when one use is converted to another use, assuming approvals are necessary. The credit is typically determined based on a notional charge calculated using the prior land-use relative to the calculated charge of the new land-use. Municipalities do not provide funds to the applicant when the notional existing land use charge exceeds the new land-use charge.

- Similarly, municipalities commonly provide credits when a building is demolished and redeveloped with a new building on the same site. The credit is based on the size and use of the existing building compared to the proposed new dwelling. Demolition credit periods are often in the 2- to 7-year range.

H. DISCOUNTS AND EXEMPTIONS

This section includes examples of exemptions and discounts that Council may wish to consider. Exemptions and discounts result in revenue losses that are typically recovered through tax or utility rates. It is expected that the City may refine its discount and exemption policy over time following the initial adoption of a regulatory fee.

1. Common Land-use Exemptions

- The most common exemptions used across Canada are for government buildings. This may include federal, provincial and municipal buildings, including agencies, boards and commissions; pubic schools; and exemptions for universities and colleges.

- Exemptions for small residential expansions and renovations are also common across Canadian municipalities.

2. Other Land-use Exemptions for Consideration

- Some municipalities target exemptions and/or discounts for non-profit organizations. This may include land uses such as places of worship and affordable housing.

3. Economic Development Incentives

- Some municipalities reduce fees within a defined area to encourage investment. Typically, this may include the downtown area of a community where growth has been slow to occur.

- Some municipalities also choose to reduce charges for industrial development, the rationale being that it is more of a "footloose" sector than residential, office and retail uses, making it thereby more sensitive to fees and charges.

4. Phase-ins

- The phase-in of regulatory fees is commonly advocated by the building industry when significant increases in charges are proposed.

- As with other discounts, phase-ins result in revenue losses that have to be made up through other revenue sources.

APPENDIX A

DEVELOPMENT FORECAST

APPENDIX A

DEVELOPMENT FORECAST

This appendix provides the details of the development forecasts used to prepare the 2016 *Determination of Regulatory Fees to Finance Growth: Technical Report* for the City of Winnipeg. The forecast method and key assumptions are discussed and the results of the forecasts are presented in the following tables:

Historical Development

Table 1	Historical Population, Dwelling Units & Employment
Table 2	Historical Residential Building Completions
Table 3	Historical Households by Period of Construction Showing Household Size
Table 4	Historical Place of Work Employment

Forecast Development

Table 5	Population, Household & Employment Forecast
Table 6	Forecast of Household Growth by Unit Type
Table 7	Forecast of Household Growth and Population in new Households
Table 8	Employment Growth by Category
Table 9	Employment Growth in New Non-Residential Space by Category

A. FORECAST AND KEY ASSUMPTIONS

A 10-year development forecast, from 2017 to 2026, has been used for Parks and Open Spaces, Community Services, and Solid Waste services in the City. A 15-year forecast to 2031 has been used for Public Works projects. For Transit, Fire and Paramedic Services, Police, Water, and Wastewater services, a long-term forecast from 2017 to 2041 has been used.

B. HISTORICAL DEVELOPMENT IN THE CITY

Historical growth and development figures presented in this appendix are based on Statistics Canada Census data, Canada Mortgage and Housing Corporation (CMHC) data and the City's historical development data. A "Census-based" definition of population is used for the purposes of the study. This definition does not include the Census net undercoverage which is typically included in the definition of "total" population commonly used in municipal planning documents. A 10-year historical period of 2006 to 2016 was examined. Since 2011 was the year of the last Census, figures for 2012 to 2016 are estimates.

Table 1 shows that the rate of population growth in the City has increased in recent years. Between 2011 and 2016, Winnipeg's population grew by approximately 7.2 per cent to 711,500, as compared with 4.8 per cent growth over the prior five-year period. Similarly, household growth has accelerated; between 2011 and 2016 the number of occupied households in the City grew by roughly 5.6 per cent to 283,900, up from 2.9 per cent growth between 2006 and 2011.

Historical employment figures are also shown in Table 1 and are based on Statistics Canada place of work data. Place of work data records where people work rather than the place of residence. The employment figures used for regulatory fees calculations includes employees with no fixed work place of work, but excludes work at home employment. Employment growth has increased significantly from 5.0 per cent over the 2006-2011 period to 12.0 per cent over the 2011-2016 period, reaching approximately 399,000 in 2016.

Details on historical housing unit growth in the City are provided in Table 2, Historical Residential Building Completions. This information is sourced from CMHC *Market Information.* Overall, the dominant type of new housing in Winnipeg constructed since 2006 has been single- and semi-detached units which represents 56 per cent of all housing completions from 2006–2015; however, over the past five years, row and apartment units have been constructed at increasing rates and the share of single- and semi-detached units has declined.

Table 3 provides details on historical occupancy patterns in the Winnipeg Census Metropolitan Area. The overall average occupancy level in Winnipeg for single and semi-detached units is 2.79 persons per housing unit (PPU). Occupancy levels for recently constructed units, between 2001 and 2011, are higher than the overall average and are used in the regulatory fees calculation since it better reflects the number of people that are likely to reside in new developments. The average PPU of single and semi-detached units built in the CMA in the period 2001 to 2011 is 3.33. Average PPUs for recently constructed row housing and apartments (excluding duplexes) are 2.31 and 1.74, respectively.

Table 4 summarizes the growth in historical employment by place of work in the City of Winnipeg between 2006 and 2016. The rate of employment growth has been consistent across the four categories assessed in this study (Office, Institutional, Commercial/Retail, and Industrial).

C. FORECAST METHOD AND RESULTS

This section describes the method used to establish the development forecast for the periods of 2017 to 2026, 2017 to 2031, and 2017 to 2041.

Regulatory fees are calculated on a per-capita basis for residential development, which is then translated to a charge per unit of gross floor area (GFA). For the residential forecast, a projection of both the *population growth* as well as the *population in new housing* is necessary:

- The *population growth* determines the need for additional facilities and provides the foundation for the development-related capital program.
- When calculating the regulatory fee, however, the development-related net capital costs are spread over the total additional population that occupies new dwelling units. This *population in new units* represents the population from which regulatory fees will be collected.

Fees are levied on non-residential development as a charge per unit of GFA. The non-residential forecast includes both a projection of employment growth as well as a projection of the floor space associated with employment growth in the City.

1. Residential Forecast

The residential development forecast incorporates anticipated growth in population and occupied dwelling units by type. As detailed in Table 5, the City's Census population is forecast to grow from approximately 711,500 in 2016 to 798,000 in 2026, 838,900 in 2031, and 910,000 in 2041. The 10-year population growth of 86,400 persons represents a 12.1 per cent increase over the existing base, the 15-year population growth of 127,400 represents a 17.9 per cent increase, and the longer-term increase of 198,500 persons to 2041 represents a 27.9 per cent increase.

Over the 10-year planning period from 2017 to 2026, the number of occupied housing units is forecast to increase from 283,900 in 2016 to 326,100 in 2026 and 345,800 in 2031. By 2041, this number is expected to reach 382,200 units. This reflects an average annual increase of approximately 4,300 occupied dwelling units per year from 2017 to 2021 (the first five years), which decreases to approximately 3,500 new units per year toward 2041. The overall 10-year growth represents a 14.9 per cent (42,300 units) increase in occupied dwelling units over the next ten years. The 15-year growth of 61,900 new units represents and increase of 21.8 per cent, while the 25-year growth of 98,300 units represents a 34.6 per cent increase over the existing base in 2016.

A breakdown of anticipated housing in the City by unit type is shown in Table 6. The housing forecast shows that the City's housing market is expected to be increasingly represented by higher density built forms, and by apartments in particular. Over the 10-year period, the type of new housing in the City is forecast to be composed largely of apartment units (45.0 per cent), followed by single and semi-detached units (44.1 per cent), and rows (10.8 per cent). Over the 15-year period to 2031, housing growth is expected to be comprised of 46.5 per cent apartments, 42.3 per cent singles and semis, and 11.2 per cent rows. Housing growth over the 2017-2041 period is represented by 48.5 per cent in apartments, 39.9 per cent singles and semis, and 11.7 per cent rows. These patterns of housing unit growth represent a trend toward higher density housing over time.

Population growth in the new units is estimated by applying the following 2016 PPUs to the housing unit forecast: 3.33 for single and semi-detached units; 2.67 for rows; and 1.76 for apartments. The forecast of population expected to reside in new housing units over the 2017 to 2026 period is 107,700 additional persons. Over the 15-year planning period, 156,200 additional persons are expected to reside in new housing units, and over the 25-year period, 244,800 additional persons are anticipated. This population growth by unit type is shown in Table 7.

The floor space per capita assumption used to calculate the residential space forecast was 48.8 square metres per capita. It is based on the size and occupancy rates of recently constructed units in the City. The floor area assumptions are provided below and exclude basement space.

Singles/Semis:	167 square metres
Rows:	139 square metres
Apartments:	79 square metres

2. Non-Residential Forecast

Table 8 illustrates the forecast total employment growth in the City of Winnipeg by employment category to 2041. Non-residential regulatory fees are calculated on a per unit of gross floor area (GFA) basis. Therefore, a forecast of future non-residential building space has also been developed. As with the residential forecast, the employment and GFA forecasts cover the 10-year period from 2017 to 2026, the 15-year period from 2017 to 2031, and the long-term period from 2017 to 2041.

As detailed in Tables 8 and 9, four categories of employment are distinguished for the purposes of determining non-residential employment and floor space growth:

- **Major Office employment** generally refers to office type employment contained within free standing buildings more than 20,000 net square feet (1,858 m^2).

- **Institutional employment** is public sector employment that primarily serves the residential population, such as education, health care, and local government. The rate of growth in this category is generally linked to the rate of population growth in the City.

- **Commercial/Retail employment**, like Institutional employment, primarily serves the City's residential population and its rate of growth is typically linked to population growth.

- **Industrial employment** refers to employment accommodated primarily in low-rise industrial-type buildings located within the City's business parks and industrial areas, as well as agricultural and primary industries in rural areas.

An assumed floorspace per worker (FSW) for each category is applied to the employment forecast in order to estimate the amount of associated GFA. The following FSW assumptions are used:

Office	27 m^2 per employee
Institutional	65 m^2 per employee
Commercial/Retail	40 m^2 per employee
Industrial	100 m^2 per employee

The non-residential floorspace forecast for the City is summarized in Table 9. The total floorspace growth is forecast at 3.37 million square metres over the 10-year period, 4.78 million square metres over the 15-year period, and 7.76 million square metres over the long-term to 2041. Although the largest component of floorspace growth over the 10-year period relates to Industrial employment (1.84 million square metres or 54.5 per cent) the rate of job growth is expected to remain relatively consistent across all four categories.

APPENDIX A
TABLE 1

CITY OF WINNIPEG
HISTORICAL POPULATION, DWELLING UNITS & EMPLOYMENT

Mid-Year	Census Population	Annual Growth	Occupied Households	Annual Growth	HH Size (PPU)	Employment by Place of Work (1)	Annual Growth	Activity Rate
2006	***633,451***		***261,109***		2.43	***339,450***		53.6%
2007	639,372	5,921	262,620	1,511	2.43	342,760	3,310	53.6%
2008	645,349	5,977	264,140	1,520	2.44	346,102	3,342	53.6%
2009	651,382	6,033	265,669	1,529	2.45	349,477	3,375	53.7%
2010	657,471	6,089	267,207	1,538	2.46	352,884	3,408	53.7%
2011	***663,617***	***6,146***	***268,753***	***1,546***	***2.47***	***356,325***	***3,441***	***53.7%***
2012	672,927	9,310	271,707	2,954	2.48	364,469	8,144	54.2%
2013	682,368	9,441	274,693	2,986	2.48	372,800	8,330	54.6%
2014	691,941	9,573	277,712	3,019	2.49	381,321	8,521	55.1%
2015	701,649	9,708	280,764	3,052	2.50	390,036	8,716	55.6%
2016	***711,494***	***9,845***	***283,850***	3,086	2.51	***398,951***	8,915	56.1%
Growth 2007-2016		78,043		22,741			59,501	

Source: Statistics Canada, 2011
1. Excludes Work at Home

APPENDIX A
TABLE 2

CITY OF WINNIPEG
HISTORICAL RESIDENTIAL BUILDING COMPLETIONS

Year	Completions (New Units By Type)				Completions (Share of New Units By Type)			
	Singles & Semis	**Rows**	**Apartments**	**Total**	**Singles & Semis**	**Rows**	**Apartments**	**Total**
2006	1,460	69	675	2,204	66%	3%	31%	100%
2007	1,309	77	712	2,098	62%	4%	34%	100%
2008	1,405	75	1,519	2,999	47%	3%	51%	100%
2009	1,240	104	872	2,216	56%	5%	39%	100%
2010	1,448	97	445	1,990	73%	5%	22%	100%
2011	1,498	229	972	2,699	56%	8%	36%	100%
2012	1,581	234	899	2,714	58%	9%	33%	100%
2013	1,882	143	1,235	3,260	58%	4%	38%	100%
2014	1,424	394	1,006	2,824	50%	14%	36%	100%
2015	1,597	380	1,623	3,600	44%	11%	45%	100%
Total	***14,844***	***1,802***	***9,958***	***26,604***	***56%***	***7%***	***37%***	***100%***
Last 10 Years	*1,484*	*180*	*996*	*2,660*	*56%*	*7%*	*37%*	*100%*
Last 5 Years	*1,596*	*276*	*1,147*	*3,019*	*53%*	*9%*	*38%*	*100%*

Source: CMHC

APPENDIX A
TABLE 3

CITY OF WINNIPEG CMA
HISTORICAL HOUSEHOLDS BY PERIOD OF CONSTRUCTION SHOWING HOUSEHOLD SIZE

Dwelling Unit Type	Period of Construction										Period of Construction Summaries		
	Pre 1945	1946-1960	1961-1970	1971-1980	1981-1985	1986-1990	1991-1995	1996-2000	2001-2005	2006-2011	Pre-2001	2001-2011	Total
Singles													
Household Population	49,275	43,740	100,610	59,365	74,490	78,695	23,345	21,940	28,500	34,570	451,460	63,070	514,530
Households	19,165	17,770	40,225	22,140	26,315	25,950	7,395	7,010	8,640	10,195	165,970	18,835	184,805
Household Size	2.57	2.46	2.50	2.68	2.83	3.03	3.16	3.13	3.30	3.39	2.72	**3.35**	2.78
Semis													
Household Population	1,115	935	2,550	5,955	14,835	2,375	325	390	695	535	28,480	1,230	29,710
Households	400	295	940	2,205	5,035	840	140	205	310	185	10,060	495	10,555
Household Size	2.79	3.17	2.71	2.70	2.95	2.83	2.32	1.90	2.24	2.89	2.83	**2.48**	2.81
Singles and Semis													
Household Population	50,390	44,675	103,160	65,320	89,325	81,070	23,670	22,330	29,195	35,105	479,940	64,300	544,240
Households	19,565	18,065	41,165	24,345	31,350	26,790	7,535	7,215	8,950	10,380	176,030	19,330	195,360
Household Size	2.58	2.47	2.51	2.68	2.85	3.03	3.14	3.09	3.26	3.38	2.73	**3.33**	2.79
Rows													
Household Population	475	480	2,700	5,110	7,965	4,115	695	540	450	765	22,080	1,215	23,295
Households	185	170	1,030	1,875	2,950	1,485	260	230	225	300	8,185	525	8,710
Household Size	2.57	2.82	2.62	2.73	2.70	2.77	2.67	2.35	2.00	2.55	2.70	**2.31**	2.67
Apartments (excl. Duplexes)													
Household Population	9,490	7,715	15,635	25,980	34,290	24,725	4,750	3,410	3,295	6,900	125,995	10,195	136,190
Households	5,750	4,785	9,790	16,735	20,740	14,460	2,890	1,870	1,950	3,895	77,020	5,845	82,865
Household Size	1.65	1.61	1.60	1.55	1.65	1.71	1.64	1.82	1.69	1.77	1.64	**1.74**	1.64
Duplexes													
Household Population	3,030	1,925	2,425	1,955	890	250	40	60	0	175	10,575	175	10,750
Households	1,340	770	930	815	285	90	10	20	0	60	4,260	60	4,320
Household Size	2.26	2.50	2.61	2.40	3.12	2.78	4.00	3.00	n/a	2.92	2.48	**2.92**	2.49
Apartments and Duplexes													
Household Population	12,520	9,640	18,060	27,935	35,180	24,975	4,790	3,470	3,295	7,075	136,570	10,370	146,940
Households	7,090	5,555	10,720	17,550	21,025	14,550	2,900	1,890	1,950	3,955	81,280	5,905	87,185
Household Size	1.77	1.74	1.68	1.59	1.67	1.72	1.65	1.84	1.69	1.79	1.68	**1.76**	1.69
All Units													
Household Population	62,910	54,315	121,220	93,255	124,505	106,045	28,460	25,800	32,490	42,180	616,510	74,670	691,180
Households	26,655	23,620	51,885	41,895	52,375	41,340	10,435	9,105	10,900	14,335	257,310	25,235	282,545
Household Size	2.36	2.30	2.34	2.23	2.38	2.57	2.73	2.83	2.98	2.94	2.40	**2.96**	2.45

Note: Population and household figures in this table are based on the National Household Survey and may differ from Census figures.
Source: Statistics Canada, 2011 National Household Survey Special Run.

APPENDIX A - TABLE 4
CITY OF WINNIPEG
HISTORICAL PLACE OF WORK EMPLOYMENT

Mid-Year	Major Office	Annual Growth	Institutional	Annual Growth	Commercial/ Retail	Annual Growth	Industrial	Annual Growth	Total For Study	Annual Growth	Work at Home	Annual Growth	Total w/ Work At Home	Annual Growth
2006	**75,572**		**74,362**		**72,499**		**117,017**		**339,450**		**15,015**		**354,465**	
2007	76,309	737	75,087	725	73,206	707	118,158	1,141	342,760	3,310	14,630	(385)	357,390	2,925
2008	77,053	744	75,819	732	73,920	714	119,310	1,152	346,102	3,342	14,254	(375)	360,356	2,967
2009	77,804	751	76,559	739	74,640	721	120,473	1,163	349,477	3,375	13,889	(366)	363,365	3,009
2010	78,563	759	77,305	746	75,368	728	121,648	1,175	352,884	3,408	13,532	(356)	366,416	3,051
2011	**79,329**	766	**78,059**	754	**76,103**	735	**122,834**	1,186	**356,325**	3,441	**13,185**	(347)	**369,510**	3,094
2012	81,142	1,813	79,843	1,784	77,842	1,739	125,642	2,808	364,469	8,144	13,486	301	377,956	8,446
2013	82,997	1,855	81,668	1,825	79,622	1,779	128,514	2,872	372,800	8,330	13,795	308	386,594	8,639
2014	84,894	1,897	83,535	1,867	81,442	1,820	131,451	2,937	381,321	8,521	14,110	315	395,431	8,836
2015	86,834	1,940	85,444	1,909	83,303	1,861	134,455	3,005	390,036	8,716	14,432	323	404,469	9,038
2016	**88,819**	**1,985**	**87,397**	**1,953**	**85,207**	**1,904**	**137,529**	**3,073**	**398,951**	**8,915**	**14,762**	**330**	**413,714**	9,245
Growth 2007-2016		13,247		13,035		12,708		20,512		59,501		(253)		59,249

APPENDIX A
TABLE 5

CITY OF WINNIPEG
POPULATION, HOUSEHOLD & EMPLOYMENT FORECAST

Year	Census Population	Annual Growth	Occupied Households	Annual Growth	Household Size PPU	Employment by POW	Annual Growth	Activity Rate
2011	***663,617***	***6,146***	***268,753***	***1,546***	2.47	***356,325***		53.7%
2012	672,927	9,310	271,707	2,954	2.48	364,469	8,144	54.2%
2013	682,368	9,441	274,693	2,986	2.48	372,800	8,330	54.6%
2014	691,941	9,573	277,712	3,019	2.49	381,321	8,521	55.1%
2015	701,649	9,708	280,764	3,052	2.50	390,036	8,716	55.6%
2016	***711,494***	***9,845***	***283,850***	***3,086***	***2.51***	***398,951***	***8,915***	***56.1%***
2017	719,908	8,414	288,049	4,199	2.50	407,559	8,608	56.6%
2018	728,422	8,514	292,310	4,261	2.49	413,476	5,917	56.8%
2019	737,037	8,615	296,633	4,324	2.48	418,763	5,287	56.8%
2020	745,753	8,717	301,021	4,388	2.48	425,774	7,011	57.1%
2021	***754,573***	***8,820***	***305,474***	***4,453***	***2.47***	***430,907***	***5,132***	***57.1%***
2022	763,036	8,463	309,497	4,023	2.47	435,227	4,320	57.0%
2023	771,594	8,558	313,574	4,076	2.46	439,659	4,432	57.0%
2024	780,248	8,654	317,704	4,130	2.46	444,232	4,573	56.9%
2025	788,999	8,751	321,888	4,184	2.45	448,354	4,122	56.8%
2026	***797,848***	***8,849***	***326,128***	***4,240***	***2.45***	***452,275***	***3,921***	***56.7%***
2027	805,889	8,041	329,962	3,834	2.44	456,414	4,139	56.6%
2028	814,011	8,122	333,841	3,879	2.44	460,589	4,175	56.6%
2029	822,215	8,204	337,766	3,925	2.43	464,830	4,241	56.5%
2030	830,501	8,287	341,737	3,971	2.43	469,867	5,037	56.6%
2031	***838,871***	***8,370***	***345,754***	***4,017***	***2.43***	***474,440***	***4,573***	***56.6%***
2032	846,165	7,293	349,451	3,697	2.42	478,622	4,182	56.6%
2033	853,522	7,357	353,187	3,736	2.42	483,422	4,800	56.6%
2034	860,943	7,421	356,964	3,776	2.41	487,984	4,562	56.7%
2035	868,428	7,485	360,780	3,817	2.41	492,674	4,690	56.7%
2036	***875,978***	***7,550***	***364,638***	***3,858***	***2.40***	***497,357***	***4,683***	***56.8%***
2037	882,670	6,692	368,080	3,442	2.40	502,100	4,743	56.9%
2038	889,413	6,743	371,555	3,475	2.39	506,905	4,804	57.0%
2039	896,207	6,794	375,063	3,508	2.39	511,770	4,866	57.1%
2040	903,054	6,846	378,604	3,541	2.39	516,699	4,929	57.2%
2041	**909,952**	**6,899**	**382,178**	**3,574**	**2.38**	**521,675**	**4,976**	**57.3%**
2017-2026		86,354		42,278			53,324	
2017-2031		127,378		61,904			75,489	
2017-2041		198,458		98,328			122,724	

HEMSON

Source: Hemson Consulting Ltd., 2016

APPENDIX A
TABLE 6

CITY OF WINNIPEG
FORECAST OF HOUSEHOLD GROWTH BY UNIT TYPE

Year	Growth in Households by Unit Type			
	Singles & Semis	Rows	Apartments	Total Dwelling Unit Growth
2017	1,826	460	1,913	4,199
2018	1,877	462	1,922	4,261
2019	1,953	460	1,911	4,324
2020	2,001	463	1,924	4,388
2021	2,019	***472***	***1,962***	***4,453***
2022	1,802	431	1,790	4,023
2023	1,790	443	1,843	4,076
2024	1,786	455	1,889	4,130
2025	1,800	463	1,922	4,184
2026	1,796	***474***	***1,970***	***4,240***
2027	1,568	440	1,827	3,834
2028	1,513	459	1,907	3,879
2029	1,488	473	1,964	3,925
2030	1,474	484	2,012	3,971
2031	1,467	***495***	***2,056***	***4,017***
2032	1,327	460	1,911	3,697
2033	1,347	463	1,926	3,736
2034	1,356	469	1,951	3,776
2035	1,373	474	1,970	3,817
2036	1,395	***478***	***1,985***	***3,858***
2037	1,237	428	1,778	3,442
2038	1,241	433	1,800	3,475
2039	1,245	439	1,824	3,508
2040	1,249	445	1,847	3,541
2041	1,261	***449***	***1,865***	***3,574***
2017-2026	18,650	4,583	19,046	42,278
2017-2031	26,160	6,933	28,811	61,904
2017-2041	39,191	11,470	47,667	98,328

Source: Hemson Consulting Ltd., 2016

APPENDIX A
TABLE 7

CITY OF WINNIPEG
FORECAST OF HOUSEHOLD GROWTH AND POPULATION IN NEW HOUSEHOLDS

Year	Population in New Households *			
	Singles & Semis	Rows	Apartments	Total Occupied Dwellings
2017	6,073	1,231	3,359	10,663
2018	6,243	1,237	3,375	10,855
2019	6,498	1,230	3,356	11,084
2020	6,655	1,238	3,379	11,272
2021	***6,717***	***1,262***	***3,445***	***11,424***
2022	5,995	1,152	3,144	10,291
2023	5,954	1,186	3,236	10,376
2024	5,941	1,216	3,318	10,475
2025	5,986	1,237	3,376	10,599
2026	***5,974***	***1,268***	***3,459***	***10,701***
2027	5,215	1,176	3,208	9,599
2028	5,034	1,227	3,349	9,610
2029	4,949	1,264	3,449	9,662
2030	4,905	1,295	3,534	9,734
2031	***4,881***	***1,323***	***3,610***	***9,814***
2032	4,413	1,230	3,355	8,998
2033	4,480	1,240	3,383	9,103
2034	4,512	1,255	3,426	9,193
2035	4,567	1,268	3,459	9,294
2036	***4,641***	***1,277***	***3,486***	***9,404***
2037	4,115	1,144	3,122	8,381
2038	4,129	1,159	3,162	8,450
2039	4,143	1,174	3,202	8,519
2040	4,154	1,189	3,244	8,587
2041	***4,194***	***1,200***	***3,275***	***8,669***
2017-2026	62,036	12,257	33,447	107,740
2017-2031	87,020	18,542	50,597	156,159
2017-2041	130,368	30,678	83,711	244,757

* Based on PPUs: 3.33 2.67 1.76

Source: Hemson Consulting Ltd., 2016

APPENDIX A
TABLE 8

CITY OF WINNIPEG
EMPLOYMENT GROWTH BY CATEGORY

Mid-Year	Major Office	Annual Growth	Institutional	Annual Growth	Commercial/ Retail	Annual Growth	Industrial	Annual Growth	Total For Study	Annual Growth	Work at Home	Annual Growth	Total w/ Work At Home	Annual Growth
2016	**88,819**		**87,397**		**85,207**		**137,529**		**398,951**		**14,762**		**413,714**	
2017	90,735	1,916	89,283	1,886	87,046	1,838	140,496	2,967	407,559	8,608	15,081	319	422,640	8,926
2018	92,052	1,317	90,579	1,296	88,309	1,264	142,536	2,040	413,476	5,917	15,300	219	428,776	6,136
2019	93,229	1,177	91,737	1,158	89,438	1,129	144,358	1,823	418,763	5,287	15,495	196	434,259	5,483
2020	94,790	1,561	93,273	1,536	90,936	1,497	146,775	2,417	425,774	7,011	15,755	259	441,529	7,271
2021	**95,933**	1,143	**94,397**	1,124	**92,032**	1,096	**148,544**	1,769	**430,907**	5,132	**15,945**	190	**446,851**	5,322
2022	96,895	962	95,344	946	92,955	923	150,034	1,489	435,227	4,320	16,105	160	451,332	4,480
2023	97,881	987	96,315	971	93,901	947	151,562	1,528	439,659	4,432	16,269	164	455,927	4,596
2024	98,900	1,018	97,317	1,002	94,878	977	153,138	1,577	444,232	4,573	16,438	169	460,670	4,743
2025	99,817	918	98,219	903	95,758	880	154,559	1,421	448,354	4,122	16,590	153	464,944	4,274
2026	**100,690**	**873**	**99,078**	**859**	**96,596**	**837**	**155,911**	**1,352**	**452,275**	**3,921**	**16,735**	**145**	**469,010**	**4,066**
2027	101,612	921	99,985	907	97,480	884	157,337	1,427	456,414	4,139	16,889	153	473,303	4,292
2028	102,541	929	100,900	915	98,371	892	158,777	1,439	460,589	4,175	17,043	154	477,632	4,329
2029	103,485	944	101,829	929	99,277	906	160,239	1,462	464,830	4,241	17,200	157	482,030	4,398
2030	104,607	1,121	102,932	1,103	100,353	1,076	161,975	1,736	469,867	5,037	17,386	186	487,253	5,224
2031	**105,625**	**1,018**	**103,934**	**1,002**	**101,330**	**977**	**163,551**	**1,576**	**474,440**	**4,573**	**17,556**	**169**	**491,995**	**4,742**
2032	106,556	931	104,850	916	102,223	893	164,993	1,442	478,622	4,182	17,710	155	496,332	4,337
2033	107,624	1,069	105,902	1,052	103,248	1,025	166,648	1,655	483,422	4,800	17,888	178	501,310	4,978
2034	108,640	1,016	106,901	999	104,223	974	168,221	1,573	487,984	4,562	18,057	169	506,041	4,731
2035	109,684	1,044	107,928	1,027	105,224	1,002	169,837	1,617	492,674	4,690	18,230	174	510,904	4,863
2036	**110,727**	**1,043**	**108,954**	**1,026**	**106,224**	**1,000**	**171,452**	**1,614**	**497,357**	**4,683**	**18,404**	**173**	**515,761**	**4,857**
2037	111,783	1,056	109,993	1,039	107,237	1,013	173,087	1,635	502,100	4,743	18,579	176	520,680	4,919
2038	112,852	1,070	111,046	1,052	108,263	1,026	174,743	1,656	506,905	4,804	18,757	178	525,661	4,982
2039	113,936	1,083	112,112	1,066	109,303	1,039	176,420	1,677	511,770	4,866	18,937	180	530,707	5,046
2040	115,033	1,097	113,192	1,080	110,355	1,053	178,119	1,699	516,699	4,929	19,119	182	535,818	5,111
2041	**116,141**	**1,108**	**114,282**	**1,090**	**111,418**	**1,063**	**179,835**	**1,715**	**521,675**	**4,976**	**19,303**	**184**	**540,978**	5,160
2017-2026		11,871		11,681		11,389		18,382		53,324		1,973		55,297
2017-2031		16,806		16,537		16,123		26,023		75,489		2,793		78,282
2017-2041		27,322		26,885		26,211		42,306		122,724		4,541		127,265

Source: Hemson Consulting Ltd., 2016

APPENDIX A
TABLE 9

CITY OF WINNIPEG
EMPLOYMENT GROWTH IN NEW NON-RESIDENTIAL SPACE BY CATEGORY

	Major Office		Institutional		Commercial/Retail		Industrial		Total	
Density m^2 per empl.		27		65		40		100		
Year	Employment Growth	Growth in New Space (m^2)	Employment Growth	Growth in New Space (m^2)	Employment Growth	Growth in New Space (m^2)	Employment Growth	Growth in New Space (m^2)	Employment Growth	Growth in New Space (m^2)
2017	1,916	51,743	1,886	122,572	1,838	73,539	2,967	296,738	8,608	544,591
2018	1,317	35,567	1,296	84,253	1,264	50,549	2,040	203,971	5,917	374,340
2019	1,177	31,780	1,158	75,284	1,129	45,168	1,823	182,257	5,287	334,489
2020	1,561	42,145	1,536	99,835	1,497	59,898	2,417	241,695	7,011	443,572
2021	***1,143***	***30,851***	***1,124***	***73,081***	***1,096***	***43,846***	***1,769***	***176,925***	***5,132***	***324,704***
2022	962	25,970	946	61,520	923	36,910	1,489	148,937	4,320	273,338
2023	987	26,639	971	63,104	947	37,860	1,528	152,772	4,432	280,376
2024	1,018	27,491	1,002	65,123	977	39,071	1,577	157,658	4,573	289,343
2025	918	24,776	903	58,690	880	35,212	1,421	142,085	4,122	260,763
2026	***873***	***23,569***	***859***	***55,832***	***837***	***33,498***	***1,352***	***135,167***	***3,921***	***248,066***
2027	921	24,879	907	58,936	884	35,360	1,427	142,681	4,139	261,856
2028	929	25,094	915	59,444	892	35,664	1,439	143,911	4,175	264,113
2029	944	25,493	929	60,389	906	36,231	1,462	146,198	4,241	268,312
2030	1,121	30,279	1,103	71,727	1,076	43,034	1,736	173,647	5,037	318,688
2031	***1,018***	***27,488***	***1,002***	***65,116***	***977***	***39,067***	***1,576***	***157,642***	***4,573***	***289,313***
2032	931	25,138	916	59,550	893	35,728	1,442	144,166	4,182	264,582
2033	1,069	28,854	1,052	68,352	1,025	41,009	1,655	165,476	4,800	303,692
2034	1,016	27,423	999	64,962	974	38,975	1,573	157,268	4,562	288,627
2035	1,044	28,189	1,027	66,777	1,002	40,064	1,617	161,663	4,690	296,694
2036	***1,043***	***28,151***	***1,026***	***66,686***	***1,000***	***40,009***	***1,614***	***161,443***	***4,683***	***296,289***
2037	1,056	28,512	1,039	67,541	1,013	40,522	1,635	163,512	4,743	300,087
2038	1,070	28,878	1,052	68,409	1,026	41,043	1,656	165,613	4,804	303,942
2039	1,083	29,249	1,066	69,287	1,039	41,570	1,677	167,739	4,866	307,845
2040	1,097	29,626	1,080	70,179	1,053	42,105	1,699	169,899	4,929	311,809
2041	***1,108***	***29,911***	***1,090***	***70,855***	***1,063***	***42,511***	***1,715***	***171,536***	***4,976***	***314,812***
2017-2026	11,871	320,530	11,681	759,295	11,389	455,551	18,382	1,838,205	53,324	3,373,581
2017-2031	16,806	453,764	16,537	1,074,908	16,123	644,907	26,023	2,602,284	75,489	4,775,863
2017-2041	27,322	737,695	26,885	1,747,505	26,211	1,048,442	42,306	4,230,599	122,724	7,764,241

Source: Hemson Consulting Ltd., 2016

APPENDIX B

10-YEAR BENEFITTING PERIOD SERVICES TECHNICAL APPENDIX

APPENDIX B

10-YEAR BENEFITTING PERIOD SERVICES TECHNICAL APPENDIX

This appendix provides the detailed analysis undertaken to establish the regulatory fee rates for each of the services for the 10-year benefitting period provided by the City of Winnipeg. Three services have been analysed as part of this study:

Appendix B.1 Parks and Open Spaces

Appendix B.2 Community Services

Appendix B.3 Solid Waste

Every sub-section contains a set of two tables. The tables provide the background data and analysis undertaken to arrive at the calculated regulatory fee rates for that particular service. An overview of the content and purpose of each of the tables is given below.

TABLE 1 2017 – 2026 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

Based on the development forecasts presented in Appendix A, City staff in collaboration with consultants, have created a growth-related capital forecast that sets out the projects required to service anticipated development for the 10-year period from 2017–2026.

To determine the share of the costs for recovery through regulatory fees, the project costs are reduced by any anticipated grants, subsidies or other recoveries, "replacement" shares and benefit to existing shares, and shares allocated to recent development in the City.

A replacement share represents the portion of a capital project that will benefit the existing community. It could for example, represent a portion of a new facility that will, at least in part, replace a facility that is demolished, redeployed or will otherwise not be available to serve its former function. The replacement share of the capital program is not deemed to be development-related and is therefore removed from the regulatory fee calculation. The capital cost for replacement will require funding from non-regulatory fee sources, typically property taxes or user fees.

Further, in certain cases a portion of costs has been allocated to "prior growth". This account for portions of projects which are deemed to benefit recent development which occurred in the City during the 10-year period preceding 2017. Again, these costs will require funding from non-regulatory fee sources.

The capital program less any replacement shares or benefit to existing shares and prior growth shares yields the development-related costs that may be included in the regulatory fee calculation for recovery against growth over the forecast period from 2017 to 2026.

Calculation of the Unadjusted Regulatory Fee Rates

The section below the capital program displays the calculation of the "unadjusted" regulatory fee rates. The term "unadjusted" regulatory fee is used to distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 2.

The first step in determining the unadjusted regulatory fee rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For Community Services and Parks and Open Spaces, the development-related costs have been allocated entirely to the residential sector, as the need for these services is driven by residential development. For Solid Waste, the development-related costs have been apportioned as 62 per cent residential and 38 per cent non-residential. This apportionment is based on the anticipated shares of population and employment growth over the 10-year forecast period.

The 38 per cent non-residential apportionment of the development-related net capital cost has been further broken down into four employment category apportionments based on anticipated shares of employment growth in each sector. The result is an apportionment of 22.3 per cent Office, 21.9 per cent Institutional, 21.4 per cent Commercial/Retail, and 34.5 per cent Industrial.

The next step in calculating regulatory fee rates is to divide the residential share of the 2017-2026 costs by the forecast population growth in new dwelling units. This gives the unadjusted residential regulatory fee per capita. The non-residential development-related net capital costs are divided by the forecasted increase in non-residential gross floor area (GFA). This yields a charge per square metre of new non-residential development, and has been repeated for each of the four employment categories.

TABLE 2 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of regulatory fees. Interest earnings or borrowing costs are accounted for in the calculation. Based on the development forecast, the analysis calculates the regulatory fee rate required to finance the net development-related capital spending plan, including provisions for any borrowing costs or interest earnings on the reserve funds. The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible.

In order to determine appropriate regulatory fee rates reflecting borrowing and earnings necessary to support the net development-related funding requirement, assumptions are used for the inflation rate and interest rate. An inflation rate of 2.0 per cent is used for the funding requirements, an interest rate of 5.5 per cent is used for borrowing on the funds and an interest rate of 3.5 per cent is applied to positive balances.

Table 2 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential regulatory fees. Additional cash flow analyses separate the uniform non-residential charge into adjusted charges for Office, Institutional, Commercial/Retail, and Industrial development.

APPENDIX B.1

PARKS AND OPEN SPACES

APPENDIX B.1

PARKS AND OPEN SPACES

Parks and Open Spaces are managed through the City of Winnipeg's Public Works department and include the City's network of parks, trails, and athletic fields.

TABLE 1 2017–2026 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

As shown in Table 1, the 2017-2026 development-related gross cost for Parks and Open Spaces is approximately $61.65 million. The capital program relates to major improvements to Kilcona Park and Tyndall Park as well as hard surfacing for outdoor athletic facilities.

As these projects are partially related to improvements to existing infrastructure, a large proportion of "benefit to existing" shares have been deducted. Benefit to existing shares have been calculated at 88 per cent for most projects, which represents the share of Winnipeg's 2016 population relative to the anticipated 2026 population. A lower benefit to existing share of 70 per cent was used for the Tyndall Park project, which is expected to serve new growth to a greater extent.

The remaining regulatory fee share totals $9.41 million, all of which is to be recovered over the 10-year planning period under review. This amount is apportioned 100 per cent to residential development. The resulting unadjusted residential charge for Parks and Open Space is $87.38 per capita.

TABLE 2 CASH FLOW ANALYSIS

The cash-flow analysis is displayed in Table 2 and considers the timing of the regulatory fees revenues to determine the adjusted rates. After cash flow considerations, the residential charge decreases slightly to $87.26 per capita.

PARKS AND OPEN SPACES SUMMARY										
2017-2026 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$61,650,000	$9,414,618	$87.38	$0.00	**$87.26**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

APPENDIX B.1
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Proj Rows	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery Prior Growth	Costs for Recovery 2017-2026	Costs for Recovery Post 2026
1.0	PARKS AND OPEN SPACES									
1.1.1	Kilcona Park Master Plan	2021	$ 2,350,000	$ -	$ 2,350,000	$ 2,064,779	$ 285,221	$ -	$ 285,221	$ -
1.1.2	Kilcona Park	2023	$ 30,000,000	$ -	$ 30,000,000	$ 26,358,883	$ 3,641,117	$ -	$ 3,641,117	$ -
1.1.3	Hard Surfacing - Tennis, Basketball	various	$ 7,500,000	$ -	$ 7,500,000	$ 6,589,721	$ 910,279	$ -	$ 910,279	$ -
1.1.4	Tyndall Park	various	$ 21,800,000	$ 6,540,000	$ 15,260,000	$ 10,682,000	$ 4,578,000	$ -	$ 4,578,000	$ -
	TOTAL PARKS AND OPEN SPACES		$ 61,650,000	$ 6,540,000	$ 55,110,000	$ 45,695,382	$ 9,414,618	$ -	$ 9,414,618	$ -

Residential Calculation		
Residential Share of Development-Related Costs	100%	$9,414,618
10 Year Population Growth in New Housing Units		107,740
Unadjusted Per Unit Charge		**$87.38**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	0%	$0
10 Year Growth in Square Metres		3,373,581
Unadjusted Per Square Metre Charge		**$0.00**
Non-Residential Allocation		
10 Year Growth in Square Metres: Major Office		320,530
10 Year Growth in Square Metres: Institutional		759,295
10 Year Growth in Square Metres: Commercial/Retail		455,551
10 Year Growth in Square Metres: Industrial		1,838,205
Office Per Square Metre Charge (Unadjusted)	22.3%	**$0.00**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$0.00**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$0.00**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$0.00**

APPENDIX B.1
TABLE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
PARKS AND OPEN SPACES
RESIDENTIAL CHARGE
(in $000)

PARKS AND OPEN SPACES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.0	$388.3	$815.3	$1,286.6	$1,801.1	$2,043.3	$2,507.1	($1,205.9)	($845.4)	($443.6)	
2017-2026 RESIDENTIAL FUNDING REQUIREMENTS											
- Parks And Open Spaces: Non Inflated	$548.8	$548.8	$548.8	$548.8	$834.0	$548.8	$4,189.9	$548.8	$548.8	$548.8	$9,414.6
- Parks And Open Spaces: Inflated	$548.8	$559.8	$571.0	$582.4	$902.8	$606.0	$4,718.6	$630.4	$643.0	$655.9	$10,418.7
NEW RESIDENTIAL DEVELOPMENT											
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	107,740
REVENUE											
- Charge Receipts: Inflated	$930.4	$966.1	$1,006.2	$1,043.7	$1,079.0	$991.4	$1,019.6	$1,049.9	$1,083.6	$1,115.9	$10,285.8
INTEREST											
- Interest on Opening Balance	$0.0	$13.6	$28.5	$45.0	$63.0	$71.5	$87.7	($66.3)	($46.5)	($24.4)	$172.2
- Interest on In-year Transactions	$6.7	$7.1	$7.6	$8.1	$3.1	$6.7	($101.7)	$7.3	$7.7	$8.0	($39.3)
TOTAL REVENUE	$937.1	$986.8	$1,042.4	$1,096.9	$1,145.1	$1,069.7	$1,005.6	$990.9	$1,044.8	$1,099.5	$10,418.7
CLOSING CASH BALANCE	$388.3	$815.3	$1,286.6	$1,801.1	$2,043.3	$2,507.1	($1,205.9)	($845.4)	($443.6)	($0.0)	

Adjusted Charge Per Capita	**$87.26**

Allocation of Capital Program	
Residential Sector	100%
Non-Residential Sector	0%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.2

COMMUNITY SERVICES

APPENDIX B.2

COMMUNITY SERVICES

Winnipeg's Community Services department manages a variety of recreational facilities and libraries.

TABLE 1 2017–2026 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The development-related capital program for Community Services totals $191.51 million. It includes several large improvements, expansions, and construction projects associated with Winnipeg's libraries and recreation facilities.

Of these costs, a total of $67.52 million is anticipated to be funded through external sources, including grants from other levels of government as well as a financial partnership with the YMCA to construct three new recreation facilities. A total benefit to existing share of $63.17 million has been identified. Benefit to existing shares for individual projects range from 20 to 80 per cent depending on whether the project represents an entirely new facility or an expansion to an existing facility, and whether it is to be located within a modest or fast growing neighbourhood. Finally, for each of these projects a share of the costs has been allocated to prior growth over the past 10 years; this amount totals roughly $28.87 million.

The share for recovery through regulatory fees in the 2017 to 2026 period totals approximately $31.95 million. This development-related net capital cost is allocated entirely to residential development and is divided by the 10-year growth in population in new dwelling units (107,700) to derive an unadjusted charge of $296.51 per capita.

TABLE 2 CASH FLOW ANALYSIS

After cash flow consideration, the residential calculated charge decreases slightly to $296.40 per capita. The following table summarizes the calculation of the Community Services charge:

COMMUNITY SERVICES SUMMARY									
2017-2026 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$191,512,000	$31,946,218	$296.51	$0.00	**$296.40**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

APPENDIX B.2
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery: Prior Growth	Costs for Recovery: 2017-2026	Costs for Recovery: Post 2026
2.0 COMMUNITY SERVICES										
2.1 Libraries										
2.1.1	South Winnipeg Library (formally referred to as Waverly West Library)	various	$ 11,849,000	$ -	$ 11,849,000	$ 9,479,200	$ 2,369,800	$ 1,124,993	$ 1,244,807	$ -
2.1.2	South East Library (formally known Sage Creek)	various	$ 13,078,000	$ -	$ 13,078,000	$ 10,462,400	$ 2,615,600	$ 1,241,680	$ 1,373,920	$ -
2.1.3	Transcona Library	various	$ 8,183,000	$ -	$ 8,183,000	$ 4,091,500	$ 4,091,500	$ 1,942,320	$ 2,149,180	$ -
	Subtotal Libraries		**$ 33,110,000**	**$ -**	**$ 33,110,000**	**$ 24,033,100**	**$ 9,076,900**	**$ 4,308,994**	**$ 4,767,906**	**$ -**
2.2 Recreation										
2.2.1	YMCA (three facilities incl. pools)	various	$ 100,000,000	$ 50,000,000	$ 50,000,000	$ 25,000,000	$ 25,000,000	$ 11,868,021	$ 13,131,979	$ -
2.2.2	Maples CC	various	$ 21,200,000	$ 6,360,000	$ 14,840,000	$ 7,420,000	$ 7,420,000	$ 3,522,429	$ 3,897,571	$ -
2.2.3	South Winnipeg Recreation Centre	various	$ 30,000,000	$ 9,000,000	$ 21,000,000	$ 4,200,000	$ 16,800,000	$ 7,975,310	$ 8,824,690	$ -
2.2.4	Transcona Pool	various	$ 7,202,000	$ 2,160,600	$ 5,041,400	$ 2,520,700	$ 2,520,700	$ 1,196,629	$ 1,324,071	$ -
	Subtotal Recreation		**$ 158,402,000**	**$ 67,520,600**	**$ 90,881,400**	**$ 39,140,700**	**$ 51,740,700**	**$ 24,562,388**	**$ 27,178,312**	**$ -**
TOTAL COMMUNITY SERVICES			**$ 191,512,000**	**$ 67,520,600**	**$ 123,991,400**	**$ 63,173,800**	**$ 60,817,600**	**$ 28,871,382**	**$ 31,946,218**	**$ -**

Residential Calculation		
Residential Share of Development-Related Costs	100%	$31,946,218
10 Year Population Growth in New Housing Units		107,740
Unadjusted Per Unit Charge		**$296.51**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	0%	$0
10 Year Growth in Square Metres		3,373,581
Unadjusted Per Square Metre Charge		**$0.00**
Non-Residential Allocation		
10 Year Growth in Square Metres: Major Office		320,530
10 Year Growth in Square Metres: Institutional		759,295
10 Year Growth in Square Metres: Commercial/Retail		455,551
10 Year Growth in Square Metres: Industrial		1,838,205
Office Per Square Metre Charge (Unadjusted)	22.3%	**$0.00**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$0.00**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$0.00**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$0.00**

APPENDIX B.2
TABLE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
COMMUNITY SERVICES
RESIDENTIAL CHARGE
(in $000)

COMMUNITY SERVICES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.0	($35.1)	($13.4)	$81.8	$242.8	$462.1	$314.4	$187.5	$88.0	$27.1	
2017-2026 RESIDENTIAL FUNDING REQUIREMENTS											
- Community Services: Non Inflated	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$3,194.6	$31,946.2
- Community Services: Inflated	$3,194.6	$3,258.5	$3,323.7	$3,390.2	$3,458.0	$3,527.1	$3,597.7	$3,669.6	$3,743.0	$3,817.9	$34,980.2
NEW RESIDENTIAL DEVELOPMENT											
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	107,740
REVENUE											
- Charge Receipts: Inflated	$3,160.5	$3,281.7	$3,418.0	$3,545.5	$3,665.2	$3,367.7	$3,463.4	$3,566.4	$3,680.8	$3,790.5	$34,939.7
INTEREST											
- Interest on Opening Balance	$0.0	($1.9)	($0.7)	$2.9	$8.5	$16.2	$11.0	$6.6	$3.1	$0.9	$46.5
- Interest on In-year Transactions	($0.9)	$0.4	$1.7	$2.7	$3.6	($4.4)	($3.7)	($2.8)	($1.7)	($0.8)	($5.9)
TOTAL REVENUE	$3,159.5	$3,280.2	$3,418.9	$3,551.1	$3,677.3	$3,379.5	$3,470.7	$3,570.1	$3,682.2	$3,790.7	$34,980.2
CLOSING CASH BALANCE	($35.1)	($13.4)	$81.8	$242.8	$462.1	$314.4	$187.5	$88.0	$27.1	$0.0	

Adjusted Charge Per Capita	**$296.40**

Allocation of Capital Program	
Residential Sector	100%
Non-Residential Sector	0%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.3

SOLID WASTE

APPENDIX B.3

SOLID WASTE

Solid Waste services are managed through the City's Water and Waste Department.

TABLE 1 2017–2026 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The development-related capital program for Solid Waste services totals $34.60 million. This primarily accounts for costs associated with cell construction at the Brady Road Resource Management Facility, in addition to a new administrative building. An amount is also included for implementation of the City's Comprehensive Integrated Waste Management Strategy.

Benefit to existing shares have been calculated at 87 per cent for all items, or the share of Winnipeg's present population and employment relative to it's anticipated 2026 population and employment. This amount totals $30.25 million.

The remaining total of $4.35 million is allocated 62 per cent to residential development ($2.70 million) and 38 per cent to non-residential development ($1.65 million). The residential share of the net development-related capital cost is divided by the 10-year growth in population in new dwelling units to derive an unadjusted charge of $25.05 per capita. The non-residential share of the net growth related capital cost is further allocated to each employment sector according to relative employment growth forecasts, and divided by the 10-year forecast growth in floor space by sector, resulting in unadjusted charges of $1.15 per square metre for Office, $0.48 per square metre for Institutional, $0.78 per square metre for Commercial/Retail, and $0.31 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

After cash flow consideration, the residential and non-residential calculated charges increase slightly, as indicated in the following table.

SOLID WASTE SUMMARY									
2017-2026 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$34,600,000	$4,352,187	$25.05	$0.49	**$25.97**	**$0.50**	**$1.17**	**$0.48**	**$0.79**	**$0.32**

APPENDIX B.3
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery Prior Growth	2017-2026	Post 2026
3.0 SOLID WASTE										
3.1.1	Brady Road Resource Management Facility - Administration Building	2017	$ 2,500,000	$ -	$ 2,500,000	$ 2,185,536	$ 314,464	$ -	$ 314,464	$ -
3.1.2	Brady Road Resource Management Facility - Cell Construction - Phase 1	2017	$ 2,100,000	$ -	$ 2,100,000	$ 1,835,850	$ 264,150	$ -	$ 264,150	$ -
3.1.3	Brady Road Resource Management Facility - Cell Construction - Phase 1	2018	$ 2,200,000	$ -	$ 2,200,000	$ 1,923,271	$ 276,729	$ -	$ 276,729	$ -
3.1.4	Brady Road Resource Management Facility - Cell Construction - Phase 1	2019	$ 2,300,000	$ -	$ 2,300,000	$ 2,010,693	$ 289,307	$ -	$ 289,307	$ -
3.1.5	Brady Road Resource Management Facility - Cell Construction - Phase 2	2019	$ 600,000	$ -	$ 600,000	$ 524,529	$ 75,471	$ -	$ 75,471	$ -
3.1.6	Brady Road Resource Management Facility - Cell Construction - Phase 2	2020	$ 3,850,000	$ -	$ 3,850,000	$ 3,365,725	$ 484,275	$ -	$ 484,275	$ -
3.1.7	Brady Road Resource Management Facility - Cell Construction - Phase 2	2021	$ 2,950,000	$ -	$ 2,950,000	$ 2,578,932	$ 371,068	$ -	$ 371,068	$ -
3.1.8	Brady Road Resource Management Facility - Cell Construction - Phase 2	2022	$ 3,100,000	$ -	$ 3,100,000	$ 2,710,064	$ 389,936	$ -	$ 389,936	$ -
3.1.9	Brady Road Resource Management Facility - Cell Construction - Phase 2	2023	$ 3,250,000	$ -	$ 3,250,000	$ 2,841,196	$ 408,804	$ -	$ 408,804	$ -
3.1.10	Brady Road Resource Management Facility - Cell Construction - Phase 2	2024	$ 3,400,000	$ -	$ 3,400,000	$ 2,972,328	$ 427,672	$ -	$ 427,672	$ -
3.1.11	Brady Road Resource Management Facility - Cell Construction - Phase 2	2025	$ 3,600,000	$ -	$ 3,600,000	$ 3,147,171	$ 452,829	$ -	$ 452,829	$ -
3.1.12	Brady Road Resource Management Facility - Cell Construction - Phase 2	2026	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
3.1.13	Comprehensive Integrated Waste Management Strategy (CIWMS) - 4R Winnip	2017	$ 4,750,000	$ -	$ 4,750,000	$ 4,152,518	$ 597,482	$ -	$ 597,482	$ -
	TOTAL SOLID WASTE		$ 34,600,000	$ -	$ 34,600,000	$ 30,247,813	$ 4,352,187	$ -	$ 4,352,187	$ -

Residential Calculation		
Residential Share of Development-Related Costs	62%	$2,698,356
10 Year Population Growth in New Housing Units		107,740
Unadjusted Per Unit Charge		**$25.05**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$1,653,831
10 Year Growth in Square Metres		3,373,581
Unadjusted Per Square Metre Charge		**$0.49**
Non-Residential Allocation		
10 Year Growth in Square Metres: Major Office		320,530
10 Year Growth in Square Metres: Institutional		759,295
10 Year Growth in Square Metres: Commercial/Retail		455,551
10 Year Growth in Square Metres: Industrial		1,838,205
Office Per Square Metre Charge (Unadjusted)	22.3%	**$1.15**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$0.48**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$0.78**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$0.31**

APPENDIX B.3
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
SOLID WASTE
RESIDENTIAL CHARGE
(in $000)

SOLID WASTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.00	($464.69)	($375.73)	($331.08)	($357.47)	($303.75)	($291.80)	($289.50)	($297.37)	($320.33)	
2017-2026 RESIDENTIAL FUNDING REQUIREMENTS											
- Solid Waste: Non Inflated	$729.2	$171.6	$226.2	$300.3	$230.1	$241.8	$253.5	$265.2	$280.8	$0.0	$2,698.4
- Solid Waste: Inflated	$729.2	$175.0	$235.3	$318.6	$249.0	$266.9	$285.4	$304.6	$328.9	$0.0	$2,893.0
NEW RESIDENTIAL DEVELOPMENT											
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	107,740
REVENUE											
- Charge Receipts: Inflated	$276.9	$287.6	$299.5	$310.7	$321.1	$295.1	$303.5	$312.5	$322.5	$332.1	$3,061.5
INTEREST											
- Interest on Opening Balance	$0.0	($25.6)	($20.7)	($18.2)	($19.7)	($16.7)	($16.0)	($15.9)	($16.4)	($17.6)	($166.7)
- Interest on In-year Transactions	($12.4)	$2.0	$1.1	($0.2)	$1.3	$0.5	$0.3	$0.1	($0.2)	$5.8	($1.7)
TOTAL REVENUE	$264.5	$264.0	$279.9	$292.2	$302.8	$278.9	$287.7	$296.7	$306.0	$320.3	$2,893.0
CLOSING CASH BALANCE	($464.7)	($375.7)	($331.1)	($357.5)	($303.7)	($291.8)	($289.5)	($297.4)	($320.3)	$0.0	

Adjusted Charge Per Capita	**$25.97**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.3
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
SOLID WASTE
OFFICE CHARGE
(in $000)

SOLID WASTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.00	($40.17)	($23.58)	($18.27)	($10.39)	($5.87)	($9.23)	($13.77)	($19.35)	($31.71)	
2017-2026 MAJOR OFFICE FUNDING REQUIREMENTS											
- Solid Waste: Non Inflated	$99.5	$23.4	$30.9	$41.0	$31.4	$33.0	$34.6	$36.2	$38.3	$0.0	$368.2
- Solid Waste: Inflated	$99.5	$23.9	$32.1	$43.5	$34.0	$36.4	$38.9	$41.6	$44.9	$0.0	$394.8
NEW MAJOR OFFICE DEVELOPMENT											
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	320,530
REVENUE											
- Charge Receipts: Inflated	$60.4	$42.4	$38.6	$52.2	$39.0	$33.5	$35.0	$36.9	$33.9	$32.9	$404.7
INTEREST											
- Interest on Opening Balance	$0.0	($2.2)	($1.3)	($1.0)	($0.6)	($0.3)	($0.5)	($0.8)	($1.1)	($1.7)	($9.5)
- Interest on In-year Transactions	($1.1)	$0.3	$0.1	$0.2	$0.1	($0.1)	($0.1)	($0.1)	($0.3)	$0.6	($0.4)
TOTAL REVENUE	$59.3	$40.5	$37.4	$51.4	$38.5	$33.1	$34.4	$36.0	$32.5	$31.7	$394.8
CLOSING CASH BALANCE	($40.2)	($23.6)	($18.3)	($10.4)	($5.9)	($9.2)	($13.8)	($19.3)	($31.7)	$0.0	

Adjusted Charge Per Square Metre	**$1.17**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX B.3
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
SOLID WASTE
INSTITUTIONAL CHARGE
(in $000)

SOLID WASTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.00	($39.53)	($23.21)	($17.98)	($10.23)	($5.78)	($9.08)	($13.55)	($19.04)	($31.21)	
2017-2026 INSTITUTIONAL FUNDING REQUIREMENTS											
- Solid Waste: Non Inflated	$97.9	$23.0	$30.4	$40.3	$30.9	$32.5	$34.0	$35.6	$37.7	$0.0	$362.3
- Solid Waste: Inflated	$97.9	$23.5	$31.6	$42.8	$33.4	$35.8	$38.3	$40.9	$44.2	$0.0	$388.4
NEW INSTITUTIONAL DEVELOPMENT											
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	759,295
REVENUE											
- Charge Receipts: Inflated	$59.4	$41.7	$38.0	$51.4	$38.4	$32.9	$34.5	$36.3	$33.3	$32.4	$398.2
INTEREST											
- Interest on Opening Balance	$0.0	($2.2)	($1.3)	($1.0)	($0.6)	($0.3)	($0.5)	($0.7)	($1.0)	($1.7)	($9.3)
- Interest on In-year Transactions	($1.1)	$0.3	$0.1	$0.2	$0.1	($0.1)	($0.1)	($0.1)	($0.3)	$0.6	($0.4)
TOTAL REVENUE	$58.4	$39.8	$36.8	$50.5	$37.9	$32.5	$33.9	$35.4	$32.0	$31.2	$388.4
CLOSING CASH BALANCE	($39.5)	($23.2)	($18.0)	($10.2)	($5.8)	($9.1)	($13.5)	($19.0)	($31.2)	$0.0	

Adjusted Charge Per Square Metre	**$0.48**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX B.3
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
SOLID WASTE
COMMERCIAL/RETAIL CHARGE
(in $000)

SOLID WASTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.00	($38.54)	($22.62)	($17.53)	($9.97)	($5.63)	($8.85)	($13.21)	($18.56)	($30.42)	
2017-2026 INSTITUTIONAL FUNDING REQUIREMENTS											
- Solid Waste: Non Inflated	$95.5	$22.5	$29.6	$39.3	$30.1	$31.6	$33.2	$34.7	$36.8	$0.0	$353.2
- Solid Waste: Inflated	$95.5	$22.9	$30.8	$41.7	$32.6	$34.9	$37.4	$39.9	$43.1	$0.0	$378.7
NEW COMMERCIAL DEVELOPMENT											
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	455,551
REVENUE											
- Charge Receipts: Inflated	$57.9	$40.6	$37.0	$50.1	$37.4	$32.1	$33.6	$35.4	$32.5	$31.5	$388.2
INTEREST											
- Interest on Opening Balance	$0.0	($2.1)	($1.2)	($1.0)	($0.5)	($0.3)	($0.5)	($0.7)	($1.0)	($1.7)	($9.1)
- Interest on In-year Transactions	($1.0)	$0.3	$0.1	$0.1	$0.1	($0.1)	($0.1)	($0.1)	($0.3)	$0.6	($0.4)
TOTAL REVENUE	$56.9	$38.8	$35.9	$49.3	$36.9	$31.7	$33.0	$34.5	$31.2	$30.4	$378.7
CLOSING CASH BALANCE	($38.5)	($22.6)	($17.5)	($10.0)	($5.6)	($8.9)	($13.2)	($18.6)	($30.4)	($0.0)	

Adjusted Charge Per Square Metre	**$0.79**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	**22%**
Commercial/R	21%
Industrial	34%

APPENDIX B.3
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
SOLID WASTE
INDUSTRIAL CHARGE
(in $000)

SOLID WASTE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
OPENING CASH BALANCE	$0.00	($62.20)	($36.52)	($28.30)	($16.09)	($9.09)	($14.29)	($21.32)	($29.96)	($49.11)	
2017-2026 INSTITUTIONAL FUNDING REQUIREMENTS											
- Solid Waste: Non Inflated	$154.1	$36.3	$47.8	$63.4	$48.6	$51.1	$53.6	$56.0	$59.3	$0.0	$570.1
- Solid Waste: Inflated	$154.1	$37.0	$49.7	$67.3	$52.6	$56.4	$60.3	$64.4	$69.5	$0.0	$611.2
NEW INDUSTRIAL DEVELOPMENT											
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	1,838,205
REVENUE											
- Charge Receipts: Inflated	$93.5	$65.6	$59.8	$80.8	$60.4	$51.8	$54.2	$57.1	$52.5	$50.9	$626.6
INTEREST											
- Interest on Opening Balance	$0.0	($3.4)	($2.0)	($1.6)	($0.9)	($0.5)	($0.8)	($1.2)	($1.6)	($2.7)	($14.7)
- Interest on In-year Transactions	($1.7)	$0.5	$0.2	$0.2	$0.1	($0.1)	($0.2)	($0.2)	($0.5)	$0.9	($0.7)
TOTAL REVENUE	$91.9	$62.7	$57.9	$79.5	$59.6	$51.2	$53.3	$55.7	$50.4	$49.1	$611.2
CLOSING CASH BALANCE	($62.2)	($36.5)	($28.3)	($16.1)	($9.1)	($14.3)	($21.3)	($30.0)	($49.1)	$0.0	

Adjusted Charge Per Square Metre	**$0.32**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX C

15-YEAR BENEFITTING PERIOD SERVICES

TECHNICAL APPENDIX

APPENDIX C

15-YEAR BENEFITTING PERIOD SERVICES TECHNICAL APPENDIX

This appendix provides the detailed analysis undertaken to establish the regulatory fee rates for Public Works services, which is anticipated to benefit development over the 15-year period between 2017 and 2031. The City's Public Works department manages a range of transportation-related projects including active transportation facilities, roads, and bridges.

This appendix contains a set of two tables. The tables provide the background data and analysis undertaken to arrive at the calculated regulatory fee rates, as described below.

TABLE 1 2017 – 2031 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

Based on the development forecasts presented in Appendix A, City staff in collaboration with consultants, have created a growth-related capital forecast for Public Works that sets out the projects required to service anticipated development over the 15-year period from 2017–2031. Most of the major projects in the capital program are identified in the City's Transportation Master Plan, which is also based on growth to 2031. The gross cost of the program totals approximately $3.47 billion. This include a number of planned major road and bridge rehabilitations, widenings, grade separations, and extensions, as well as construction of pedestrian and cycling paths.

To determine the regulatory fee share of the program, the project costs are reduced by any anticipated grants, subsidies or other recoveries. These amounts total $1.71 billion.

Other deductions include benefit to existing shares. Many of these shared have been identified by City staff as the portion of each project which represents improvements to existing infrastructure. Some projects involve both a road widening and reconstruction, in which case the cost of reconstructing existing lanes is estimated and identified as a benefit to existing share. These reconstruction costs have been estimated by City staff at $1.97 million per lane kilometre. Benefit to existing shares for this service total $711.46 million.

Some projects included with the development related program have been recently completed, while several planned projects are anticipated to benefit development that occurred in the City over the 10-year period preceding 2017. These amounts have been deducted as "prior growth" shares, and total $165.11 million for this service.

Finally, several large-scale and long-term road and bridge projects are included that are anticipated to benefit development that occurs beyond 2031. These "post-2031" benefits have been deducted based on population and employment shares between periods.

The remaining development-related costs for recovery between 2017 and 2031 total $647.78 million.

Calculation of the Unadjusted Regulatory Fee Rates

The $647.78 in costs for recovery through regulatory fees is allocated among new residential and non-residential development to result in "unadjusted" regulatory fee rates. The term "unadjusted" regulatory fee is used to distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 2.

The first step in determining the unadjusted regulatory fee rate is to allocate the development-related net capital cost between the residential and non-residential sectors. In the case of Public Works services, development-related costs have been apportioned as 62 per cent residential ($401.63 million) and 38 per cent non-residential ($246.16 million). This apportionment is based on the anticipated shares of population and employment growth over the 15-year forecast period.

The 38 per cent non-residential apportionment of the development-related net capital cost has been further broken down into four employment category apportionments based on anticipated shares of employment growth in each sector. The result is an apportionment of 22.3 per cent Office, 21.9 per cent Institutional, 21.4 per cent Commercial/Retail, and 34.5 per cent Industrial.

Next, the residential share of the costs for recovery is divided by the forecast population growth in new dwelling units from 2017 to 2031 of approximately 156,200. This gives the unadjusted residential regulatory fee of $2,571.91 per capita.

The non-residential development-related net capital costs are divided by the forecasted increase in non-residential gross floor area (GFA): approximately 453,800 square metres for Office, 1.75 million square metres for Institutional, 644,900 million square metres for Commercial/Retail, and 2.60 million square metres for Industrial development. This yields an unadjusted charge per square metre of new development for each employment category: $120.77 per square metre for Office, $50.17 per square metre for Institutional, $81.52 per square metre for Commercial/Retail, and $32.61 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of regulatory fees. Interest earnings or borrowing costs are accounted for in the calculation. Based on the development forecast, the analysis calculates the regulatory fee rate required to finance the net development-related capital spending plan, including provisions for any borrowing costs or interest earnings on the reserve funds. An inflation rate assumption of 2.0 per cent is used for the funding requirements, an interest rate of 5.5 per cent is used for borrowing on the funds and an interest rate of 3.5 per cent is applied to positive balances.

The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible. Table 2 displays the results of the cash flow analysis. The adjusted or final per capita residential and per square metre (of GFA) non-residential regulatory fees are summarized below:

PUBLIC WORKS SUMMARY									
2017-2031 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**			**Adjusted Charges**		
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$3,471,887,115	$647,784,514	$2,571.91	$51.54	**$2,735.87**	**$53.80**	**$126.06**	**$52.36**	**$85.09**	**$34.04**

APPENDIX C
TABLE 1 - PAGE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE (1)	Development Related Costs	Costs for Recovery Prior Growth	Costs for Recovery 2017-2031	Costs for Recovery Post 2031
4.0 PUBLIC WORKS										
4.1 Active Transportation Facilities										
4.1.1	Pedestrian/Bicycle paths (past project)	2017	$ 20,400,000	$ 13,600,000	$ 6,800,000	$ 4,533,333	$ 2,266,667	$ 915,855	$ 1,350,812	$ -
4.1.2	Pedestrian/Bicycle paths (future projects)	Various	$ 330,000,000	$ 66,000,000	$ 264,000,000	$ 176,000,000	$ 88,000,000	$ -	$ 55,582,870	$ 32,417,130
	Subtotal Active Transportation Facilities		**$ 350,400,000**	**$ 79,600,000**	**$ 270,800,000**	**$ 180,533,333**	**$ 90,266,667**	**$ 915,855**	**$ 56,933,682**	**$ 32,417,130**
4.2 Studies										
4.2.1	Transportation Master Plan	Various	$ 3,750,000	$ -	$ 3,750,000	$ 1,875,000	$ 1,875,000	$ -	$ 1,875,000	$ -
	Subtotal Studies		**$ 3,750,000**	**$ -**	**$ 3,750,000**	**$ 1,875,000**	**$ 1,875,000**	**$ -**	**$ 1,875,000**	**$ -**
4.3 Major Projects										
4.3.1	Public Works East Yard (past project)	2017	$ 49,400,000	$ -	$ 49,400,000	$ 32,115,334	$ 17,284,666	$ 6,983,933	$ 10,300,734	$ -
4.3.2	Chief Peguis Trail (1st section) (P3) (past project)	2017	$ 108,500,000	$ 31,300,000	$ 77,200,000	$ 23,160,000	$ 54,040,000	$ 21,835,060	$ 32,204,940	$ -
4.3.3	Disraeli Bridge (P3) (past project)	2017	$ 195,000,000	$ -	$ 195,000,000	$ 126,771,054	$ 68,228,946	$ 27,568,155	$ 40,660,791	$ -
4.3.4	Waverley Underpass (past project)	2017	$ 155,000,000	$ 91,800,000	$ 63,200,000	$ 41,086,824	$ 22,113,176	$ 8,934,910	$ 13,178,267	$ -
4.3.5	Pembina Underpass (past project)	2017	$ 90,000,000	$ 58,200,000	$ 31,800,000	$ 20,673,433	$ 11,126,567	$ 4,495,730	$ 6,630,837	$ -
4.3.6	Plessis Road Underpass (past project)	2017	$ 87,500,000	$ 57,500,000	$ 30,000,000	$ 15,000,000	$ 15,000,000	$ 6,060,805	$ 8,939,195	$ -
4.3.7	Waverley West Roads & Bridge (past project)	2017	$ 70,700,000	$ 33,200,000	$ 37,500,000	$ 11,250,000	$ 26,250,000	$ 10,606,408	$ 15,643,592	$ -
4.3.8	Land Acquisition - Transportation Right of Way	Various	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -
4.3.9	Henderson Highway North of Gilmore to City Limit	2018	$ 700,000	$ -	$ 700,000	$ 350,000	$ 350,000	$ 141,419	$ 208,581	$ -

APPENDIX C
TABLE 1 - PAGE 2

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE (1)	Development Related Costs	Costs for Recovery: Prior Growth	Costs for Recovery: 2017-2031	Costs for Recovery: Post 2031
4.3 Major Projects (continued)										
4.3.10	Marion U/P, Widening & Realignment	2019	$ 86,383,760	$ -	$ 86,383,760	$ 56,158,771	$ 30,224,989	$ 12,212,517	$ 18,012,472	$ -
4.3.11	Kenaston (Ness to Taylor): Bridge and Approach	2019	$ 38,872,692	$ 23,323,615	$ 15,549,077	$ 10,366,051	$ 5,183,026	$ 2,094,220	$ 3,088,805	$ -
4.3.12	Kenaston (Ness to Taylor), Road	2019	$ 259,151,280	$ 155,490,768	$ 103,660,512	$ 30,747,600	$ 72,912,912	$ 29,460,729	$ 43,452,183	$ -
4.3.13	St James Bridge South Bound	2020	$ 49,362,148	$ 29,617,289	$ 19,744,859	$ 14,808,645	$ 4,936,215	$ 1,994,496	$ 2,941,719	$ -
4.3.14	Louise Bridge	2020	$ 123,405,371	$ 74,043,223	$ 49,362,148	$ 24,681,074	$ 24,681,074	$ 9,972,478	$ 14,708,596	$ -
4.3.15	Arlington Bridge or alternative	2020	$ 246,810,742	$ 148,086,445	$ 98,724,297	$ 65,816,198	$ 32,908,099	$ 13,296,638	$ 19,611,461	$ -
4.3.16	St Mary's Widening (St Anne to Marion)	2021	$ 78,352,617	$ 47,011,570	$ 31,341,047	$ 18,921,600	$ 12,419,447	$ 5,018,123	$ 7,401,324	$ -
4.3.17	Osborne Underpass - widening	2023	$ 66,804,045	$ 40,082,427	$ 26,721,618	$ 21,377,294	$ 5,344,324	$ 2,159,393	$ 3,184,930	$ -
4.3.18	Fermor (Lagimodiere to Plessis)	2024	$ 50,929,201	$ 30,557,520	$ 20,371,680	$ 15,768,000	$ 4,603,680	$ 1,860,134	$ 2,743,546	$ -
4.3.19	Chief Peguis Trail (Main to Route 90)	2019	$ 380,952,381	$ 228,571,429	$ 152,380,952	$ -	$ 152,380,952	$ -	$ 96,247,395	$ 56,133,558
4.3.20	Clement Parkway (Grant to Wilkes)	2021	$ 129,233,459	$ 77,540,076	$ 51,693,384	$ -	$ 51,693,384	$ -	$ 32,650,757	$ 19,042,626
4.3.21	Bishop Grandin (Lagimodiere to Fermor)	2025	$ 102,102,525	$ 61,261,515	$ 40,841,010	$ -	$ 40,841,010	$ -	$ 25,796,143	$ 15,044,867
4.3.22	Schreyer Parkway (Plessis to Peguis)	2025	$ 76,576,894	$ 45,946,136	$ 30,630,758	$ -	$ 30,630,758	$ -	$ 19,347,107	$ 11,283,650
4.3.23	Bishop Grandin (Kenaston to McGillivray)	2026	$ 122,000,000	$ 73,200,000	$ 48,800,000	$ -	$ 48,800,000	$ -	$ 30,823,228	$ 17,976,772
4.3.24	Clement Parkway (McGillvray to Wilkes)	2027	$ 122,000,000	$ 73,200,000	$ 48,800,000	$ -	$ 48,800,000	$ -	$ 30,823,228	$ 17,976,772
4.3.25	Silver (Rt 90 to Sturgeon)	2028	$ 109,000,000	$ 65,400,000	$ 43,600,000	$ -	$ 43,600,000	$ -	$ 27,538,786	$ 16,061,214
4.3.26	Chief Peguis Trail (Schreyer Parkway to 101)	2029	$ 134,000,000	$ 80,400,000	$ 53,600,000	$ -	$ 53,600,000	$ -	$ 33,855,021	$ 19,744,979
4.3.27	Hwy 6 extension	2030	$ 182,000,000	$ 109,200,000	$ 72,800,000	$ -	$ 72,800,000	$ -	$ 45,982,193	$ 26,817,807
	Subtotal Major Projects (continued)		**$ 2,357,937,115**	**$ 1,362,932,013**	**$ 995,005,102**	**$ 258,645,233**	**$ 736,359,869**	**$ 78,068,728**	**$ 458,208,895**	**$ 200,082,246**
TOTAL PUBLIC WORKS			$ 3,471,887,115	$ 1,714,532,013	$ 1,757,355,102	$ 711,460,210	$ 1,045,894,892	$ 165,611,003	$ 647,784,514	$ 232,499,375

Note 1: Cost of road reconstruction based on $1.971 million per lane km

Residential Calculation		
Residential Share of Development-Related Costs	62%	$401,626,398
15 Year Population Growth in New Housing Units		156,159
Unadjusted Per Unit Charge		**$2,571.91**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$246,158,115
15 Year Growth in Square Metres		4,775,863
Unadjusted Per Square Metre Charge		**$51.54**
Non-Residential Allocation		
15 Year Growth in Square Metres: Major Office		453,764
15 Year Growth in Square Metres: Institutional		1,074,908
15 Year Growth in Square Metres: Commercial/Retail		644,907
15 Year Growth in Square Metres: Industrial		2,602,284
Office Per Square Metre Charge (Unadjusted)	22.3%	**$120.77**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$50.17**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$81.52**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$32.61**

APPENDIX C
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
PUBLIC WORKS
RESIDENTIAL CHARGE
(in $000)

PUBLIC WORKS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
OPENING CASH BALANCE	$0.0	($54,714.4)	($29,629.5)	($108,090.1)	($108,379.7)	($110,019.5)	($87,248.7)	($64,645.3)	($39,614.2)	($43,587.1)	($36,661.0)	($32,907.0)	($26,216.8)	($23,858.5)	($30,988.4)	
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS																
- Public Works: Non Inflated	$82,422.6	$2,628.2	$102,195.5	$25,601.2	$27,331.2	$2,498.9	$4,473.6	$4,199.9	$30,487.7	$21,609.3	$21,609.3	$19,573.0	$23,489.0	$31,007.9	$2,498.9	$401,626.4
- Public Works: Inflated	$82,422.6	$2,680.8	$106,324.2	$27,168.2	$29,584.2	$2,759.0	$5,038.0	$4,824.4	$35,721.2	$25,825.1	$26,341.6	$24,336.5	$29,789.8	$40,112.0	$3,297.3	$446,225.0
NEW RESIDENTIAL DEVELOPMENT																
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	9,599	9,610	9,662	9,734	9,814	156,159
REVENUE																
- Charge Receipts: Inflated	$29,172.6	$30,291.8	$31,549.5	$32,726.3	$33,831.0	$31,085.2	$31,968.8	$32,919.3	$33,975.2	$34,988.2	$32,012.8	$32,690.4	$33,524.7	$34,450.0	$35,427.8	$490,613.3
INTEREST																
- Interest on Opening Balance	$0.0	($3,009.3)	($1,629.6)	($5,945.0)	($5,960.9)	($6,051.1)	($4,798.7)	($3,555.5)	($2,178.8)	($2,397.3)	($2,016.4)	($1,809.9)	($1,441.9)	($1,312.2)	($1,704.4)	($43,810.8)
- Interest on In-year Transactions	($1,464.4)	$483.2	($2,056.3)	$97.3	$74.3	$495.7	$471.3	$491.7	($48.0)	$160.4	$99.2	$146.2	$65.4	($155.7)	$562.3	($577.5)
TOTAL REVENUE	$27,708.2	$27,765.7	$27,863.6	$26,878.6	$27,944.4	$25,529.8	$27,641.4	$29,855.5	$31,748.4	$32,751.2	$30,095.6	$31,026.7	$32,148.1	$32,982.1	$34,285.7	$446,225.0
CLOSING CASH BALANCE	($54,714.4)	($29,629.5)	($108,090.1)	($108,379.7)	($110,019.5)	($87,248.7)	($64,645.3)	($39,614.2)	($43,587.1)	($36,661.0)	($32,907.0)	($26,216.8)	($23,858.5)	($30,988.4)	($0.0)	

Adjusted Charge Per Capita	$2,735.87

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
PUBLIC WORKS
OFFICE CHARGE
(in $000)

PUBLIC WORKS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
OPENING CASH BALANCE	$0.0	($4,854.0)	($840.1)	($11,510.7)	($10,179.3)	($10,563.4)	($7,849.7)	($5,133.0)	($2,034.8)	($3,395.1)	($3,554.5)	($3,517.3)	($3,087.7)	($3,246.6)	($3,975.7)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS																
- Public Works: Non Inflated	$11,246.6	$358.6	$13,944.7	$3,493.3	$3,729.4	$341.0	$610.4	$573.1	$4,160.1	$2,948.6	$2,948.6	$2,670.7	$3,205.1	$4,231.1	$341.0	$54,802.3
- Public Works: Inflated	$11,246.6	$365.8	$14,508.0	$3,707.1	$4,036.8	$376.5	$687.4	$658.3	$4,874.2	$3,523.9	$3,594.3	$3,320.7	$4,064.8	$5,473.3	$449.9	$60,887.8
NEW MAJOR OFFICE DEVELOPMENT																
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	24,879	25,094	25,493	30,279	27,488	453,764
REVENUE																
- Charge Receipts: Inflated	$6,522.5	$4,573.1	$4,168.0	$5,637.8	$4,209.5	$3,614.5	$3,781.7	$3,980.7	$3,659.3	$3,550.7	$3,823.0	$3,933.1	$4,075.6	$4,937.6	$4,572.1	$65,039.1
INTEREST																
- Interest on Opening Balance	$0.0	($267.0)	($46.2)	($633.1)	($559.9)	($581.0)	($431.7)	($282.3)	($111.9)	($186.7)	($195.5)	($193.5)	($169.8)	($178.6)	($218.7)	($4,055.8)
- Interest on In-year Transactions	($129.9)	$73.6	($284.4)	$33.8	$3.0	$56.7	$54.1	$58.1	($33.4)	$0.5	$4.0	$10.7	$0.2	($14.7)	$72.1	($95.5)
TOTAL REVENUE	$6,392.6	$4,379.8	$3,837.4	$5,038.5	$3,652.7	$3,090.2	$3,404.1	$3,756.5	$3,513.9	$3,364.4	$3,631.5	$3,750.4	$3,905.9	$4,744.3	$4,425.6	$60,887.8
CLOSING CASH BALANCE	($4,854.0)	($840.1)	($11,510.7)	($10,179.3)	($10,563.4)	($7,849.7)	($5,133.0)	($2,034.8)	($3,395.1)	($3,554.5)	($3,517.3)	($3,087.7)	($3,246.6)	($3,975.7)	$0.0	

Adjusted Charge Per Square Metre	$126.06

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX C
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION DF REGULATORY FEE
PUBLIC WORKS
INSTITUTIONAL CHARGE
(in $000)

PUBLIC WORKS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TDTAL
OPENING CASH BALANCE	$0.0	($4,776.3)	($826.6)	($11,326.4)	($10,016.3)	($10,394.3)	($7,724.1)	($5,050.9)	($2,002.2)	($3,340.7)	($3,497.6)	($3,461.0)	($3,038.3)	($3,194.6)	($3,912.0)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS																
- Public Works: Non Inflated	$11,066.6	$352.9	$13,721.4	$3,437.4	$3,669.7	$335.5	$600.7	$563.9	$4,093.5	$2,901.4	$2,901.4	$2,628.0	$3,153.8	$4,163.3	$335.5	$53,925.1
- Public Works: Inflated	$11,066.6	$359.9	$14,275.8	$3,647.8	$3,972.2	$370.4	$676.4	$647.8	$4,796.2	$3,467.5	$3,536.8	$3,267.6	$3,999.8	$5,385.7	$442.7	$59,913.2
NEW INSTITUTIONAL DEVELOPMENT																
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	58,936	59,444	60,389	71,727	65,116	1,074,908
REVENUE																
- Charge Receipts: Inflated	$6,418.1	$4,499.9	$4,101.3	$5,547.6	$4,142.1	$3,556.6	$3,721.2	$3,917.0	$3,600.7	$3,493.9	$3,761.8	$3,870.2	$4,010.3	$4,858.5	$4,498.9	$63,998.0
INTEREST																
- Interest on Opening Balance	$0.0	($262.7)	($45.5)	($623.0)	($550.9)	($571.7)	($424.8)	($277.8)	($110.1)	($183.7)	($192.4)	($190.4)	($167.1)	($175.7)	($215.2)	($3,990.9)
- Interest on In-year Transactions	($127.8)	$72.4	($279.8)	$33.2	$3.0	$55.8	$53.3	$57.2	($32.9)	$0.5	$3.9	$10.5	$0.2	($14.5)	$71.0	($94.0)
TOTAL REVENUE	$6,290.3	$4,309.7	$3,776.0	$4,957.8	$3,594.2	$3,040.7	$3,349.6	$3,696.4	$3,457.7	$3,310.6	$3,573.4	$3,690.3	$3,843.4	$4,668.3	$4,354.7	$59,913.2
CLOSING CASH BALANCE	($4,776.3)	($826.6)	($11,326.4)	($10,016.3)	($10,394.3)	($7,724.1)	($5,050.9)	($2,002.2)	($3,340.7)	($3,497.6)	($3,461.0)	($3,038.3)	($3,194.6)	($3,912.0)	$0.0	

Adjusted Charge Per Square Metre	$52.36

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX C
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
PUBLIC WORKS
COMMERCIAL/RETAIL CHARGE
(in $000)

PUBLIC WORKS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
OPENING CASH BALANCE	$0.0	($4,656.7)	($805.9)	($11,042.6)	($9,765.4)	($10,133.9)	($7,530.5)	($4,924.3)	($1,952.1)	($3,257.0)	($3,410.0)	($3,374.3)	($2,962.1)	($3,114.6)	($3,814.0)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS																
- Public Works: Non Inflated	$10,789.3	$344.0	$13,377.6	$3,351.3	$3,577.7	$327.1	$585.6	$549.8	$3,990.9	$2,828.7	$2,828.7	$2,562.1	$3,074.8	$4,059.0	$327.1	$52,573.9
- Public Works: Inflated	$10,789.3	$350.9	$13,918.1	$3,556.4	$3,872.6	$361.2	$659.5	$631.5	$4,676.0	$3,380.6	$3,448.2	$3,185.7	$3,899.6	$5,250.8	$431.6	$58,411.9
NEW COMMERCIAL DEVELOPMENT																
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	35,360	35,664	36,231	43,034	39,067	644,907
REVENUE																
- Charge Receipts: Inflated	$6,257.3	$4,387.2	$3,998.5	$5,408.5	$4,038.3	$3,467.5	$3,627.9	$3,818.8	$3,510.5	$3,406.3	$3,667.6	$3,773.2	$3,909.8	$4,736.8	$4,386.2	$62,394.4
INTEREST																
- Interest on Opening Balance	$0.0	($256.1)	($44.3)	($607.3)	($537.1)	($557.4)	($414.2)	($270.8)	($107.4)	($179.1)	($187.5)	($185.6)	($162.9)	($171.3)	($209.8)	($3,890.9)
- Interest on In-year Transactions	($124.6)	$70.6	($272.8)	$32.4	$2.9	$54.4	$51.9	$55.8	($32.1)	$0.5	$3.8	$10.3	$0.2	($14.1)	$69.2	($91.6)
TOTAL REVENUE	$6,132.7	$4,201.7	$3,681.4	$4,833.6	$3,504.2	$2,964.5	$3,265.7	$3,603.8	$3,371.0	$3,227.6	$3,483.9	$3,597.9	$3,747.1	$4,551.3	$4,245.6	$58,411.9
CLOSING CASH BALANCE	($4,656.7)	($805.9)	($11,042.6)	($9,765.4)	($10,133.9)	($7,530.5)	($4,924.3)	($1,952.1)	($3,257.0)	($3,410.0)	($3,374.3)	($2,962.1)	($3,114.6)	($3,814.0)	$0.0	

Adjusted Charge Per Square Metre	**$85.09**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX C
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
PUBLIC WORKS
INDUSTRIAL CHARGE
(in $000)

PUBLIC WORKS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
OPENING CASH BALANCE	$0.0	($7,516.1)	($1,300.8)	($17,823.3)	($15,761.8)	($16,356.6)	($12,154.6)	($7,948.1)	($3,150.8)	($5,257.0)	($5,503.9)	($5,446.3)	($4,781.0)	($5,027.1)	($6,156.0)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS																
- Public Works: Non Inflated	$17,414.5	$555.3	$21,592.2	$5,409.1	$5,774.6	$528.0	$945.2	$887.4	$6,441.5	$4,565.7	$4,565.7	$4,135.4	$4,962.8	$6,551.4	$528.0	$84,856.9
- Public Works: Inflated	$17,414.5	$566.4	$22,464.5	$5,740.2	$6,250.6	$582.9	$1,064.4	$1,019.3	$7,547.3	$5,456.4	$5,565.5	$5,141.9	$6,294.1	$8,475.0	$696.7	$94,279.9
NEW INDUSTRIAL DEVELOPMENT																
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	142,681	143,911	146,198	173,647	157,642	2,602,284
REVENUE																
- Charge Receipts: Inflated	$10,099.6	$7,081.1	$6,453.8	$8,729.7	$6,518.1	$5,596.7	$5,855.6	$6,163.8	$5,666.1	$5,498.0	$5,919.7	$6,090.1	$6,310.7	$7,645.4	$7,079.5	$100,707.8
INTEREST																
- Interest on Opening Balance	$0.0	($413.4)	($71.5)	($980.3)	($866.9)	($899.6)	($668.5)	($437.1)	($173.3)	($289.1)	($302.7)	($299.5)	($263.0)	($276.5)	($338.6)	($6,280.1)
- Interest on In-year Transactions	($201.2)	$114.0	($440.3)	$52.3	$4.7	$87.7	$83.8	$90.0	($51.7)	$0.7	$6.2	$16.6	$0.3	($22.8)	$111.7	($147.9)
TOTAL REVENUE	$9,898.4	$6,781.7	$5,942.0	$7,801.7	$5,655.9	$4,784.9	$5,271.0	$5,816.7	$5,441.0	$5,209.6	$5,623.2	$5,807.2	$6,048.0	$7,346.1	$6,852.6	$94,279.9
CLOSING CASH BALANCE	($7,516.1)	($1,300.8)	($17,823.3)	($15,761.8)	($16,356.6)	($12,154.6)	($7,948.1)	($3,150.8)	($5,257.0)	($5,503.9)	($5,446.3)	($4,781.0)	($5,027.1)	($6,156.0)	$0.0	

Adjusted Charge Per Square Metre	$34.04

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D

25-YEAR BENEFITTING PERIOD SERVICES

TECHNICAL APPENDIX

APPENDIX D

25-YEAR BENEFITTING PERIOD SERVICES TECHNICAL APPENDIX

This appendix provides the detailed analysis undertaken to establish the regulatory fee rates for each of the services for the 25-year benefitting period provided by the City of Winnipeg. Five services have been analysed as part of this benefiting period:

Appendix D.1 Transit

Appendix D.2 Fire & Paramedic Services

Appendix D.3 Police

Appendix D.4 Water

Appendix D.5 Wastewater

Every sub-section contains a set of two tables. The tables provide the background data and analysis undertaken to arrive at the calculated regulatory fee rates for that particular service. An overview of the content and purpose of each of the tables is given below.

TABLE 1 2017 – 2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

Based on the development forecasts presented in Appendix A, City staff in collaboration with consultants, have created a growth-related capital forecast that sets out the projects required to service anticipated development over the 25-year period from 2017–2041.

To determine the share of the program to be recovered through regulatory fees, the project costs are reduced by any anticipated grants, subsidies or other recoveries, as well as "replacement" shares and benefit to existing shares. Further, in certain cases a portion of costs has been allocated to "prior growth" to account for portions of projects which are deemed to benefit recent development which occurred in the City during the 10-year period preceding 2017.

The capital program less grants and other funding sources, any replacement shares or benefit to existing shares, and prior growth shares yields the development-related costs that may be included in the regulatory fee calculation for recovery against growth over the forecast period from 2017 to 2041.

Calculation of the Unadjusted Regulatory Fee Rates

The section below the capital program displays the calculation of the "unadjusted" regulatory fee rates. The term "unadjusted" regulatory fee is used to distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 2.

The first step in determining the unadjusted regulatory fee rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For all 25-year benefitting period services, the development-related costs have been apportioned as 62 per cent residential and 38 per cent non-residential. This apportionment is based on the anticipated shares of population and employment growth over the 25-year forecast period. The 38 per cent non-residential apportionment of the development-related net capital cost has been further broken down into four employment category apportionments based on anticipated shares of employment growth in each sector. The result is an apportionment of 22.3 per cent Office, 21.9 per cent Institutional, 21.4 per cent Commercial/Retail, and 34.5 per cent Industrial.

Next, the residential share of the costs is divided by the forecast population growth in new dwelling units from 2017 to 2041 of approximately 244,800. This gives the unadjusted residential regulatory fee per capita.

The non-residential development-related net capital costs are divided by the forecast increase in non-residential gross floor area (GFA): approximately 737,700 square metres for Office, 1.75 million square metres for Institutional, 1.05 square metres for Commercial/Retail, and 4.23 million square metres for Industrial development. This yields a charge per square metre of new development for each employment category.

TABLE 2 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of regulatory fees. Interest earnings or borrowing costs are accounted for in the calculation. Based on the development forecast, the analysis calculates the regulatory fee rate required to finance the net development-related capital spending plan, including provisions for any borrowing costs or interest earnings on the reserve funds.

An inflation rate assumption of 2.0 per cent is used for the funding requirements, an interest rate of 5.5 per cent is used for borrowing on the funds and an interest rate of 3.5 per cent is applied to positive balances.

The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible. Table 2 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential regulatory fees.

APPENDIX D.1

TRANSIT

APPENDIX D.1

TRANSIT

Winnipeg Transit provides public transit-services City-wide, and manages major rapid transit projects as well as the fleet of transit buses and inventory of mechanical and storage facilities.

TABLE 1 2017–2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The development-related capital program for Transit services totals $2.62 billion. This includes construction activity associated with six major new bus rapid transit corridors, the purchasing of additional transit buses, and the expansion of a mechanical and storage facility.

A large proportion of this capital program is anticipated to be funded through grants form other levels of government, at $1.51 billion.

The benefit to existing shares for projects under this service are based on the shares of present and forecast 2041 population and employment. This amounts to a total of $703.41 million. It is noted that this represents a conservative approach to the calculation of costs for recovery through regulatory fees. It is recommended that as information becomes available, the benefit to existing shares be updated to account for transit ridership projections for the existing population in comparison with ridership projections due to growth.

Finally, the Southwest BRT corridor represents a recent project undertaken by the City. To account for this, a "prior growth" share has been assigned representing costs allocated to recent development over the previous 10 years. This amount totals $31.60 million.

Costs for recovery through regulatory fees total $365.45 million. After residential and non-residential apportionments, unadjusted charges are calculated at $925.72 per capita for residential development, $41.91 per square metre for Office, $17.41 per square metre for Institutional, $28.29 per square metre for Commercial/Retail, and $11.32 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

After cash flow considerations, both the residential and non-residential charges increase as shown in the following table:

TRANSIT SUMMARY									
2017-2041 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$2,615,300,000	$365,446,506	$925.72	$17.89	**$987.01**	**$19.00**	**$44.53**	**$18.50**	**$30.06**	**$12.02**

APPENDIX D.1
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery		
								Prior Growth	2017-2041	Post 2041
5.0 TRANSIT										
5.1.1	BRT - Southwest Corridor 1st leg (past project)	2017	$ 135,800,000	$ 45,500,000	$ 90,300,000	$ 47,723,227	$ 42,576,773	$ 12,766,177	$ 29,810,596	$ -
5.1.2	BRT - Southwest Corridor 2nd leg (past project)	2017	$ 377,000,000	$ 243,800,000	$ 133,200,000	$ 70,395,724	$ 62,804,276	$ 18,831,171	$ 43,973,106	$ -
5.1.3	BRT - East Corridor	2021	$ 425,000,000	$ 255,000,000	$ 170,000,000	$ 120,829,636	$ 49,170,364	$ -	$ 49,170,364	$ -
5.1.4	BRT - West Corridor	2023	$ 326,000,000	$ 195,600,000	$ 130,400,000	$ 92,683,439	$ 37,716,561	$ -	$ 37,716,561	$ -
5.1.5	BRT - North Corridor	2030	$ 166,000,000	$ 99,600,000	$ 66,400,000	$ 47,194,634	$ 19,205,366	$ -	$ 19,205,366	$ -
5.1.6	BRT - Northeast Corridor	2034	$ 485,000,000	$ 291,000,000	$ 194,000,000	$ 137,887,938	$ 56,112,062	$ -	$ 56,112,062	$ -
5.1.7	BRT - Southeast Corridor	2038	$ 485,000,000	$ 291,000,000	$ 194,000,000	$ 137,887,938	$ 56,112,062	$ -	$ 56,112,062	$ -
5.1.8	Garages - Exp of Mech & Storage at Ft Rouge, New at North	2023	$ 100,000,000	$ 60,000,000	$ 40,000,000	$ 28,430,503	$ 11,569,497	$ -	$ 11,569,497	$ -
5.1.9	Additional Transit Buses - Current transit system	Various	$ 82,500,000	$ 29,017,241	$ 53,482,759	$ -	$ 53,482,759	$ -	$ 53,482,759	$ -
5.1.10	Additional Transit Buses - Future BRT routes	Various	$ 33,000,000	$ 4,324,138	$ 28,675,862	$ 20,381,729	$ 8,294,133	$ -	$ 8,294,133	$ -
TOTAL TRANSIT			$ 2,615,300,000	$ 1,514,841,379	$ 1,100,458,621	$ 703,414,768	$ 397,043,853	$ 31,597,347	$ 365,446,506	$ -

Residential Calculation		
Residential Share of Development-Related Costs	62%	$226,576,834
25 Year Population Growth in New Housing Units		244,757
Unadjusted Per Unit Charge		**$925.72**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$138,869,672
25 Year Growth in Square Metres		7,764,241
Unadjusted Per Square Metre Charge		**$17.89**
Non-Residential Allocation		
25 Year Growth in Square Metres: Major Office		737,695
25 Year Growth in Square Metres: Institutional		1,747,505
25 Year Growth in Square Metres: Commercial/Retail		1,048,442
25 Year Growth in Square Metres: Industrial		4,230,599
Office Per Square Metre Charge (Unadjusted)	22.3%	**$41.91**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$17.41**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$28.29**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$11.32**

APPENDIX D.1
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
TRANSIT
RESIDENTIAL CHARGE
(in $000)

TRANSIT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($37,764.2)	($30,311.8)	($22,019.7)	($12,871.9)	($36,649.2)	($28,975.3)	($55,850.3)	($48,628.7)	($40,658.2)	($31,914.0)	($23,818.3)	($15,066.6)
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Transit: Non Inflated	$47,278.0	$1,532.1	$1,532.1	$1,532.1	$32,017.7	$1,532.1	$32,089.4	$1,532.1	$1,532.1	$1,532.1	$1,532.1	$1,532.1	$1,532.1
- Transit: Inflated	$47,278.0	$1,562.7	$1,594.0	$1,625.8	$34,657.0	$1,691.5	$36,137.9	$1,759.9	$1,795.1	$1,831.0	$1,867.6	$1,904.9	$1,943.0
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	9,599	9,610	9,662
REVENUE													
- Charge Receipts: Inflated	$10,524.5	$10,928.2	$11,382.0	$11,806.5	$12,205.0	$11,214.5	$11,533.2	$11,876.2	$12,257.1	$12,622.5	$11,549.1	$11,793.6	$12,094.5
INTEREST													
- Interest on Opening Balance	$0.0	($2,077.0)	($1,667.1)	($1,211.1)	($708.0)	($2,015.7)	($1,593.6)	($3,071.8)	($2,674.6)	($2,236.2)	($1,755.3)	($1,310.0)	($828.7)
- Interest on In-year Transactions	($1,010.7)	$163.9	$171.3	$178.2	($617.4)	$166.7	($676.6)	$177.0	$183.1	$188.9	$169.4	$173.1	$177.7
TOTAL REVENUE	$9,513.7	$9,015.1	$9,886.1	$10,773.6	$10,879.7	$9,365.4	$9,263.0	$8,981.4	$9,765.6	$10,575.2	$9,963.3	$10,656.6	$11,443.5
CLOSING CASH BALANCE	($37,764.2)	($30,311.8)	($22,019.7)	($12,871.9)	($36,649.2)	($28,975.3)	($55,850.3)	($48,628.7)	($40,658.2)	($31,914.0)	($23,818.3)	($15,066.6)	($5,566.1)

TRANSIT	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($5,566.1)	($10,965.4)	($620.7)	$9,409.1	$20,148.4	($18,349.4)	($8,254.1)	$2,779.4	$13,067.3	($30,052.0)	($20,888.3)	($10,896.6)	
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Transit: Non Inflated	$13,439.4	$1,532.1	$1,532.1	$1,532.1	$36,321.5	$1,532.1	$1,532.1	$1,532.1	$36,321.5	$1,532.1	$1,532.1	$1,532.1	**$226,576.8**
- Transit: Inflated	$17,385.3	$2,021.5	$2,062.0	$2,103.2	$50,858.9	$2,188.2	$2,231.9	$2,276.6	$55,051.3	$2,368.5	$2,415.9	$2,464.2	**$279,075.9**
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	9,734	9,814	8,998	9,103	9,193	9,294	9,404	8,381	8,450	8,519	8,587	8,669	**244,757**
REVENUE													
- Charge Receipts: Inflated	$12,428.4	$12,781.1	$11,952.8	$12,334.1	$12,705.2	$13,101.7	$13,521.9	$12,291.9	$12,641.0	$12,999.1	$13,364.9	$13,762.4	**$305,671.3**
INTEREST													
- Interest on Opening Balance	($306.1)	($603.1)	($34.1)	$329.3	$705.2	($1,009.2)	($454.0)	$97.3	$457.4	($1,652.9)	($1,148.9)	($599.3)	**($25,367.5)**
- Interest on In-year Transactions	($136.3)	$188.3	$173.1	$179.0	($1,049.2)	$191.0	$197.6	$175.3	($1,166.3)	$186.0	$191.6	$197.7	**($1,227.9)**
TOTAL REVENUE	$11,985.9	$12,366.3	$12,091.7	$12,842.5	$12,361.1	$12,283.4	$13,265.5	$12,564.5	$11,932.1	$11,532.3	$12,407.7	$13,360.8	**$279,075.9**
CLOSING CASH BALANCE	($10,965.4)	($620.7)	$9,409.1	$20,148.4	($18,349.4)	($8,254.1)	$2,779.4	$13,067.3	($30,052.0)	($20,888.3)	($10,896.6)	($0.0)	

Adjusted Charge Per Capita	**$987.01**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.1
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
TRANSIT
OFFICE CHARGE
(in $000)

TRANSIT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($4,261.2)	($3,068.9)	($1,961.0)	($268.3)	($3,614.3)	($2,748.8)	($6,594.1)	($5,770.4)	($5,021.9)	($4,276.1)	($3,396.6)	($2,434.2)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$6,451.1	$209.1	$209.1	$209.1	$4,368.8	$209.1	$4,378.6	$209.1	$209.1	$209.1	$209.1	$209.1	$209.1
- Transit: Inflated	$6,451.1	$213.2	$217.5	$221.8	$4,729.0	$230.8	$4,931.0	$240.1	$244.9	$249.8	$254.8	$259.9	$265.1
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	24,879	25,094	25,493
REVENUE													
- Charge Receipts: Inflated	$2,303.9	$1,615.4	$1,472.3	$1,991.4	$1,486.9	$1,276.7	$1,335.8	$1,406.1	$1,292.6	$1,254.2	$1,350.4	$1,389.3	$1,439.6
INTEREST													
- Interest on Opening Balance	$0.0	($234.4)	($168.8)	($107.9)	($14.8)	($198.8)	($151.2)	($362.7)	($317.4)	($276.2)	($235.2)	($186.8)	($133.9)
- Interest on In-year Transactions	($114.0)	$24.5	$22.0	$31.0	($89.2)	$18.3	($98.9)	$20.4	$18.3	$17.6	$19.2	$19.8	$20.6
TOTAL REVENUE	$2,189.9	$1,405.5	$1,325.4	$1,914.5	$1,383.0	$1,096.3	$1,085.7	$1,063.8	$993.5	$995.6	$1,134.4	$1,222.2	$1,326.3
CLOSING CASH BALANCE	($4,261.2)	($3,068.9)	($1,961.0)	($268.3)	($3,614.3)	($2,748.8)	($6,594.1)	($5,770.4)	($5,021.9)	($4,276.1)	($3,396.6)	($2,434.2)	($1,373.1)

TRANSIT	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($1,373.1)	($2,094.0)	($846.6)	$353.4	$1,868.4	($3,440.0)	($2,108.9)	($676.8)	$889.4	($4,795.3)	($3,339.2)	($1,741.7)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$1,833.8	$209.1	$209.1	$209.1	$4,956.1	$209.1	$209.1	$209.1	$4,956.1	$209.1	$209.1	$209.1	$30,916.6
- Transit: Inflated	$2,372.2	$275.8	$281.4	$287.0	$6,939.7	$298.6	$304.5	$310.6	$7,511.8	$323.2	$329.7	$336.2	$38,080.2
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	30,279	27,488	25,138	28,854	27,423	28,189	28,151	28,512	28,878	29,249	29,626	29,911	737,695
REVENUE													
- Charge Receipts: Inflated	$1,744.1	$1,615.0	$1,506.5	$1,763.8	$1,709.8	$1,792.7	$1,826.1	$1,886.5	$1,948.9	$2,013.4	$2,080.1	$2,142.2	$41,643.7
INTEREST													
- Interest on Opening Balance	($75.5)	($115.2)	($46.6)	$12.4	$65.4	($189.2)	($116.0)	($37.2)	$31.1	($263.7)	($183.7)	($95.8)	($3,401.8)
- Interest on In-year Transactions	($17.3)	$23.4	$21.4	$25.8	($143.8)	$26.1	$26.6	$27.6	($153.0)	$29.6	$30.6	$31.6	($161.7)
TOTAL REVENUE	$1,651.3	$1,523.3	$1,481.4	$1,802.0	$1,631.4	$1,629.7	$1,736.7	$1,876.8	$1,827.1	$1,779.3	$1,927.1	$2,078.0	$38,080.2
CLOSING CASH BALANCE	($2,094.0)	($846.6)	$353.4	$1,868.4	($3,440.0)	($2,108.9)	($676.8)	$889.4	($4,795.3)	($3,339.2)	($1,741.7)	($0.0)	

Adjusted Charge Per Square Metre	**$44.53**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.1
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
TRANSIT
INSTITUTIONAL CHARGE
(in $000)

TRANSIT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($4,193.0)	($3,019.8)	($1,929.6)	($264.0)	($3,556.4)	($2,704.8)	($6,488.6)	($5,678.1)	($4,941.5)	($4,207.7)	($3,342.2)	($2,395.3)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$6,347.9	$205.7	$205.7	$205.7	$4,298.9	$205.7	$4,308.5	$205.7	$205.7	$205.7	$205.7	$205.7	$205.7
- Transit: Inflated	$6,347.9	$209.8	$214.0	$218.3	$4,653.3	$227.1	$4,852.1	$236.3	$241.0	$245.8	$250.8	$255.8	$260.9
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	58,936	59,444	60,389
REVENUE													
- Charge Receipts: Inflated	$2,267.1	$1,589.5	$1,448.7	$1,959.6	$1,463.1	$1,256.3	$1,314.4	$1,383.6	$1,271.9	$1,234.1	$1,328.8	$1,367.1	$1,416.6
INTEREST													
- Interest on Opening Balance	$0.0	($230.6)	($166.1)	($106.1)	($14.5)	($195.6)	($148.8)	($356.9)	($312.3)	($271.8)	($231.4)	($183.8)	($131.7)
- Interest on In-year Transactions	($112.2)	$24.1	$21.6	$30.5	($87.7)	$18.0	($97.3)	$20.1	$18.0	$17.3	$18.9	$19.4	$20.2
TOTAL REVENUE	$2,154.8	$1,383.0	$1,304.2	$1,883.9	$1,360.9	$1,078.7	$1,068.4	$1,046.8	$977.6	$979.6	$1,116.2	$1,202.7	$1,305.0
CLOSING CASH BALANCE	($4,193.0)	($3,019.8)	($1,929.6)	($264.0)	($3,556.4)	($2,704.8)	($6,488.6)	($5,678.1)	($4,941.5)	($4,207.7)	($3,342.2)	($2,395.3)	($1,351.1)

TRANSIT	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($1,351.1)	($2,060.5)	($833.1)	$347.7	$1,838.5	($3,385.0)	($2,075.2)	($665.9)	$875.2	($4,718.5)	($3,285.8)	($1,713.9)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$1,804.5	$205.7	$205.7	$205.7	$4,876.8	$205.7	$205.7	$205.7	$4,876.8	$205.7	$205.7	$205.7	$30,421.7
- Transit: Inflated	$2,334.3	$271.4	$276.9	$282.4	$6,828.7	$293.8	$299.7	$305.7	$7,391.6	$318.0	$324.4	$330.9	$37,470.6
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	71,727	65,116	59,550	68,352	64,962	66,777	66,686	67,541	68,409	69,287	70,179	70,855	1,747,505
REVENUE													
- Charge Receipts: Inflated	$1,716.2	$1,589.1	$1,482.4	$1,735.5	$1,682.4	$1,764.0	$1,796.9	$1,856.3	$1,917.7	$1,981.2	$2,046.9	$2,107.9	$40,977.1
INTEREST													
- Interest on Opening Balance	($74.3)	($113.3)	($45.8)	$12.2	$64.3	($186.2)	($114.1)	($36.6)	$30.6	($259.5)	($180.7)	($94.3)	($3,347.4)
- Interest on In-year Transactions	($17.0)	$23.1	$21.1	$25.4	($141.5)	$25.7	$26.2	$27.1	($150.5)	$29.1	$30.1	$31.1	($159.1)
TOTAL REVENUE	$1,624.9	$1,498.9	$1,457.6	$1,773.1	$1,605.2	$1,603.6	$1,708.9	$1,846.8	$1,797.8	$1,750.8	$1,896.3	$2,044.7	$37,470.6
CLOSING CASH BALANCE	($2,060.5)	($833.1)	$347.7	$1,838.5	($3,385.0)	($2,075.2)	($665.9)	$875.2	($4,718.5)	($3,285.8)	($1,713.9)	$0.0	

Adjusted Charge Per Square Metre	**$18.50**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.1
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
TRANSIT
COMMERCIAL/RETAIL CHARGE
(in $000)

TRANSIT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($4,088.0)	($2,944.1)	($1,881.3)	($257.4)	($3,467.3)	($2,637.0)	($6,326.0)	($5,535.8)	($4,817.7)	($4,102.2)	($3,258.4)	($2,335.3)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$6,188.8	$200.6	$200.6	$200.6	$4,191.2	$200.6	$4,200.6	$200.6	$200.6	$200.6	$200.6	$200.6	$200.6
- Transit: Inflated	$6,188.8	$204.6	$208.7	$212.8	$4,536.7	$221.4	$4,730.5	$230.4	$235.0	$239.7	$244.5	$249.4	$254.3
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	35,360	35,664	36,231
REVENUE													
- Charge Receipts: Inflated	$2,210.3	$1,549.7	$1,412.4	$1,910.5	$1,426.5	$1,224.8	$1,281.5	$1,348.9	$1,240.0	$1,203.2	$1,295.5	$1,332.8	$1,381.1
INTEREST													
- Interest on Opening Balance	$0.0	($224.8)	($161.9)	($103.5)	($14.2)	($190.7)	($145.0)	($347.9)	($304.5)	($265.0)	($225.6)	($179.2)	($128.4)
- Interest on In-year Transactions	($109.4)	$23.5	$21.1	$29.7	($85.5)	$17.6	($94.8)	$19.6	$17.6	$16.9	$18.4	$19.0	$19.7
TOTAL REVENUE	$2,100.8	$1,348.4	$1,271.5	$1,836.7	$1,326.8	$1,051.7	$1,041.6	$1,020.6	$953.1	$955.1	$1,088.3	$1,172.5	$1,272.3
CLOSING CASH BALANCE	($4,088.0)	($2,944.1)	($1,881.3)	($257.4)	($3,467.3)	($2,637.0)	($6,326.0)	($5,535.8)	($4,817.7)	($4,102.2)	($3,258.4)	($2,335.3)	($1,317.3)

TRANSIT	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($1,317.3)	($2,008.9)	($812.2)	$339.0	$1,792.4	($3,300.1)	($2,023.2)	($649.2)	$853.3	($4,600.3)	($3,203.4)	($1,670.9)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$1,759.2	$200.6	$200.6	$200.6	$4,754.6	$200.6	$200.6	$200.6	$4,754.6	$200.6	$200.6	$200.6	$29,659.5
- Transit: Inflated	$2,275.8	$264.6	$269.9	$275.3	$6,657.6	$286.4	$292.2	$298.0	$7,206.4	$310.0	$316.2	$322.6	$36,531.7
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	43,034	39,067	35,728	41,009	38,975	40,064	40,009	40,522	41,043	41,570	42,105	42,511	1,048,442
REVENUE													
- Charge Receipts: Inflated	$1,673.2	$1,549.3	$1,445.2	$1,692.0	$1,640.3	$1,719.8	$1,751.8	$1,809.8	$1,869.7	$1,931.6	$1,995.6	$2,055.1	$39,950.3
INTEREST													
- Interest on Opening Balance	($72.4)	($110.5)	($44.7)	$11.9	$62.7	($181.5)	($111.3)	($35.7)	$29.9	($253.0)	($176.2)	($91.9)	($3,263.5)
- Interest on In-year Transactions	($16.6)	$22.5	$20.6	$24.8	($138.0)	$25.1	$25.5	$26.5	($146.8)	$28.4	$29.4	$30.3	($155.1)
TOTAL REVENUE	$1,584.2	$1,461.3	$1,421.1	$1,728.7	$1,565.0	$1,563.4	$1,666.1	$1,800.5	$1,752.8	$1,706.9	$1,848.8	$1,993.5	$36,531.7
CLOSING CASH BALANCE	($2,008.9)	($812.2)	$339.0	$1,792.4	($3,300.1)	($2,023.2)	($649.2)	$853.3	($4,600.3)	($3,203.4)	($1,670.9)	$0.0	

Adjusted Charge Per Square Metre	**$30.06**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.1
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION DF REGULATORY FEE
TRANSIT
INDUSTRIAL CHARGE
(in $000)

TRANSIT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($6,598.2)	($4,752.0)	($3,036.5)	($415.5)	($5,596.4)	($4,256.3)	($10,210.5)	($8,935.1)	($7,775.9)	($6,621.2)	($5,259.3)	($3,769.2)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$9,989.0	$323.7	$323.7	$323.7	$6,764.8	$323.7	$6,780.0	$323.7	$323.7	$323.7	$323.7	$323.7	$323.7
- Transit: Inflated	$9,989.0	$330.2	$336.8	$343.5	$7,322.4	$357.4	$7,635.3	$371.8	$379.3	$386.9	$394.6	$402.5	$410.5
NEW INDUSTRIAL DEVELDPMENT													
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	142,681	143,911	146,198
REVENUE													
- Charge Receipts: Inflated	$3,567.5	$2,501.2	$2,279.7	$3,083.6	$2,302.4	$1,976.9	$2,068.4	$2,177.2	$2,001.4	$1,942.0	$2,091.0	$2,151.2	$2,229.1
INTEREST													
- Interest on Dpening Balance	$0.0	($362.9)	($261.4)	($167.0)	($22.8)	($307.8)	($234.1)	($561.6)	($491.4)	($427.7)	($364.2)	($289.3)	($207.3)
- Interest on In-year Transactions	($176.6)	$38.0	$34.0	$48.0	($138.1)	$28.3	($153.1)	$31.6	$28.4	$27.2	$29.7	$30.6	$31.8
TOTAL REVENUE	$3,390.9	$2,176.3	$2,052.3	$2,964.5	$2,141.5	$1,697.5	$1,681.2	$1,647.2	$1,538.4	$1,541.6	$1,756.5	$1,892.5	$2,053.6
CLOSING CASH BALANCE	($6,598.2)	($4,752.0)	($3,036.5)	($415.5)	($5,596.4)	($4,256.3)	($10,210.5)	($8,935.1)	($7,775.9)	($6,621.2)	($5,259.3)	($3,769.2)	($2,126.1)

TRANSIT	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($2,126.1)	($3,242.4)	($1,310.9)	$547.2	$2,893.0	($5,326.6)	($3,265.5)	($1,047.9)	$1,377.2	($7,425.1)	($5,170.5)	($2,697.0)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Transit: Non Inflated	$2,839.5	$323.7	$323.7	$323.7	$7,674.1	$323.7	$323.7	$323.7	$7,674.1	$323.7	$323.7	$323.7	$47,871.9
- Transit: Inflated	$3,673.2	$427.1	$435.7	$444.4	$10,745.6	$462.3	$471.6	$481.0	$11,631.4	$500.4	$510.4	$520.7	$58,964.1
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	173,647	157,642	144,166	165,476	157,268	161,663	161,443	163,512	165,613	167,739	169,899	171,536	4,230,599
REVENUE													
- Charge Receipts: Inflated	$2,700.6	$2,500.7	$2,332.7	$2,731.0	$2,647.5	$2,775.9	$2,827.5	$2,921.1	$3,017.8	$3,117.6	$3,220.9	$3,317.0	$64,481.9
INTEREST													
- Interest on Opening Balance	($116.9)	($178.3)	($72.1)	$19.2	$101.3	($293.0)	($179.6)	($57.6)	$48.2	($408.4)	($284.4)	($148.3)	($5,267.5)
- Interest on In-year Transactions	($26.7)	$36.3	$33.2	$40.0	($222.7)	$40.5	$41.2	$42.7	($236.9)	$45.8	$47.4	$48.9	($250.4)
TOTAL REVENUE	$2,556.9	$2,358.6	$2,293.8	$2,790.2	$2,526.0	$2,523.4	$2,689.2	$2,906.1	$2,829.1	$2,755.1	$2,984.0	$3,217.6	$58,964.1
CLOSING CASH BALANCE	($3,242.4)	($1,310.9)	$547.2	$2,893.0	($5,326.6)	($3,265.5)	($1,047.9)	$1,377.2	($7,425.1)	($5,170.5)	($2,697.0)	$0.0	

Adjusted Charge Per Square Metre	**$12.02**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.2

FIRE & PARAMEDIC SERVICES

APPENDIX D.2

FIRE & PARAMEDIC SERVICES

Winnipeg Fire Paramedic Service is responsible for the provision of fire prevention and suppression, inspections, public education, and emergency response services.

TABLE 1 2017–2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The development-related capital program for Fire and Paramedic Services totals $35.00 million. This includes construction of new stations and expansions to two existing stations.

No grants or other funding sources have been identified for these projects. With the exception of a 50 per cent benefit to existing share for the Sage Creek project ($2.50 million), no amounts have been allocated to benefit to existing as the new and expanded stations are intended to extend Fire and Paramedic Services to future neighbourhoods. Since the Sage Creek project was recently undertaken by the City, and additional share, reflecting 10 years of prior growth, has been deducted from the costs associated with Sage Creek ($808,300).

The remaining costs for recovery total $31.69 million. After residential and non-residential apportionments, unadjusted charges are calculated at $80.28 per capita for residential development, $3.63 per square metre for Office, $1.51 per square metre for Institutional, $2.45 per square metre for Commercial/Retail, and $0.98 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

After cash flow considerations, both the residential and non-residential charges increase as shown in the following table:

FIRE & PARAMEDIC SERVICES SUMMARY									
2017-2041 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$35,000,000	$31,691,674	$80.28	$1.55	**$90.43**	**$1.75**	**$4.09**	**$1.70**	**$2.76**	**$1.10**

APPENDIX D.2
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery: Prior Growth	Costs for Recovery: 2017-2041	Costs for Recovery: Post 2041
6.0 FIRE & PARAMEDIC SERVICES										
6.1.1	Sage Creek (past project)	2017	$ 5,000,000	$ -	$ 5,000,000	$ 2,500,000	$ 2,500,000	$ 808,326	$ 1,691,674	$ -
6.1.2	Waverly West Fire Station	2019	$ 8,000,000	$ -	$ 8,000,000	$ -	$ 8,000,000	$ -	$ 8,000,000	$ -
6.1.3	North Fire Station	2023	$ 8,000,000	$ -	$ 8,000,000	$ -	$ 8,000,000	$ -	$ 8,000,000	$ -
6.1.4	Station 1 Expansion	2021	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -
6.1.5	West Station	2032	$ 8,000,000	$ -	$ 8,000,000	$ -	$ 8,000,000	$ -	$ 8,000,000	$ -
6.1.6	Station 2 Expansion	2034	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -	$ 3,000,000	$ -
TOTAL FIRE & PARAMEDIC SERVICES			$ 35,000,000	$ -	$ 35,000,000	$ 2,500,000	$ 32,500,000	$ 808,326	$ 31,691,674	$ -

Residential Calculation		
Residential Share of Development-Related Costs	62%	$19,648,838
25 Year Population Growth in New Housing Units		244,757
Unadjusted Per Unit Charge		**$80.28**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$12,042,836
25 Year Growth in Square Metres		7,764,241
Unadjusted Per Square Metre Charge		**$1.55**
Non-Residential Allocation		
25 Year Growth in Square Metres: Major Office		737,695
25 Year Growth in Square Metres: Institutional		1,747,505
25 Year Growth in Square Metres: Commercial/Retail		1,048,442
25 Year Growth in Square Metres: Industrial		4,230,599
Office Per Square Metre Charge (Unadjusted)	22.3%	**$3.63**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$1.51**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$2.45**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$0.98**

APPENDIX D.2
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
FIRE & PARAMEDIC SERVICES
RESIDENTIAL CHARGE
(in $000)

FIRE & PARAMEDIC SERVICES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	($86.94)	$927.02	($3,271.4)	($2,350.68)	($3,399.71)	($2,541.28)	($7,334.72)	($6,631.02)	($5,853.11)	($4,998.35)	($4,196.65)	($3,328.06)
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$1,048.8	$0.0	$4,960.0	$0.0	$1,860.0	$0.0	$4,960.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Fire & Paramedic Services: Inflated	$1,048.8	$0.0	$5,160.4	$0.0	$2,013.3	$0.0	$5,585.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	9,599	9,610	9,662
REVENUE													
- Charge Receipts: Inflated	$964.2	$1,001.2	$1,042.8	$1,081.7	$1,118.2	$1,027.4	$1,056.6	$1,088.1	$1,123.0	$1,156.4	$1,058.1	$1,080.5	$1,108.1
INTEREST													
- Interest on Opening Balance	$0.0	($4.8)	$32.4	($179.9)	($129.3)	($187.0)	($139.8)	($403.4)	($364.7)	($321.9)	($274.9)	($230.8)	($183.0)
- Interest on In-year Transactions	($2.3)	$17.5	($113.2)	$18.9	($24.6)	$18.0	($124.6)	$19.0	$19.7	$20.2	$18.5	$18.9	$19.4
TOTAL REVENUE	$961.9	$1,014.0	$962.0	$920.7	$964.3	$858.4	$792.3	$703.7	$777.9	$854.8	$801.7	$868.6	$944.4
CLOSING CASH BALANCE	($86.9)	$927.0	($3,271.4)	($2,350.7)	($3,399.7)	($2,541.3)	($7,334.7)	($6,631.0)	($5,853.1)	($4,998.4)	($4,196.6)	($3,328.1)	($2,383.6)

FIRE & PARAMEDIC SERVICES	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($2,383.64)	($1,356.15)	($239.28)	($5,986.32)	($5,165.78)	($6,929.94)	($6,089.74)	($5,164.16)	($4,302.32)	($3,360.55)	($2,333.60)	($1,216.06)	
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$0.0	$0.0	$4,960.0	$0.0	$1,860.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$19,648.8
- Fire & Paramedic Services: Inflated	$0.0	$0.0	$6,675.5	$0.0	$2,604.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$23,088.3
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	9,734	9,814	8,998	9,103	9,193	9,294	9,404	8,381	8,450	8,519	8,587	8,669	244,757
REVENUE													
- Charge Receipts: Inflated	$1,138.7	$1,171.0	$1,095.1	$1,130.0	$1,164.0	$1,200.3	$1,238.8	$1,126.2	$1,158.1	$1,190.9	$1,224.5	$1,260.9	$28,004.8
INTEREST													
- Interest on Opening Balance	($131.1)	($74.6)	($13.2)	($329.2)	($284.1)	($381.1)	($334.9)	($284.0)	($236.6)	($184.8)	($128.3)	($66.9)	($4,836.1)
- Interest on In-year Transactions	$19.9	$20.5	($153.5)	$19.8	($39.6)	$21.0	$21.7	$19.7	$20.3	$20.8	$21.4	$22.1	($80.4)
TOTAL REVENUE	$1,027.5	$1,116.9	$928.5	$820.5	$840.3	$840.2	$925.6	$861.8	$941.8	$1,027.0	$1,117.5	$1,216.1	$23,088.3
CLOSING CASH BALANCE	($1,356.2)	($239.3)	($5,986.3)	($5,165.8)	($6,929.9)	($6,089.7)	($5,164.2)	($4,302.3)	($3,360.5)	($2,333.6)	($1,216.1)	$0.0	

Adjusted Charge Per Capita	**$90.43**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.2
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
FIRE & PARAMEDIC SERVICES
OFFICE CHARGE
(in $000)

FIRE & PARAMEDIC SERVICES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$69.76	$223.21	($353.49)	($186.77)	($338.94)	($238.23)	($908.37)	($826.89)	($751.53)	($675.62)	($586.53)	($488.92)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$143.1	$0.0	$676.8	$0.0	$253.8	$0.0	$676.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Fire & Paramedic Services: Inflated	$143.1	$0.0	$704.1	$0.0	$274.7	$0.0	$762.2	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	24,879	25,094	25,493
REVENUE													
- Charge Receipts: Inflated	$211.7	$148.4	$135.3	$183.0	$136.6	$117.3	$122.7	$129.2	$118.8	$115.2	$124.1	$127.6	$132.3
INTEREST													
- Interest on Opening Balance	$0.0	$2.4	$7.8	($19.4)	($10.3)	($18.6)	($13.1)	($50.0)	($45.5)	($41.3)	($37.2)	($32.3)	($26.9)
- Interest on In-year Transactions	$1.2	$2.6	($15.6)	$3.2	($3.8)	$2.1	($17.6)	$2.3	$2.1	$2.0	$2.2	$2.2	$2.3
TOTAL REVENUE	$212.9	$153.5	$127.4	$166.7	$122.5	$100.7	$92.0	$81.5	$75.4	$75.9	$89.1	$97.6	$107.7
CLOSING CASH BALANCE	$69.8	$223.2	($353.5)	($186.8)	($338.9)	($238.2)	($908.4)	($826.9)	($751.5)	($675.6)	($586.5)	($488.9)	($381.2)

FIRE & PARAMEDIC SERVICES	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($381.23)	($239.15)	($101.33)	($900.61)	($785.26)	($1,032.20)	($921.38)	($801.34)	($669.06)	($523.67)	($364.25)	($189.82)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$0.0	$0.0	$676.8	$0.0	$253.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,681.1
- Fire & Paramedic Services: Inflated	$0.0	$0.0	$910.9	$0.0	$355.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$3,150.4
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	30,279	27,488	25,138	28,854	27,423	28,189	28,151	28,512	28,878	29,249	29,626	29,911	737,695
REVENUE													
- Charge Receipts: Inflated	$160.2	$148.4	$138.4	$162.0	$157.1	$164.7	$167.8	$173.3	$179.1	$185.0	$191.1	$196.8	$3,826.1
INTEREST													
- Interest on Opening Balance	($21.0)	($13.2)	($5.6)	($49.5)	($43.2)	($56.8)	($50.7)	($44.1)	($36.8)	($28.8)	($20.0)	($10.4)	($664.3)
- Interest on In-year Transactions	$2.8	$2.6	($21.2)	$2.8	($5.5)	$2.9	$2.9	$3.0	$3.1	$3.2	$3.3	$3.4	($11.3)
TOTAL REVENUE	$142.1	$137.8	$111.6	$115.3	$108.4	$110.8	$120.0	$132.3	$145.4	$159.4	$174.4	$189.8	$3,150.4
CLOSING CASH BALANCE	($239.2)	($101.3)	($900.6)	($785.3)	($1,032.2)	($921.4)	($801.3)	($669.1)	($523.7)	($364.2)	($189.8)	($0.0)	

Adjusted Charge Per Square Metre	**$4.09**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.2
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
FIRE & PARAMEDIC SERVICES
INSTITUTIONAL CHARGE
(in $000)

FIRE & PARAMEDIC SERVICES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$68.65	$219.64	($347.83)	($183.78)	($333.52)	($234.42)	($893.83)	($813.65)	($739.50)	($664.80)	($577.15)	($481.09)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$140.8	$0.0	$666.0	$0.0	$249.7	$0.0	$666.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Fire & Paramedic Services: Inflated	$140.8	$0.0	$692.9	$0.0	$270.3	$0.0	$750.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	58,936	59,444	60,389
REVENUE													
- Charge Receipts: Inflated	$208.3	$146.0	$133.1	$180.0	$134.4	$115.4	$120.8	$127.1	$116.9	$113.4	$122.1	$125.6	$130.1
INTEREST													
- Interest on Opening Balance	$0.0	$2.4	$7.7	($19.1)	($10.1)	($18.3)	($12.9)	($49.2)	($44.8)	($40.7)	($36.6)	($31.7)	($26.5)
- Interest on In-year Transactions	$1.2	$2.6	($15.4)	$3.2	($3.7)	$2.0	($17.3)	$2.2	$2.0	$2.0	$2.1	$2.2	$2.3
TOTAL REVENUE	$209.5	$151.0	$125.4	$164.1	$120.6	$99.1	$90.6	$80.2	$74.1	$74.7	$87.7	$96.1	$106.0
CLOSING CASH BALANCE	$68.6	$219.6	($347.8)	($183.8)	($333.5)	($234.4)	($893.8)	($813.6)	($739.5)	($664.8)	($577.1)	($481.1)	($375.1)

FIRE & PARAMEDIC SERVICES	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($375.13)	($235.32)	($99.71)	($886.20)	($772.69)	($1,015.68)	($906.63)	($788.52)	($658.35)	($515.29)	($358.42)	($186.78)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$0.0	$0.0	$666.0	$0.0	$249.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$2,638.2**
- Fire & Paramedic Services: Inflated	$0.0	$0.0	$896.3	$0.0	$349.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$3,100.0**
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	71,727	65,116	59,550	68,352	64,962	66,777	66,686	67,541	68,409	69,287	70,179	70,855	**1,747,505**
REVENUE													
- Charge Receipts: Inflated	$157.7	$146.0	$136.2	$159.5	$154.6	$162.1	$165.1	$170.5	$176.2	$182.0	$188.1	$193.7	**$3,764.8**
INTEREST													
- Interest on Opening Balance	($20.6)	($12.9)	($5.5)	($48.7)	($42.5)	($55.9)	($49.9)	($43.4)	($36.2)	($28.3)	($19.7)	($10.3)	**($653.7)**
- Interest on In-year Transactions	$2.8	$2.6	($20.9)	$2.8	($5.4)	$2.8	$2.9	$3.0	$3.1	$3.2	$3.3	$3.4	**($11.2)**
TOTAL REVENUE	$139.8	$135.6	$109.8	$113.5	$106.7	$109.0	$118.1	$130.2	$143.1	$156.9	$171.6	$186.8	**$3,100.0**
CLOSING CASH BALANCE	($235.3)	($99.7)	($886.2)	($772.7)	($1,015.7)	($906.6)	($788.5)	($658.4)	($515.3)	($358.4)	($186.8)	$0.0	

Adjusted Charge Per Square Metre	**$1.70**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.2
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
FIRE & PARAMEDIC SERVICES
COMMERCIAL/RETAIL CHARGE
(in $000)

FIRE & PARAMEDIC SERVICES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$66.93	$214.14	($339.12)	($179.17)	($325.16)	($228.54)	($871.44)	($793.26)	($720.97)	($648.14)	($562.68)	($469.04)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$137.3	$0.0	$649.3	$0.0	$243.5	$0.0	$649.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Fire & Paramedic Services: Inflated	$137.3	$0.0	$675.5	$0.0	$263.5	$0.0	$731.2	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	35,360	35,664	36,231
REVENUE													
- Charge Receipts: Inflated	$203.1	$142.4	$129.8	$175.5	$131.1	$112.5	$117.7	$123.9	$113.9	$110.5	$119.0	$122.5	$126.9
INTEREST													
- Interest on Opening Balance	$0.0	$2.3	$7.5	($18.7)	($9.9)	($17.9)	($12.6)	($47.9)	($43.6)	($39.7)	($35.6)	($30.9)	($25.8)
- Interest on In-year Transactions	$1.2	$2.5	($15.0)	$3.1	($3.6)	$2.0	($16.9)	$2.2	$2.0	$1.9	$2.1	$2.1	$2.2
TOTAL REVENUE	$204.2	$147.2	$122.3	$159.9	$117.6	$96.6	$88.3	$78.2	$72.3	$72.8	$85.5	$93.6	$103.3
CLOSING CASH BALANCE	$66.9	$214.1	($339.1)	($179.2)	($325.2)	($228.5)	($871.4)	($793.3)	($721.0)	($648.1)	($562.7)	($469.0)	($365.7)

FIRE & PARAMEDIC SERVICES	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($365.73)	($229.43)	($97.21)	($863.99)	($753.33)	($990.23)	($883.91)	($768.76)	($641.86)	($502.37)	($349.44)	($182.10)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$0.0	$0.0	$649.3	$0.0	$243.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,572.1
- Fire & Paramedic Services: Inflated	$0.0	$0.0	$873.8	$0.0	$340.9	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$3,022.3
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	43,034	39,067	35,728	41,009	38,975	40,064	40,009	40,522	41,043	41,570	42,105	42,511	1,048,442
REVENUE													
- Charge Receipts: Inflated	$153.7	$142.3	$132.8	$155.5	$150.7	$158.0	$161.0	$166.3	$171.8	$177.5	$183.3	$188.8	$3,670.5
INTEREST													
- Interest on Opening Balance	($20.1)	($12.6)	($5.3)	($47.5)	($41.4)	($54.5)	($48.6)	($42.3)	($35.3)	($27.6)	($19.2)	($10.0)	($637.3)
- Interest on In-year Transactions	$2.7	$2.5	($20.4)	$2.7	($5.2)	$2.8	$2.8	$2.9	$3.0	$3.1	$3.2	$3.3	($10.9)
TOTAL REVENUE	$136.3	$132.2	$107.1	$110.7	$104.0	$106.3	$115.2	$126.9	$139.5	$152.9	$167.3	$182.1	$3,022.3
CLOSING CASH BALANCE	($229.4)	($97.2)	($864.0)	($753.3)	($990.2)	($883.9)	($768.8)	($641.9)	($502.4)	($349.4)	($182.1)	($0.0)	

Adjusted Charge Per Square Metre	**$2.76**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

HEMSON

APPENDIX D.2
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
FIRE & PARAMEDIC SERVICES
INDUSTRIAL CHARGE
(in $000)

FIRE & PARAMEDIC SERVICES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$108.02	$345.63	($547.35)	($289.19)	($524.83)	($368.88)	($1,406.54)	($1,280.37)	($1,163.69)	($1,046.14)	($908.20)	($757.05)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$221.6	$0.0	$1,048.0	$0.0	$393.0	$0.0	$1,048.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Fire & Paramedic Services: Inflated	$221.6	$0.0	$1,090.3	$0.0	$425.4	$0.0	$1,180.2	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	142,681	143,911	146,198
REVENUE													
- Charge Receipts: Inflated	$327.8	$229.8	$209.4	$283.3	$211.5	$181.6	$190.0	$200.0	$183.9	$178.4	$192.1	$197.6	$204.8
INTEREST													
- Interest on Opening Balance	$0.0	$3.8	$12.1	($30.1)	($15.9)	($28.9)	($20.3)	($77.4)	($70.4)	($64.0)	($57.5)	($50.0)	($41.6)
- Interest on In-year Transactions	$1.9	$4.0	($24.2)	$5.0	($5.9)	$3.2	($27.2)	$3.5	$3.2	$3.1	$3.4	$3.5	$3.6
TOTAL REVENUE	$329.6	$237.6	$197.3	$258.2	$189.7	$155.9	$142.5	$126.2	$116.7	$117.5	$137.9	$151.2	$166.7
CLOSING CASH BALANCE	$108.0	$345.6	($547.4)	($289.2)	($524.8)	($368.9)	($1,406.5)	($1,280.4)	($1,163.7)	($1,046.1)	($908.2)	($757.0)	($590.3)

FIRE & PARAMEDIC SERVICES	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($590.30)	($370.31)	($156.90)	($1,394.53)	($1,215.92)	($1,598.28)	($1,426.68)	($1,240.82)	($1,035.99)	($810.86)	($564.01)	($293.92)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Fire & Paramedic Services: Non Inflated	$0.0	$0.0	$1,048.0	$0.0	$393.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4,151.5
- Fire & Paramedic Services: Inflated	$0.0	$0.0	$1,410.4	$0.0	$550.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4,878.2
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	173,647	157,642	144,166	165,476	157,268	161,663	161,443	163,512	165,613	167,739	169,899	171,536	4,230,599
REVENUE													
- Charge Receipts: Inflated	$248.1	$229.8	$214.3	$250.9	$243.2	$255.0	$259.8	$268.4	$277.3	$286.4	$295.9	$304.8	$5,924.3
INTEREST													
- Interest on Opening Balance	($32.5)	($20.4)	($8.6)	($76.7)	($66.9)	($87.9)	($78.5)	($68.2)	($57.0)	($44.6)	($31.0)	($16.2)	($1,028.6)
- Interest on In-year Transactions	$4.3	$4.0	($32.9)	$4.4	($8.4)	$4.5	$4.5	$4.7	$4.9	$5.0	$5.2	$5.3	($17.6)
TOTAL REVENUE	$220.0	$213.4	$172.8	$178.6	$167.9	$171.6	$185.9	$204.8	$225.1	$246.9	$270.1	$293.9	$4,878.2
CLOSING CASH BALANCE	($370.3)	($156.9)	($1,394.5)	($1,215.9)	($1,598.3)	($1,426.7)	($1,240.8)	($1,036.0)	($810.9)	($564.0)	($293.9)	$0.0	

Adjusted Charge Per Square Metre	**$1.10**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.3

POLICE

APPENDIX D.3

POLICE

The Winnipeg Police Service provide protection services to the City.

TABLE 1 2017–2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The 2017 to 2026 development-related capital program includes costs associated with new police stations and headquarters, along with associated technology requirements. The capital program amounts to $231.18 million.

Grant funding in the amount of $2.80 million has been identified in association with the new headquarters. Benefit to existing shares have been allocated primarily based on existing shares of population and employment compared to 2041, these shares total $186.97 million. In addition, as each of these projects is anticipated to benefit recent development, a prior growth share (for 10 previous years) has been deducted. This amount totals $13.44 million.

The remaining $27.96 million in costs for recovery through regulatory fees is apportioned to residential and non-residential development. This results in unadjusted charges of $70.83 per capita for residential development, $3.21 per square metre for Office, $1.33 per square metre for Institutional, $2.16 per square metre for Commercial/Retail, and $0.87 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

After cash flow considerations, both the residential and non-residential charges increase as shown in the following table:

POLICE SUMMARY

2017-2041 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$231,178,000	$27,961,441	$70.83	$1.37	**$101.92**	**$1.96**	**$4.60**	**$1.91**	**$3.11**	**$1.24**

APPENDIX D.3
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery: Prior Growth	Costs for Recovery: 2017-2041	Costs for Recovery: Post 2041
7.0 POLICE										
	7.1.1 North Station Information Technology Requirements	2017	$ 490,000	$ -	$ 490,000	$ 350,377	$ 139,623	$ 41,864	$ 97,758	$ -
	7.1.2 North District Police Station	2017	$ 20,188,000	$ -	$ 20,188,000	$ 14,435,552	$ 5,752,448	$ 1,724,808	$ 4,027,639	$ -
	7.1.3 Headquarters (past project)	2017	$ 178,200,000	$ 2,800,000	$ 175,400,000	$ 149,090,000	$ 26,310,000	$ 7,888,764	$ 18,421,236	$ -
	7.1.4 East District Station (past project)	2017	$ 13,900,000	$ -	$ 13,900,000	$ 9,939,280	$ 3,960,720	$ 1,187,578	$ 2,773,142	$ -
	7.1.5 West District Station (past project)	2017	$ 18,400,000	$ -	$ 18,400,000	$ 13,157,032	$ 5,242,968	$ 2,601,303	$ 2,641,665	$ -
	TOTAL POLICE		$ 231,178,000	$ 2,800,000	$ 228,378,000	$ 186,972,242	$ 41,405,758	$ 13,444,317	$ 27,961,441	$ -

Residential Calculation		
Residential Share of Development-Related Costs	62%	$17,336,093
25 Year Population Growth in New Housing Units		244,757
Unadjusted Per Unit Charge		**$70.83**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$10,625,347
25 Year Growth in Square Metres		7,764,241
Unadjusted Per Square Metre Charge		**$1.37**
Non-Residential Allocation		
25 Year Growth in Square Metres: Major Office		737,695
25 Year Growth in Square Metres: Institutional		1,747,505
25 Year Growth in Square Metres: Commercial/Retail		1,048,442
25 Year Growth in Square Metres: Industrial		4,230,599
Dffice Per Square Metre Charge (Unadjusted)	22.3%	**$3.21**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$1.33**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$2.16**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$0.87**

APPENDIX D.3
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATIDN OF REGULATORY FEE
POLICE
RESIDENTIAL CHARGE
(in $000)

POLICE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	($16,696.18)	($16,466.26)	($16,176.0)	($15,825.22)	($15,413.24)	($15,082.68)	($14,700.46)	($14,261.18)	($13,757.71)	($13,188.16)	($12,700.07)	($12,159.44)
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Police: Non Inflated	$17,336.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Police: Inflated	$17,336.1	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	9,599	9,610	9,662
REVENUE													
- Charge Receipts: Inflated	$1,086.8	$1,128.5	$1,175.3	$1,219.2	$1,260.3	$1,158.0	$1,190.9	$1,226.3	$1,265.7	$1,303.4	$1,192.6	$1,217.8	$1,248.9
INTEREST													
- Interest on Opening Balance	$0.0	($918.3)	($905.6)	($889.7)	($870.4)	($847.7)	($829.5)	($808.5)	($784.4)	($756.7)	($725.3)	($698.5)	($668.8)
- Interest on In-year Transactions	($446.9)	$19.7	$20.6	$21.3	$22.1	$20.3	$20.8	$21.5	$22.1	$22.8	$20.9	$21.3	$21.9
TOTAL REVENUE	$639.9	$229.9	$290.2	$350.8	$412.0	$330.6	$382.2	$439.3	$503.5	$569.6	$488.1	$540.6	$602.0
CLOSING CASH BALANCE	($16,696.2)	($16,466.3)	($16,176.0)	($15,825.2)	($15,413.2)	($15,082.7)	($14,700.5)	($14,261.2)	($13,757.7)	($13,188.2)	($12,700.1)	($12,159.4)	($11,557.5)

POLICE	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($11,557.46)	($10,887.29)	($10,143.20)	($9,445.22)	($8,668.79)	($7,810.66)	($6,863.68)	($5,820.47)	($4,849.11)	($3,787.64)	($2,630.17)	($1,370.60)	
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Police: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$17,336.1
- Police: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$17,336.1
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	9,734	9,814	8,998	9,103	9,193	9,294	9,404	8,381	8,450	8,519	8,587	6,669	244,757
REVENUE													
- Charge Receipts: Inflated	$1,283.4	$1,319.8	$1,234.3	$1,273.6	$1,312.0	$1,352.9	$1,396.3	$1,269.3	$1,305.3	$1,342.3	$1,380.1	$1,421.1	$31,564.0
INTEREST													
- Interest on Opening Balance	($635.7)	($598.8)	($557.9)	($519.5)	($476.8)	($429.6)	($377.5)	($320.1)	($266.7)	($208.3)	($144.7)	($75.4)	($14,314.4)
- Interest on In-year Transactions	$22.5	$23.1	$21.6	$22.3	$23.0	$23.7	$24.4	$22.2	$22.8	$23.5	$24.2	$24.9	$86.5
TOTAL REVENUE	$670.2	$744.1	$698.0	$776.4	$858.1	$947.0	$1,043.2	$971.4	$1,061.5	$1,157.5	$1,259.6	$1,370.6	$17,336.1
CLOSING CASH BALANCE	($10,887.3)	($10,143.2)	($9,445.2)	($8,668.8)	($7,810.7)	($6,863.7)	($5,820.5)	($4,849.1)	($3,787.6)	($2,630.2)	($1,370.6)	($0.0)	

Adjusted Charge Per Capita	**$101.92**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	36%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.3
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
POLICE
OFFICE CHARGE
(in $000)

POLICE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	($2,185.91)	($2,136.26)	($2,098.93)	($2,004.94)	($1,958.85)	($1,932.32)	($1,898.12)	($1,854.65)	($1,820.72)	($1,788.97)	($1,745.35)	($1,695.24)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$2,365.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Police: Inflated	$2,365.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	24,879	25,094	25,493
REVENUE													
- Charge Receipts: Inflated	$238.1	$167.0	$152.2	$205.8	$153.7	$132.0	$138.1	$145.3	$133.6	$129.6	$139.6	$143.6	$148.8
INTEREST													
- Interest on Opening Balance	$0.0	($120.2)	($117.5)	($115.4)	($110.3)	($107.7)	($106.3)	($104.4)	($102.0)	($100.1)	($98.4)	($96.0)	($93.2)
- Interest on In-year Transactions	($58.5)	$2.9	$2.7	$3.6	$2.7	$2.3	$2.4	$2.5	$2.3	$2.3	$2.4	$2.5	$2.6
TOTAL REVENUE	$179.6	$49.6	$37.3	$94.0	$46.1	$26.5	$34.2	$43.5	$33.9	$31.8	$43.6	$50.1	$58.2
CLOSING CASH BALANCE	($2,185.9)	($2,136.3)	($2,098.9)	($2,004.9)	($1,958.8)	($1,932.3)	($1,898.1)	($1,854.6)	($1,820.7)	($1,789.0)	($1,745.3)	($1,695.2)	($1,637.1)

POLICE	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($1,637.09)	($1,543.72)	($1,458.78)	($1,380.59)	($1,271.04)	($1,161.15)	($1,036.48)	($901.45)	($752.65)	($589.09)	($409.75)	($213.53)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,365.5
- Police: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,365.5
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	30,279	27,488	25,138	28,854	27,423	28,189	28,151	28,512	28,878	29,249	29,626	29,911	737,695
REVENUE													
- Charge Receipts: Inflated	$180.3	$166.9	$155.7	$182.3	$176.7	$185.3	$188.7	$195.0	$201.4	$208.1	$215.0	$221.4	$4,304.0
INTEREST													
- Interest on Opening Balance	($90.0)	($84.9)	($80.2)	($75.9)	($69.9)	($63.9)	($57.0)	($49.6)	($41.4)	($32.4)	($22.5)	($11.7)	($1,951.2)
- Interest on In-year Transactions	$3.2	$2.9	$2.7	$3.2	$3.1	$3.2	$3.3	$3.4	$3.5	$3.6	$3.8	$3.9	$12.6
TOTAL REVENUE	$93.4	$84.9	$78.2	$109.5	$109.9	$124.7	$135.0	$148.8	$163.6	$179.3	$196.2	$213.5	$2,365.5
CLOSING CASH BALANCE	($1,543.7)	($1,458.8)	($1,380.6)	($1,271.0)	($1,161.1)	($1,036.5)	($901.5)	($752.6)	($589.1)	($409.7)	($213.5)	$0.0	

Adjusted Charge Per Square Metre	**$4.60**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.3
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
POLICE
INSTITUTIONAL CHARGE
(in $000)

POLICE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	($2,150.92)	($2,102.06)	($2,065.33)	($1,972.85)	($1,927.49)	($1,901.39)	($1,867.74)	($1,824.96)	($1,791.58)	($1,760.33)	($1,717.41)	($1,668.11)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$2,327.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Police: Inflated	$2,327.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	58,936	59,444	60,389
REVENUE													
- Charge Receipts: Inflated	$234.3	$164.3	$149.7	$202.5	$151.2	$129.8	$135.9	$143.0	$131.5	$127.6	$137.3	$141.3	$146.4
INTEREST													
- Interest on Opening Balance	$0.0	($118.3)	($115.6)	($113.6)	($108.5)	($106.0)	($104.6)	($102.7)	($100.4)	($98.5)	($96.8)	($94.5)	($91.7)
- Interest on In-year Transactions	($57.6)	$2.9	$2.6	$3.5	$2.6	$2.3	$2.4	$2.5	$2.3	$2.2	$2.4	$2.5	$2.6
TOTAL REVENUE	$176.7	$48.9	$36.7	$92.5	$45.4	$26.1	$33.7	$42.8	$33.4	$31.2	$42.9	$49.3	$57.2
CLOSING CASH BALANCE	($2,150.9)	($2,102.1)	($2,065.3)	($1,972.8)	($1,927.5)	($1,901.4)	($1,867.7)	($1,825.0)	($1,791.6)	($1,760.3)	($1,717.4)	($1,668.1)	($1,610.9)

POLICE	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($1,610.88)	($1,519.01)	($1,435.43)	($1,358.49)	($1,250.70)	($1,142.56)	($1,019.89)	($887.02)	($740.60)	($579.66)	($403.19)	($210.11)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,327.7
- Police: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,327.7
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	71,727	65,116	59,550	68,352	64,962	66,777	66,686	67,541	68,409	69,287	70,179	70,855	1,747,505
REVENUE													
- Charge Receipts: Inflated	$177.4	$164.2	$153.2	$179.4	$173.9	$182.3	$185.7	$191.9	$198.2	$204.8	$211.5	$217.9	$4,235.1
INTEREST													
- Interest on Opening Balance	($88.6)	($83.5)	($78.9)	($74.7)	($68.8)	($62.8)	($56.1)	($48.8)	($40.7)	($31.9)	($22.2)	($11.6)	($1,919.9)
- Interest on In-year Transactions	$3.1	$2.9	$2.7	$3.1	$3.0	$3.2	$3.2	$3.4	$3.5	$3.6	$3.7	$3.8	$12.4
TOTAL REVENUE	$91.9	$83.6	$76.9	$107.8	$108.1	$122.7	$132.9	$146.4	$160.9	$176.5	$193.1	$210.1	$2,327.7
CLOSING CASH BALANCE	($1,519.0)	($1,435.4)	($1,358.5)	($1,250.7)	($1,142.6)	($1,019.9)	($887.0)	($740.6)	($579.7)	($403.2)	($210.1)	($0.0)	

Adjusted Charge Per Square Metre	**$1.91**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.3
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
POLICE
COMMERCIAL/RETAIL CHARGE
(in $000)

POLICE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	($2,097.02)	($2,049.39)	($2,013.58)	($1,923.42)	($1,879.19)	($1,853.74)	($1,820.94)	($1,779.23)	($1,746.69)	($1,716.22)	($1,674.38)	($1,626.31)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$2,269.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Police: Inflated	$2,269.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	35,360	35,664	36,231
REVENUE													
- Charge Receipts: Inflated	$228.4	$160.2	$146.0	$197.5	$147.4	$126.6	$132.4	$139.4	$128.2	$124.4	$133.9	$137.7	$142.7
INTEREST													
- Interest on Opening Balance	$0.0	($115.3)	($112.7)	($110.7)	($105.8)	($103.4)	($102.0)	($100.2)	($97.9)	($96.1)	($94.4)	($92.1)	($89.4)
- Interest on In-year Transactions	($56.1)	$2.8	$2.6	$3.5	$2.6	$2.2	$2.3	$2.4	$2.2	$2.2	$2.3	$2.4	$2.5
TOTAL REVENUE	$172.3	$47.6	$35.8	$90.2	$44.2	$25.4	$32.8	$41.7	$32.5	$30.5	$41.8	$48.1	$55.8
CLOSING CASH BALANCE	($2,097.0)	($2,049.4)	($2,013.6)	($1,923.4)	($1,879.2)	($1,853.7)	($1,820.9)	($1,779.2)	($1,746.7)	($1,716.2)	($1,674.4)	($1,626.3)	($1,570.5)

POLICE	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($1,570.52)	($1,480.94)	($1,399.46)	($1,324.45)	($1,219.36)	($1,113.93)	($994.34)	($864.80)	($722.04)	($565.13)	($393.09)	($204.85)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,269.3
- Police: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$2,269.3
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	43,034	39,067	35,728	41,009	38,975	40,064	40,009	40,522	41,043	41,570	42,105	42,511	1,048,442
REVENUE													
- Charge Receipts: Inflated	$172.9	$160.1	$149.4	$174.9	$169.5	$177.8	$181.1	$187.0	$193.2	$199.6	$206.2	$212.4	$4,129.0
INTEREST													
- Interest on Opening Balance	($86.4)	($81.5)	($77.0)	($72.8)	($67.1)	($61.3)	($54.7)	($47.6)	($39.7)	($31.1)	($21.6)	($11.3)	($1,871.8)
- Interest on In-year Transactions	$3.0	$2.8	$2.6	$3.1	$3.0	$3.1	$3.2	$3.3	$3.4	$3.5	$3.6	$3.7	$12.1
TOTAL REVENUE	$89.6	$81.5	$75.0	$105.1	$105.4	$119.6	$129.5	$142.8	$156.9	$172.0	$188.2	$204.9	$2,269.3
CLOSING CASH BALANCE	($1,480.9)	($1,399.5)	($1,324.5)	($1,219.4)	($1,113.9)	($994.3)	($864.8)	($722.0)	($565.1)	($393.1)	($204.9)	$0.0	

Adjusted Charge Per Square Metre	**$3.11**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.3
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
POLICE
INDUSTRIAL CHARGE
(in $000)

POLICE	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	($3,384.70)	($3,307.82)	($3,250.02)	($3,104.49)	($3,033.12)	($2,992.04)	($2,939.08)	($2,871.77)	($2,819.25)	($2,770.07)	($2,702.53)	($2,624.95)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$3,662.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Police: Inflated	$3,662.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	142,681	143,911	146,198
REVENUE													
- Charge Receipts: Inflated	$368.7	$258.5	$235.6	$318.7	$238.0	$204.3	$213.8	$225.0	$206.9	$200.7	$216.1	$222.3	$230.4
INTEREST													
- Interest on Opening Balance	$0.0	($186.2)	($181.9)	($178.8)	($170.7)	($166.8)	($164.6)	($161.6)	($157.9)	($155.1)	($152.4)	($148.6)	($144.4)
- Interest on In-year Transactions	($90.6)	$4.5	$4.1	$5.6	$4.2	$3.6	$3.7	$3.9	$3.6	$3.5	$3.8	$3.9	$4.0
TOTAL REVENUE	$278.1	$76.9	$57.8	$145.5	$71.4	$41.1	$53.0	$67.3	$52.5	$49.2	$67.5	$77.6	$90.0
CLOSING CASH BALANCE	($3,384.7)	($3,307.8)	($3,250.0)	($3,104.5)	($3,033.1)	($2,992.0)	($2,939.1)	($2,871.8)	($2,819.2)	($2,770.1)	($2,702.5)	($2,624.9)	($2,534.9)

POLICE	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($2,534.90)	($2,390.32)	($2,258.81)	($2,137.73)	($1,968.11)	($1,797.94)	($1,604.91)	($1,395.83)	($1,165.41)	($912.15)	($634.47)	($330.64)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Police: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$3,662.8
- Police: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$3,662.8
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	173,647	157,642	144,166	165,476	157,268	161,663	161,443	163,512	165,613	167,739	169,899	171,536	4,230,599
REVENUE													
- Charge Receipts: Inflated	$279.1	$258.5	$241.1	$282.3	$273.6	$286.9	$292.2	$301.9	$311.9	$322.2	$332.9	$342.8	$6,664.4
INTEREST													
- Interest on Opening Balance	($139.4)	($131.5)	($124.2)	($117.6)	($108.2)	($98.9)	($88.3)	($76.8)	($64.1)	($50.2)	($34.9)	($18.2)	($3,021.2)
- Interest on In-year Transactions	$4.9	$4.5	$4.2	$4.9	$4.8	$5.0	$5.1	$5.3	$5.5	$5.6	$5.8	$6.0	$19.6
TOTAL REVENUE	$144.6	$131.5	$121.1	$169.6	$170.2	$193.0	$209.1	$230.4	$253.3	$277.7	$303.8	$330.6	$3,662.8
CLOSING CASH BALANCE	($2,390.3)	($2,258.8)	($2,137.7)	($1,968.1)	($1,797.9)	($1,604.9)	($1,395.8)	($1,165.4)	($912.2)	($634.5)	($330.6)	($0.0)	

Adjusted Charge Per Square Metre	**$1.24**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

HEMSON

APPENDIX D.4

WATER

APPENDIX D.4

WATER

Water services are managed through the City of Winnipeg's Water and Waste Department.

TABLE 1 2017–2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The development-related capital program for Water services totals $310.87 million. The majority of the program accounts for a new water treatment plant which was constructed in 2009, but provided capacity to accommodate new development through the 25-year benefitting period. Other major projects include an extensions and upgrades to two water mains to serve future growth.

No grants, subsidies, or other recovery amounts have been identified. City staff identified benefit to existing shares of 75 per cent for the water treatment plant and 50 per cent for an upgrade to the Transcona water main. These amounts total $227.97 million. An additional $22.50 million was deducted from the costs associated with the 2009 water treatment plant to account for benefits to development that occurred prior to 2017.

Resulting costs for recovery over the 2017-2041 benefitting period total $60.40 million. This results in unadjusted charge calculations of $153.01 per capita for residential development, $6.93 per square metre for Office, $2.88 per square metre for Institutional, $4.68 per square metre for Commercial/Retail, and $1.87 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

After cash flow considerations, both the residential and non-residential charges increase as shown in the following table:

WATER SUMMARY										
2017-2041 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$310,868,000	$60,403,580	$153.01	$2.96	**$219.70**	**$4.23**	**$9.92**	**$4.12**	**$6.70**	**$2.68**

APPENDIX D.4
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery: Prior Growth	Costs for Recovery: 2017-2041	Costs for Recovery: Post 2041
8.0 WATER										
8.1.1	Water Treatment Plant Capacity Validation	2018	$ 150,000	$ -	$ 150,000	$ -	$ 150,000	$ -	$ 150,000	$ -
8.1.2	Saskatchewan Avenue Water Main	2017	$ 4,830,000	$ -	$ 4,830,000	$ -	$ 4,830,000	$ -	$ 4,830,000	$ -
8.1.3	Transcona Water Main Reliability Upgrade	2018	$ 5,788,000	$ -	$ 5,788,000	$ 2,894,000	$ 2,894,000	$ -	$ 2,894,000	$ -
8.1.4	Water Treatment Plant (past project)	2017	$ 300,100,000	$ -	$ 300,100,000	$ 225,075,000	$ 75,025,000	$ 22,495,420	$ 52,529,580	$ -
TOTAL WATER			$ 310,868,000	$ -	$ 310,868,000	$ 227,969,000	$ 82,899,000	$ 22,495,420	$ 60,403,580	$ -

Residential Calculation		
Residential Share of Development-Related Costs	62%	$37,450,220
25 Year Population Growth in New Housing Units		244,757
Unadjusted Per Unit Charge		**$153.01**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$22,953,360
25 Year Growth in Square Metres		7,764,241
Unadjusted Per Square Metre Charge		**$2.96**
Non-Residential Allocation		
25 Year Growth in Square Metres: Major Office		737,695
25 Year Growth in Square Metres: Institutional		1,747,505
25 Year Growth in Square Metres: Commercial/Retail		1,048,442
25 Year Growth in Square Metres: Industrial		4,230,599
Office Per Square Metre Charge (Unadjusted)	22.3%	**$6.93**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$2.88**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$4.68**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$1.87**

APPENDIX D.4
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WATER
RESIDENTIAL CHARGE
(in $000)

WATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($34,133.9)	($35,494.8)	($34,869.2)	($34,113.0)	($33,224.9)	($32,512.4)	($31,688.4)	($30,741.5)	($29,656.3)	($28,428.5)	($27,376.4)	($26,211.0)
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Water: Non Inflated	$35,562.9	$1,887.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Water: Inflated	$35,562.9	$1,925.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	9,599	9,610	9,662
REVENUE													
- Charge Receipts: Inflated	$2,342.6	$2,432.5	$2,533.5	$2,628.0	$2,716.7	$2,496.2	$2,567.2	$2,643.5	$2,728.3	$2,809.7	$2,570.7	$2,625.1	$2,692.1
INTEREST													
- Interest on Opening Balance	$0.0	($1,877.4)	($1,952.2)	($1,917.8)	($1,876.2)	($1,827.4)	($1,788.2)	($1,742.9)	($1,690.8)	($1,631.1)	($1,563.6)	($1,505.7)	($1,441.6)
- Interest on In-year Transactions	($913.6)	$8.9	$44.3	$46.0	$47.5	$43.7	$44.9	$46.3	$47.7	$49.2	$45.0	$45.9	$47.1
TOTAL REVENUE	$1,429.1	$564.0	$625.6	$756.2	$888.1	$712.5	$823.9	$946.9	$1,085.3	$1,227.7	$1,052.1	$1,165.4	$1,297.6
CLOSING CASH BALANCE	($34,133.9)	($35,494.8)	($34,869.2)	($34,113.0)	($33,224.9)	($32,512.4)	($31,688.4)	($30,741.5)	($29,656.3)	($28,428.5)	($27,376.4)	($26,211.0)	($24,913.4)

WATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($24,913.4)	($23,468.8)	($21,864.8)	($20,360.2)	($18,686.5)	($16,836.7)	($14,795.4)	($12,546.7)	($10,452.8)	($8,164.7)	($5,669.6)	($2,954.5)	
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Water: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$37,450.2
- Water: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$37,488.0
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	9,734	9,814	8,998	9,103	9,193	9,294	9,404	8,381	8,450	8,519	8,587	8,669	244,757
REVENUE													
- Charge Receipts: Inflated	$2,766.4	$2,845.0	$2,660.6	$2,745.5	$2,828.1	$2,916.3	$3,009.8	$2,736.1	$2,813.8	$2,893.5	$2,974.9	$3,063.4	$68,039.6
INTEREST	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	$0.00
- Interest on Opening Balance	($1,370.2)	($1,290.8)	($1,202.6)	($1,119.8)	($1,027.8)	($926.0)	($813.7)	($690.1)	($574.9)	($449.1)	($311.8)	($162.5)	($30,754.0)
- Interest on In-year Transactions	$48.4	$49.8	$46.6	$48.0	$49.5	$51.0	$52.7	$47.9	$49.2	$50.6	$52.1	$53.6	$202.4
TOTAL REVENUE	$1,444.6	$1,604.0	$1,504.6	$1,673.7	$1,849.8	$2,041.3	$2,248.8	$2,093.9	$2,288.1	$2,495.1	$2,715.1	$2,954.5	$37,488.0
CLOSING CASH BALANCE	($23,468.8)	($21,864.8)	($20,360.2)	($18,686.5)	($16,836.7)	($14,795.4)	($12,546.7)	($10,452.8)	($8,164.7)	($5,669.6)	($2,954.5)	($0.0)	

Adjusted Charge Per Capita	**$219.70**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

HEMSON

APPENDIX D.4
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WATER
OFFICE CHARGE
(in $000)

WATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($4,458.6)	($4,604.9)	($4,524.5)	($4,321.9)	($4,222.5)	($4,165.3)	($4,091.6)	($3,997.9)	($3,924.8)	($3,856.3)	($3,762.3)	($3,654.3)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$4,852.6	$257.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Water: Inflated	$4,852.6	$262.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	24,879	25,094	25,493
REVENUE													
- Charge Receipts: Inflated	$513.3	$359.9	$328.0	$443.7	$331.3	$284.4	$297.6	$313.3	$288.0	$279.4	$300.9	$309.5	$320.7
INTEREST													
- Interest on Opening Balance	$0.0	($245.2)	($253.3)	($248.8)	($237.7)	($232.2)	($229.1)	($225.0)	($219.9)	($215.9)	($212.1)	($206.9)	($201.0)
- Interest on In-year Transactions	($119.3)	$1.7	$5.7	$7.8	$5.8	$5.0	$5.2	$5.5	$5.0	$4.9	$5.3	$5.4	$5.6
TOTAL REVENUE	$394.0	$116.4	$80.5	$202.6	$99.4	$57.2	$73.7	$93.7	$73.1	$68.5	$94.0	$108.0	$125.4
CLOSING CASH BALANCE	($4,458.6)	($4,604.9)	($4,524.5)	($4,321.9)	($4,222.5)	($4,165.3)	($4,091.6)	($3,997.9)	($3,924.8)	($3,856.3)	($3,762.3)	($3,654.3)	($3,528.9)

WATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($3,528.9)	($3,327.6)	($3,144.6)	($2,976.0)	($2,739.9)	($2,503.0)	($2,234.2)	($1,943.2)	($1,622.4)	($1,269.8)	($883.3)	($460.3)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$5,110.1
- Water: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$5,115.3
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	30,279	27,488	25,138	28,854	27,423	28,189	28,151	28,512	28,878	29,249	29,626	29,911	737,695
REVENUE													
- Charge Receipts: Inflated	$388.6	$359.8	$335.6	$392.9	$380.9	$399.4	$406.8	$420.3	$434.2	$448.6	$463.4	$477.3	$9,277.8
INTEREST													
- Interest on Opening Balance	($194.1)	($183.0)	($173.0)	($163.7)	($150.7)	($137.7)	($122.9)	($106.9)	($89.2)	($69.8)	($48.6)	($25.3)	($4,192.0)
- Interest on In-year Transactions	$6.8	$6.3	$5.9	$6.9	$6.7	$7.0	$7.1	$7.4	$7.6	$7.9	$8.1	$8.4	$29.5
TOTAL REVENUE	$201.3	$183.1	$168.6	$236.1	$236.9	$268.7	$291.1	$320.8	$352.6	$386.6	$423.0	$460.3	$5,115.3
CLOSING CASH BALANCE	($3,327.6)	($3,144.6)	($2,976.0)	($2,739.9)	($2,503.0)	($2,234.2)	($1,943.2)	($1,622.4)	($1,269.8)	($883.3)	($460.3)	$0.0	

Adjusted Charge Per Square Metre	**$9.92**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.4
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WATER
INSTITUTIONAL CHARGE
(in $000)

WATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($4,387.3)	($4,531.2)	($4,452.0)	($4,252.7)	($4,154.9)	($4,098.6)	($4,026.1)	($3,933.9)	($3,861.9)	($3,794.6)	($3,702.1)	($3,595.8)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$4,774.9	$253.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Water: Inflated	$4,774.9	$258.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	58,936	59,444	60,389
REVENUE													
- Charge Receipts: Inflated	$505.1	$354.1	$322.8	$436.6	$326.0	$279.9	$292.8	$308.3	$283.4	$275.0	$296.0	$304.6	$315.6
INTEREST													
- Interest on Opening Balance	$0.0	($241.3)	($249.2)	($244.9)	($233.9)	($228.5)	($225.4)	($221.4)	($216.4)	($212.4)	($208.7)	($203.6)	($197.8)
- Interest on In-year Transactions	($117.4)	$1.7	$5.6	$7.6	$5.7	$4.9	$5.1	$5.4	$5.0	$4.8	$5.2	$5.3	$5.5
TOTAL REVENUE	$387.7	$114.5	$79.2	$199.3	$97.8	$56.3	$72.5	$92.2	$72.0	$67.4	$92.5	$106.3	$123.4
CLOSING CASH BALANCE	($4,387.3)	($4,531.2)	($4,452.0)	($4,252.7)	($4,154.9)	($4,098.6)	($4,026.1)	($3,933.9)	($3,861.9)	($3,794.6)	($3,702.1)	($3,595.8)	($3,472.4)

WATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($3,472.4)	($3,274.4)	($3,094.2)	($2,928.4)	($2,696.0)	($2,462.9)	($2,198.5)	($1,912.1)	($1,596.4)	($1,249.5)	($869.1)	($452.9)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$5,028.3**
- Water: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$5,033.4**
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	71,727	65,116	59,550	68,352	64,962	66,777	66,686	67,541	68,409	69,287	70,179	70,855	**1,747,505**
REVENUE													
- Charge Receipts: Inflated	$382.3	$354.0	$330.3	$386.7	$374.8	$393.0	$400.3	$413.6	$427.3	$441.4	$456.0	$469.6	**$9,129.3**
INTEREST													
- Interest on Opening Balance	($191.0)	($180.1)	($170.2)	($161.1)	($148.3)	($135.5)	($120.9)	($105.2)	($87.8)	($68.7)	($47.8)	($24.9)	**($4,124.9)**
- Interest on In-year Transactions	$6.7	$6.2	$5.8	$6.8	$6.6	$6.9	$7.0	$7.2	$7.5	$7.7	$8.0	$8.2	**$29.0**
TOTAL REVENUE	$198.1	$180.2	$165.9	$232.4	$233.1	$264.4	$286.4	$315.6	$346.9	$380.4	$416.2	$452.9	**$5,033.4**
CLOSING CASH BALANCE	($3,274.4)	($3,094.2)	($2,928.4)	($2,696.0)	($2,462.9)	($2,198.5)	($1,912.1)	($1,596.4)	($1,249.5)	($869.1)	($452.9)	$0.0	

Adjusted Charge Per Square Metre	**$4.12**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.4
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WATER
COMMERCIAL/RETAIL CHARGE
(in $000)

WATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($4,277.3)	($4,417.7)	($4,340.5)	($4,146.1)	($4,050.8)	($3,995.9)	($3,925.2)	($3,835.3)	($3,765.2)	($3,699.5)	($3,609.3)	($3,505.7)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$4,655.3	$247.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Water: Inflated	$4,655.3	$252.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	35,360	35,664	36,231
REVENUE													
- Charge Receipts: Inflated	$492.4	$345.3	$314.7	$425.6	$317.8	$272.9	$285.5	$300.5	$276.3	$268.1	$288.6	$296.9	$307.7
INTEREST													
- Interest on Opening Balance	$0.0	($235.3)	($243.0)	($238.7)	($228.0)	($222.8)	($219.8)	($215.9)	($210.9)	($207.1)	($203.5)	($198.5)	($192.8)
- Interest on In-year Transactions	($114.5)	$1.6	$5.5	$7.4	$5.6	$4.8	$5.0	$5.3	$4.8	$4.7	$5.1	$5.2	$5.4
TOTAL REVENUE	$377.9	$111.6	$77.2	$194.4	$95.3	$54.9	$70.7	$89.9	$70.2	$65.7	$90.2	$103.6	$120.3
CLOSING CASH BALANCE	($4,277.3)	($4,417.7)	($4,340.5)	($4,146.1)	($4,050.8)	($3,995.9)	($3,925.2)	($3,835.3)	($3,765.2)	($3,699.5)	($3,609.3)	($3,505.7)	($3,385.4)

WATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($3,385.4)	($3,192.3)	($3,016.7)	($2,855.0)	($2,628.5)	($2,401.2)	($2,143.4)	($1,864.2)	($1,556.4)	($1,218.2)	($847.3)	($441.6)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4,902.3
- Water: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4,907.3
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	43,034	39,067	35,728	41,009	38,975	40,064	40,009	40,522	41,043	41,570	42,105	42,511	1,048,442
REVENUE													
- Charge Receipts: Inflated	$372.8	$345.2	$322.0	$377.0	$365.4	$383.2	$390.3	$403.2	$416.5	$430.3	$444.6	$457.9	$8,900.6
INTEREST													
- Interest on Opening Balance	($186.2)	($175.6)	($165.9)	($157.0)	($144.6)	($132.1)	($117.9)	($102.5)	($85.6)	($67.0)	($46.6)	($24.3)	($4,021.5)
- Interest on In-year Transactions	$6.5	$6.0	$5.6	$6.6	$6.4	$6.7	$6.8	$7.1	$7.3	$7.5	$7.8	$8.0	$28.3
TOTAL REVENUE	$193.1	$175.6	$161.7	$226.5	$227.3	$257.8	$279.2	$307.7	$338.2	$370.9	$405.8	$441.6	$4,907.3
CLOSING CASH BALANCE	($3,192.3)	($3,016.7)	($2,855.0)	($2,628.5)	($2,401.2)	($2,143.4)	($1,864.2)	($1,556.4)	($1,218.2)	($847.3)	($441.6)	($0.0)	

Adjusted Charge Per Square Metre	**$6.70**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.4
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WATER
INDUSTRIAL CHARGE
(in $000)

WATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.0	($6,903.8)	($7,130.4)	($7,005.8)	($6,692.1)	($6,538.2)	($6,449.7)	($6,335.5)	($6,190.4)	($6,077.2)	($5,971.2)	($5,825.6)	($5,658.4)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$7,513.9	$398.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Water: Inflated	$7,513.9	$406.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	142,681	143,911	146,198
REVENUE													
- Charge Receipts: Inflated	$794.8	$557.3	$507.9	$687.0	$512.9	$440.4	$460.8	$485.1	$445.9	$432.7	$465.9	$479.3	$496.6
INTEREST													
- Interest on Opening Balance	$0.0	($379.7)	($392.2)	($385.3)	($368.1)	($359.6)	($354.7)	($348.5)	($340.5)	($334.2)	($328.4)	($320.4)	($311.2)
- Interest on In-year Transactions	($184.8)	$2.6	$8.9	$12.0	$9.0	$7.7	$8.1	$8.5	$7.8	$7.6	$8.2	$8.4	$8.7
TOTAL REVENUE	$610.0	$180.2	$124.6	$313.7	$153.9	$88.5	$114.1	$145.1	$113.2	$106.0	$145.6	$167.2	$194.1
CLOSING CASH BALANCE	($6,903.8)	($7,130.4)	($7,005.8)	($6,692.1)	($6,538.2)	($6,449.7)	($6,335.5)	($6,190.4)	($6,077.2)	($5,971.2)	($5,825.6)	($5,658.4)	($5,464.3)

WATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($5,464.3)	($5,152.6)	($4,869.1)	($4,608.1)	($4,242.5)	($3,875.7)	($3,459.6)	($3,008.9)	($2,512.2)	($1,966.2)	($1,367.7)	($712.7)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Water: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7,912.6
- Water: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7,920.6
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	173,647	157,642	144,166	165,476	157,268	161,663	161,443	163,512	165,613	167,739	169,899	171,536	4,230,599
REVENUE													
- Charge Receipts: Inflated	$601.7	$557.1	$519.7	$608.4	$589.8	$618.4	$629.9	$650.8	$672.3	$694.6	$717.6	$739.0	$14,365.9
INTEREST													
- Interest on Opening Balance	($300.5)	($283.4)	($267.8)	($253.4)	($233.3)	($213.2)	($190.3)	($165.5)	($138.2)	($108.1)	($75.2)	($39.2)	($6,491.0)
- Interest on In-year Transactions	$10.5	$9.7	$9.1	$10.6	$10.3	$10.8	$11.0	$11.4	$11.8	$12.2	$12.6	$12.9	$45.6
TOTAL REVENUE	$311.7	$283.5	$261.0	$365.6	$366.8	$416.1	$450.7	$496.7	$545.9	$598.6	$654.9	$712.7	$7,920.6
CLOSING CASH BALANCE	($5,152.6)	($4,869.1)	($4,608.1)	($4,242.5)	($3,875.7)	($3,459.6)	($3,008.9)	($2,512.2)	($1,966.2)	($1,367.7)	($712.7)	($0.0)	

Adjusted Charge Per Square Metre	**$2.68**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.5

WASTEWATER

APPENDIX D.5

WASTEWATER

Wastewater is managed through the City of Winnipeg's Water and Waste Department.

TABLE 1 2017–2041 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE "UNADJUSTED" REGULATORY FEES

The development-related capital program for Wastewater and Stormwater totals $1.18 billion. Large amounts are included for major upgrades and expansions to three sewage treatment plants, including that of the West End Sewage Treatment Plant (WEWPCC) project which was undertaken in 2008 but is expected to service growth new development over the 2017-2041 period. The capital program also includes construction of two interceptor sewers.

Provincial and federal grants totalling $267.68 are anticipated to help fund costs associated with the three sewage treatment plants. City staff have identified benefit to existing shares ranging from 68 to 93 per cent of the net municipal costs of these plants. These amounts total $656.07 million. For the 2008 WEWPCC initiative, an additional amount of $419,100 has been deducted to account for prior growth.

The remaining costs total $253.00 million. After residential and non-residential apportionments, unadjusted charges are calculated at $640.88 per capita for residential development, $29.01 per square metre for Office, $12.05 per square metre for Institutional, $19.58 per square metre for Commercial/Retail, and $7.83 per square metre for Industrial development.

TABLE 2 CASH FLOW ANALYSIS

After cash flow considerations, the residential and non-residential charges increase as shown in the following table:

WASTEWATER SUMMARY									
2017-2041 Development-Related Capital Program		Unadjusted Charge		**Adjusted Charge**		**Adjusted Charges**			
						Office	**Institutional**	**Commercial**	**Industrial**
Total	Net Recoverable	$/capita	$/sq.m	**$/capita**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**	**$/sq.m**
$1,177,172,000	$252,998,355	$640.88	$12.38	**$798.87**	**$15.42**	**$36.14**	**$15.01**	**$24.40**	**$9.76**

APPENDIX D.5
TABLE 1

CITY OF WINNIPEG
DEVELOPMENT-RELATED CAPITAL PROGRAM

Service	Project Description	Timing	Gross Project Cost	Grants/ Subsidies/ Other Recoveries	Net Municipal Cost	Ineligible Costs Replacement & BTE	Development Related Costs	Costs for Recovery Prior Growth	Costs for Recovery 2017-2041	Costs for Recovery Post 2041
9.0 WASTEWATER										
9.1.1	Plessis Road Interceptor	2017	$ 7,300,000	$ -	$ 7,300,000	$ -	$ 7,300,000	$ -	$ 7,300,000	$ -
9.1.2	Kenaston Boulevard Interceptor	2021	$ 6,442,000	$ -	$ 6,442,000	$ -	$ 6,442,000	$ -	$ 6,442,000	$ -
9.1.3	WEWPCC (past project)	2017	$ 33,230,000	$ 13,260,000	$ 19,970,000	$ 18,572,100	$ 1,397,900	$ 419,145	$ 978,755	$ -
9.1.4	SEWPCC (future)	2019	$ 335,600,000	$ 59,420,000	$ 276,180,000	$ 187,802,400	$ 88,377,600	$ -	$ 88,377,600	$ -
9.1.5	NEWPCC (future)	2023	$ 794,600,000	$ 195,000,000	$ 599,600,000	$ 449,700,000	$ 149,900,000	$ -	$ 149,900,000	$ -
TOTAL WASTEWATER			$ 1,177,172,000	$ 267,680,000	$ 909,492,000	$ 656,074,500	$ 253,417,500	$ 419,145	$ 252,998,355	$ -

Residential Calculation		
Residential Share of Development-Related Costs	62%	$156,858,980
25 Year Population Growth in New Housing Units		244,757
Unadjusted Per Unit Charge		**$640.88**
Non-Residential Calculation		
Non-Residential Share of Development-Related Costs	38%	$96,139,375
25 Year Growth in Square Metres		7,764,241
Unadjusted Per Square Metre Charge		**$12.38**
Non-Residential Allocation		
25 Year Growth in Square Metres: Major Office		737,695
25 Year Growth in Square Metres: Institutional		1,747,505
25 Year Growth in Square Metres: Commercial/Retail		1,048,442
25 Year Growth in Square Metres: Industrial		4,230,599
Office Per Square Metre Charge (Unadjusted)	22.3%	**$29.01**
Institutional Per Square Metre Charge (Unadjusted)	21.9%	**$12.05**
Commercial/Retail Per Square Metre Charge (Unadjusted)	21.4%	**$19.58**
Industrial Per Square Metre Charge (Unadjusted)	34.5%	**$7.83**

APPENDIX D.5
TABLE 2 - PAGE 1

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WASTEWATER
RESIDENTIAL CHARGE
(in $000)

WASTEWATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$3,444.73	$12,565.20	($36,104.8)	($28,367.38)	($24,275.10)	($16,374.60)	($115,225.22)	($111,782.05)	($107,835.80)	($103,371.54)	($99,545.75)	($95,308.21)
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$5,132.8	$0.0	$54,794.1	$0.0	$3,994.0	$0.0	$92,938.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Wastewater: Inflated	$5,132.8	$0.0	$57,007.8	$0.0	$4,323.3	$0.0	$104,663.3	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	10,663	10,855	11,084	11,272	11,424	10,291	10,376	10,475	10,599	10,701	9,599	9,610	9,662
REVENUE													
- Charge Receipts: Inflated	$8,518.3	$8,845.1	$9,212.4	$9,556.0	$9,878.5	$9,076.8	$9,334.8	$9,612.3	$9,920.7	$10,216.4	$9,347.6	$9,545.5	$9,789.1
INTEREST													
- Interest on Opening Balance	$0.0	$120.6	$439.8	($1,985.8)	($1,560.2)	($1,335.1)	($900.6)	($6,337.4)	($6,148.0)	($5,931.0)	($5,685.4)	($5,475.0)	($5,242.0)
- Interest on In-year Transactions	$59.2	$154.8	($1,314.4)	$167.2	$97.2	$158.8	($2,621.5)	$168.2	$173.6	$178.8	$163.6	$167.0	$171.3
TOTAL REVENUE	$8,577.6	$9,120.5	$8,337.8	$7,737.4	$8,415.6	$7,900.5	$5,812.7	$3,443.2	$3,946.2	$4,464.3	$3,825.8	$4,237.5	$4,718.5
CLOSING CASH BALANCE	$3,444.7	$12,565.2	($36,104.8)	($28,367.4)	($24,275.1)	($16,374.6)	($115,225.2)	($111,782.0)	($107,835.8)	($103,371.5)	($99,545.8)	($95,308.2)	($90,589.7)

WASTEWATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($90,589.75)	($85,336.85)	($79,504.54)	($74,033.62)	($67,947.77)	($61,221.60)	($53,798.97)	($45,622.04)	($38,008.29)	($29,688.32)	($20,615.83)	($10,743.08)	
2017-2041 RESIDENTIAL FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$156,859.0
- Wastewater: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$171,127.2
NEW RESIDENTIAL DEVELOPMENT													
- Population in New Units	9,734	9,814	8,998	9,103	9,193	9,294	9,404	8,381	8,450	8,519	8,587	8,669	244,757
REVENUE													
- Charge Receipts: Inflated	$10,059.3	$10,344.8	$9,674.4	$9,983.0	$10,283.3	$10,604.2	$10,944.3	$9,948.9	$10,231.4	$10,521.2	$10,817.3	$11,139.0	$247,404.8
INTEREST													
- Interest on Opening Balance	($4,982.4)	($4,693.5)	($4,372.7)	($4,071.8)	($3,737.1)	($3,367.2)	($2,958.9)	($2,509.2)	($2,090.5)	($1,632.9)	($1,133.9)	($590.9)	($76,181.2)
- Interest on In-year Transactions	$176.0	$181.0	$169.3	$174.7	$180.0	$185.6	$191.5	$174.1	$179.0	$184.1	$189.3	$194.9	($96.4)
TOTAL REVENUE	$5,252.9	$5,832.3	$5,470.9	$6,085.9	$6,726.2	$7,422.6	$8,176.9	$7,613.7	$8,320.0	$9,072.5	$9,872.7	$10,743.1	$171,127.2
CLOSING CASH BALANCE	($85,336.9)	($79,504.5)	($74,033.6)	($67,947.8)	($61,221.6)	($53,799.0)	($45,622.0)	($38,008.3)	($29,688.3)	($20,615.8)	($10,743.1)	$0.0	

Adjusted Charge Per Capita	**$798.87**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX D.5
TABLE 2 - PAGE 2

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WASTEWATER
OFFICE CHARGE
(in $000)

WASTEWATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$1,190.25	$2,566.08	($4,108.86)	($2,690.07)	($2,210.17)	($1,277.23)	($14,907.50)	($14,566.08)	($14,299.65)	($14,050.25)	($13,707.67)	($13,314.14)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$700.4	$0.0	$7,476.7	$0.0	$545.0	$0.0	$12,681.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Wastewater: Inflated	$700.4	$0.0	$7,778.8	$0.0	$589.9	$0.0	$14,281.4	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	51,743	35,567	31,780	42,145	30,851	25,970	26,639	27,491	24,776	23,569	24,879	25,094	25,493
REVENUE													
- Charge Receipts: Inflated	$1,870.2	$1,311.2	$1,195.1	$1,616.5	$1,207.0	$1,036.4	$1,084.3	$1,141.4	$1,049.2	$1,018.1	$1,096.2	$1,127.7	$1,168.6
INTEREST													
- Interest on Opening Balance	$0.0	$41.7	$89.8	($226.0)	($148.0)	($121.6)	($70.2)	($819.9)	($801.1)	($786.5)	($772.8)	($753.9)	($732.3)
- Interest on In-year Transactions	$20.5	$22.9	($181.1)	$28.3	$10.8	$18.1	($362.9)	$20.0	$18.4	$17.8	$19.2	$19.7	$20.4
TOTAL REVENUE	$1,890.6	$1,375.8	$1,103.8	$1,418.8	$1,069.8	$932.9	$651.1	$341.4	$266.4	$249.4	$342.6	$393.5	$456.7
CLOSING CASH BALANCE	$1,190.3	$2,566.1	($4,108.9)	($2,690.1)	($2,210.2)	($1,277.2)	($14,907.5)	($14,566.1)	($14,299.7)	($14,050.2)	($13,707.7)	($13,314.1)	($12,857.4)

WASTEWATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($12,857.41)	($12,124.08)	($11,457.03)	($10,842.92)	($9,982.55)	($9,119.44)	($8,140.35)	($7,079.85)	($5,911.15)	($4,626.59)	($3,218.11)	($1,677.05)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$21,403.5
- Wastewater: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$23,350.5
NEW MAJOR OFFICE DEVELOPMENT													
- Growth in Square Metres	30,279	27,488	25,138	28,854	27,423	28,189	28,151	28,512	28,878	29,249	29,626	29,911	737,695
REVENUE													
- Charge Receipts: Inflated	$1,415.7	$1,310.9	$1,222.8	$1,431.7	$1,387.9	$1,455.2	$1,482.3	$1,531.3	$1,582.0	$1,634.3	$1,688.5	$1,738.9	$33,803.1
INTEREST													
- Interest on Opening Balance	($707.2)	($666.8)	($630.1)	($596.4)	($549.0)	($501.6)	($447.7)	($389.4)	($325.1)	($254.5)	($177.0)	($92.2)	($10,437.8)
- Interest on In-year Transactions	$24.8	$22.9	$21.4	$25.1	$24.3	$25.5	$25.9	$26.8	$27.7	$26.6	$29.5	$30.4	($14.9)
TOTAL REVENUE	$733.3	$667.0	$614.1	$860.4	$863.1	$979.1	$1,060.5	$1,168.7	$1,284.6	$1,408.5	$1,541.1	$1,677.1	$23,350.5
CLOSING CASH BALANCE	($12,124.1)	($11,457.0)	($10,842.9)	($9,982.6)	($9,119.4)	($8,140.3)	($7,079.9)	($5,911.2)	($4,626.6)	($3,218.1)	($1,677.1)	$0.0	

Adjusted Charge Per Square Metre	**$36.14**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

HEMSON

APPENDIX D.5
TABLE 2 - PAGE 3

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WASTEWATER
INSTITUTIONAL CHARGE
(in $000)

WASTEWATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$1,171.20	$2,525.00	($4,043.09)	($2,647.01)	($2,174.79)	($1,256.79)	($14,668.87)	($14,332.92)	($14,070.76)	($13,825.35)	($13,488.25)	($13,101.02)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$689.2	$0.0	$7,357.0	$0.0	$536.3	$0.0	$12,478.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Wastewater: Inflated	$689.2	$0.0	$7,654.2	$0.0	$580.5	$0.0	$14,052.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	122,572	84,253	75,284	99,835	73,081	61,520	63,104	65,123	58,690	55,832	58,936	59,444	60,389
REVENUE													
- Charge Receipts: Inflated	$1,840.2	$1,290.2	$1,175.9	$1,590.6	$1,187.7	$1,019.8	$1,066.9	$1,123.1	$1,032.4	$1,001.8	$1,078.6	$1,109.7	$1,149.9
INTEREST													
- Interest on Opening Balance	$0.0	$41.0	$88.4	($222.4)	($145.6)	($119.6)	($69.1)	($806.8)	($788.3)	($773.9)	($760.4)	($741.9)	($720.6)
- Interest on In-year Transactions	$20.1	$22.6	($178.2)	$27.8	$10.6	$17.8	($357.1)	$19.7	$18.1	$17.5	$18.9	$19.4	$20.1
TOTAL REVENUE	$1,860.4	$1,353.8	$1,086.2	$1,396.1	$1,052.7	$918.0	$640.7	$336.0	$262.2	$245.4	$337.1	$387.2	$449.4
CLOSING CASH BALANCE	$1,171.2	$2,525.0	($4,043.1)	($2,647.0)	($2,174.8)	($1,256.8)	($14,668.9)	($14,332.9)	($14,070.8)	($13,825.3)	($13,488.3)	($13,101.0)	($12,651.6)

WASTEWATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($12,651.60)	($11,930.00)	($11,273.64)	($10,669.36)	($9,822.76)	($8,973.46)	($8,010.04)	($6,966.53)	($5,816.53)	($4,552.53)	($3,166.59)	($1,650.21)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$21,060.9
- Wastewater: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$22,976.7
NEW INSTITUTIONAL DEVELOPMENT													
- Growth in Square Metres	71,727	65,116	59,550	68,352	64,962	66,777	66,686	67,541	68,409	69,287	70,179	70,855	1,747,505
REVENUE													
- Charge Receipts: Inflated	$1,393.1	$1,289.9	$1,203.3	$1,408.8	$1,365.7	$1,431.9	$1,458.5	$1,506.8	$1,556.7	$1,608.2	$1,661.5	$1,711.0	$33,262.0
INTEREST													
- Interest on Opening Balance	($695.8)	($656.2)	($620.0)	($586.8)	($540.3)	($493.5)	($440.6)	($383.2)	($319.9)	($250.4)	($174.2)	($90.8)	($10,270.7)
- Interest on In-year Transactions	$24.4	$22.6	$21.1	$24.7	$23.9	$25.1	$25.5	$26.4	$27.2	$28.1	$29.1	$29.9	($14.6)
TOTAL REVENUE	$721.6	$656.4	$604.3	$846.6	$849.3	$963.4	$1,043.5	$1,150.0	$1,264.0	$1,385.9	$1,516.4	$1,650.2	$22,976.7
CLOSING CASH BALANCE	($11,930.0)	($11,273.6)	($10,669.4)	($9,822.8)	($8,973.5)	($8,010.0)	($6,966.5)	($5,816.5)	($4,552.5)	($3,166.6)	($1,650.2)	$0.0	

Adjusted Charge Per Square Metre	**$15.01**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.5
TABLE 2 - PAGE 4

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WASTEWATER
COMMERCIAL/RETAIL CHARGE
(in $000)

WASTEWATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$1,141.85	$2,461.73	($3,941.78)	($2,580.68)	($2,120.30)	($1,225.30)	($14,301.32)	($13,973.78)	($13,718.19)	($13,478.93)	($13,150.28)	($12,772.75)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$671.9	$0.0	$7,172.7	$0.0	$522.8	$0.0	$12,165.8	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Wastewater: Inflated	$671.9	$0.0	$7,462.5	$0.0	$565.9	$0.0	$13,700.7	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	73,539	50,549	45,168	59,898	43,846	36,910	37,860	39,071	35,212	33,498	35,360	35,664	36,231
REVENUE													
- Charge Receipts: Inflated	$1,794.1	$1,257.9	$1,146.5	$1,550.8	$1,157.9	$994.2	$1,040.2	$1,094.9	$1,006.5	$976.7	$1,051.6	$1,081.9	$1.121.0
INTEREST													
- Interest on Opening Balance	$0.0	$40.0	$86.2	($216.8)	($141.9)	($116.6)	($67.4)	($786.6)	($768.6)	($754.5)	($741.3)	($723.3)	($702.5)
- Interest on In-year Transactions	$19.6	$22.0	($173.7)	$27.1	$10.4	$17.4	($348.2)	$19.2	$17.6	$17.1	$18.4	$18.9	$19.6
TOTAL REVENUE	$1,813.8	$1,319.9	$1,058.9	$1,361.1	$1,026.3	$895.0	$624.7	$327.5	$255.6	$239.3	$328.6	$377.5	$438.2
CLOSING CASH BALANCE	$1,141.9	$2,461.7	($3,941.8)	($2,580.7)	($2,120.3)	($1,225.3)	($14,301.3)	($13,973.8)	($13,718.2)	($13,478.9)	($13,150.3)	($12,772.8)	($12,334.6)

WASTEWATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($12,334.59)	($11,631.08)	($10,991.15)	($10,402.02)	($9,576.63)	($8,748.61)	($7,809.34)	($6,791.97)	($5,670.79)	($4,438.46)	($3,087.25)	($1,608.86)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$20,533.2
- Wastewater: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$22,401.0
NEW COMMERCIAL DEVELOPMENT													
- Growth in Square Metres	43,034	39,067	35,728	41,009	38,975	40,064	40,009	40,522	41,043	41,570	42,105	42,511	1,048,442
REVENUE													
- Charge Receipts: Inflated	$1,358.2	$1,257.6	$1,173.1	$1,373.5	$1,331.4	$1,396.0	$1,422.0	$1,469.0	$1,517.7	$1,567.9	$1,619.8	$1,668.2	$32,428.6
INTEREST													
- Interest on Opening Balance	($678.4)	($639.7)	($604.5)	($572.1)	($526.7)	($481.2)	($429.5)	($373.6)	($311.9)	($244.1)	($169.8)	($88.5)	($10,013.3)
- Interest on In-year Transactions	$23.8	$22.0	$20.5	$24.0	$23.3	$24.4	$24.9	$25.7	$26.6	$27.4	$28.3	$29.2	($14.3)
TOTAL REVENUE	$703.5	$639.9	$589.1	$825.4	$828.0	$939.3	$1,017.4	$1,121.2	$1,232.3	$1,351.2	$1,478.4	$1,608.9	$22,401.0
CLOSING CASH BALANCE	($11,631.1)	($10,991.2)	($10,402.0)	($9,576.6)	($8,748.6)	($7,809.3)	($6,792.0)	($5,670.8)	($4,438.5)	($3,087.2)	($1,608.9)	$0.0	

Adjusted Charge Per Square Metre	**$24.40**

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

APPENDIX D.5
TABLE 2 - PAGE 5

CITY OF WINNIPEG
CASHFLOW AND DETERMINATION OF REGULATORY FEE
WASTEWATER
INDUSTRIAL CHARGE
(in $000)

WASTEWATER	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPENING CASH BALANCE	$0.00	$1,843.01	$3,973.37	($6,362.24)	($4,165.35)	($3,422.27)	($1,977.69)	($23,083.06)	($22,554.40)	($22,141.87)	($21,755.68)	($21,225.23)	($20,615.88)
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$1,084.5	$0.0	$11,577.1	$0.0	$843.9	$0.0	$19,636.2	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
- Wastewater: Inflated	$1,084.5	$0.0	$12,044.8	$0.0	$913.4	$0.0	$22,113.6	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	296,738	203,971	182,257	241,695	176,925	148,937	152,772	157,658	142,085	135,167	142,681	143,911	146,198
REVENUE													
- Charge Receipts: Inflated	$2,895.8	$2,030.3	$1,850.5	$2,503.0	$1,868.9	$1,604.7	$1,679.0	$1,767.3	$1,624.6	$1,576.4	$1,697.3	$1,746.2	$1,809.4
INTEREST													
- Interest on Opening Balance	$0.0	$64.5	$139.1	($349.9)	($229.1)	($188.2)	($108.8)	($1,269.6)	($1,240.5)	($1,217.8)	($1,196.6)	($1,167.4)	($1,133.9)
- Interest on In-year Transactions	$31.7	$35.5	($280.3)	$43.8	$16.7	$28.1	($562.0)	$30.9	$28.4	$27.6	$29.7	$30.6	$31.7
TOTAL REVENUE	$2,927.5	$2,130.4	$1,709.2	$2,196.9	$1,656.5	$1,444.6	$1,008.2	$528.7	$412.5	$386.2	$530.5	$609.4	$707.2
CLOSING CASH BALANCE	$1,843.0	$3,973.4	($6,362.2)	($4,165.4)	($3,422.3)	($1,977.7)	($23,083.1)	($22,554.4)	($22,141.9)	($21,755.7)	($21,225.2)	($20,615.9)	($19,908.7)

WASTEWATER	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	TOTAL
OPENING CASH BALANCE	($19,908.67)	($18,773.16)	($17,740.29)	($16,789.40)	($15,457.18)	($14,120.72)	($12,604.67)	($10,962.59)	($9,152.94)	($7,163.91)	($4,982.98)	($2,596.78)	
2017-2041 MAJOR OFFICE FUNDING REQUIREMENTS													
- Wastewater: Non Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$33,141.7**
- Wastewater: Inflated	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	**$36,156.3**
NEW INDUSTRIAL DEVELOPMENT													
- Growth in Square Metres	173,647	157,642	144,166	165,476	157,268	161,663	161,443	163,512	165,613	167,739	169,899	171,536	**4,230,599**
REVENUE													
- Charge Receipts: Inflated	$2,192.1	$2,029.9	$1,893.5	$2,216.8	$2,149.0	$2,253.2	$2,295.2	$2,371.1	$2,449.6	$2,530.7	$2,614.5	$2,692.5	**$52,341.4**
INTEREST													
- Interest on Opening Balance	($1,095.0)	($1,032.5)	($975.7)	($923.4)	($850.1)	($776.6)	($693.3)	($602.9)	($503.4)	($394.0)	($274.1)	($142.8)	**($16,162.1)**
- Interest on In-year Transactions	$38.4	$35.5	$33.1	$38.8	$37.6	$39.4	$40.2	$41.5	$42.9	$44.3	$45.8	$47.1	**($23.1)**
TOTAL REVENUE	$1,135.5	$1,032.9	$950.9	$1,332.2	$1,336.5	$1,516.0	$1,642.1	$1,809.6	$1,989.0	$2,180.9	$2,386.2	$2,596.8	**$36,156.3**
CLOSING CASH BALANCE	($18,773.2)	($17,740.3)	($16,789.4)	($15,457.2)	($14,120.7)	($12,604.7)	($10,962.6)	($9,152.9)	($7,163.9)	($4,983.0)	($2,596.8)	$0.0	

Adjusted Charge Per Square Metre	$9.76

Allocation of Capital Program	
Residential Sector	62%
Non-Residential Sector	38%
Rates for 2016	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

Non-res Split:	
Office	22%
Institutional	22%
Commercial/R	21%
Industrial	34%

This is Exhibit “Q” referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

EXHIBIT "Q"
Concerns with the Technical Report

Summary of Paragraphs 65 - 79 contained in the Affidavit of Alan A. Borger

		Result	Bias
I. Computational Concerns			
Category A	$ amounts are too large	$'s to be allocated are inflated	Overstates impact fees
Category B	Growth assumptions are very aggressive	Assumes projects are completed/paid for before they are required	Overstates impact fees
Category C	BTE's are too low	Inequitable sharing with new development covering a disproportionate share of the project's cost	Overstates impact fees
II. Conceptual Concerns			
Category D	Projects are not driven by growth/primarily benefit the City at large	New development "singled out" to contribute	Overstates impact fees
Category E	Projects that benefit other sudivisions - not Waverley West 1. Part that primarily benefits the City at large 2. Part that primarily benefits other subdivisions	1. New development "singled out" to contribute 2. a) inequitable to allocate to Waverley West b) "double recovery"(because pursuant to s. 259(1)(b) of the Charter the City can recover from another developer*)	Overstates impact fees
Category F	Projects that benefit Waverley West 1. Part primarily benefits City at large 2. Part primarily benefits Waverley West	1. New development "singled out" to contribute 2. Builders will pay "twice" (because pursuant to s. 259(1)(b) Ladco and the City have entered into 2 development agreements): i) once when they purchase a serviced building lot from Ladco (the purchase price includes the lot's share of the offsite/regional infrastructure), and then ii) again, when they take down a building permit and pay the impact fee*	Overstates impact fees
Category G	Sewer & Water (S & W) projects not driven by growth that primarily benefit the City at large	New development "singled out" to contribute	Overstates impact fees
Category H	Extension of interceptor sewers/watermains that primarily benefit other subdivisions but not Waverley West	1. Costs were supposed to be recovered from the "new customers" (no one else was charged a fee for the extension of the regional infra that serves their own development) and the two S & W utilities are quite profitable 2. Costs to extend services vary dramatically from subdivision to subdivision, but in any event the projects listed in the Technical Report are very expensive on a $/acre or $/housing unit (in other words, it is inequitable to include these expensive projects in a "common pot" used to determine impact fees that would apply City-wide)	Overstates impact fees

*On p.29 of the Technical Report Hemson warned that this inequitable result would follow and specifically recommended that the City review the existing development agreements and consider providing credits to the relevant developers. However, the City's Administration did not deal with this in the Admin Report and no credits were ultimately created by the By-law or Resolution.

EXHIBIT "Q"

Concerns with the Technical Report

CATEGORY A – Use of Inflated Estimates

1. A number of the costs attributed to the supposedly development or growth related infrastructure projects referenced in the Hemson Reports are much higher than what has previously been identified or published and without any explanation or commentary including:

a) the City's 2011 Transportation Master Plan (the "TMP 2011") identified a cost of $129 million for Kenaston Boulevard from Ness to Taylor, but the Technical Report identifies a cost of $259 million (101% greater);

b) the TMP-2011 identified a cost of $60 million for the Clement Parkway from Grant to Wilkes, but the Technical Report identifies a cost of $129 million (115% greater);

c) the TMP-2011 identified a cost of $396 million for Bus-Rapid Transit for the East, West and North Corridors, but the Technical Report identifies a cost of $917 million (132% greater);

d) the TMP-2011 identified a cost of $240 million for Peguis Trail from Main Street to Route 90, but the Technical Report identifies a cost of $381 million (59% greater); and

e) the City recently announced that Waverley West Underpass will cost $121 million, but the Technical Report identified a cost of $155 million (28% greater).

CATEGORY B – Use of An Aggressive Growth Forecast

2. The Technical Report relies on overly optimistic growth projections that were then used to attribute the cost of infrastructure to future growth. For example, Hemson assumes:

a) a consistent level of residential growth that has not been achieved in Winnipeg during the past four decades. Hemson assumes 4,200 new homes per year in Winnipeg over the next decade, whereas the CMHC only forecasts 3,600 (2017-18) for the entire Winnipeg Census Metropolitan Area; and

b) office, retail and industrial growth that is four times greater than what has been experienced over the past decade. Hemson assumes 2.6 million square meters over the next decade compared to the 650,000 square meters over the past decade.

CATEGORY C – Inadequate or No Attribution to Existing Development or the City at Large

3. Based on my review of Hemson's allocations, it appears that there are a number of problems. For example, no "benefits to existing" or "BTE" allocations were made for the following projects:

a) Chief Peguis Trail (Main to Route 90) is included at a total cost of $381.0 million with $96.3 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large;

b) Clement Parkway (Grant to Wilkes) is included at a total cost of $129.2 million with $32.7 million attributable to growth and with no "BTE" allocation which is again difficult to understand since this infrastructure will be part of the City's "inner beltway" and used by the City at large;

c) Bishop Grandin (Lagimodiere to Fermor) is included at a total cost of $102.1 million with $25.8 million attributable to growth and with no "BTE" allocation which is difficult to understand - even if Sage Creek and Bonavista will derive some benefit from this infrastructure - since this will form part of the City's "inner beltway";

d) Schreyer Parkway (Plessis to Peguis) is included at a total cost of $76.6 million with $19.4 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large;

e) Bishop Grandin (Kenaston to McGillivray) is included at a total cost of $122 million with $30.8 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large;

f) Clement Parkway (McGillivray to Wilkes) is included at a total cost of $122 million with $30.8 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large;

g) Silver (RT 90 to Sturgeon) is included at a total cost of $109 million with $27.5 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure is part of the City's regional transportation network and will also provide access to CentrePort;

h) Chief Peguis Trail (Schreyer Parkway to 101) is included at a total cost of $134 million with $33.9 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large;

i) HWY 6 Extension is included at a total cost of $182 million with $46.0 million attributable to growth and with no "BTE" allocation which is difficult to understand since this infrastructure constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large and the entire capital region;

j) the Additional Transit Buses – Current Transit System were included at a total cost of $82.5 million with $53.5 million attributed to growth and with no "BTE" allocation which is difficult to understand since this infrastructure primarily benefits existing development and the City at large and has only a tenuous or strained relationship to any future development or growth;

k) the Fire & Paramedic Services Station #1 Expansion (Downtown) was included at a total cost of $3 million with $3 million attributed to growth and with no "BTE" allocation which is difficult to understand since the project will primarily benefit existing development (ie. the downtown) and the City at large, but has no connection to future development or growth; and

l) the Fire and Paramedic Services Station #2 Expansion (Elmwood) was included at a total cost of $3 million with $3 million attributed to growth and with no "BTE" allocation which is difficult to understand since the project will primarily benefit existing development (i.e. Elmwood) and has no connection to future development or growth.

These projects will provide substantial benefits to the City at large.

CATEGORY D – Projects Unrelated to Growth

4. Many of the supposed development or growth related projects listed in the Technical Report have no or only a highly tenuous or strained relationship to or any connection with new development or growth. For example the list includes the following projects without any explanation or commentary as to why each project should be included:

a) the Louise Street bridge (which is a 105-year-old piece of regional infrastructure) with $14.7 million of the $123.4 million cost attributed to growth. This bridge needs to be replaced because of its physical obsolescence-not because of any connection with future development or growth;

b) the Arlington Street bridge (which is also over 100 years old) with $19.6 million of the $246.8 million cost attributed to growth. This bridge also needs to be replaced because it is severely deteriorated-not because of any connection with future development or growth;

c) the new Disraeli Bridge which was completed in 2012, is strategically important regional infrastructure that provides a vital link between Winnipeg's downtown and the northeastern part of the City with $40.7 million of $195 million cost attributed to growth. The new bridge replaced the infrastructure originally built in 1960, but no additional traffic lanes were added such that there is at best a highly tenuous connection with any future development or growth;

d) the new downtown Police Headquarters which was completed in 2016 and was part of a plan to replace the old Public Safety Building, close a number of district stations and establish four regional or district facilities that will service the City at large with $18.4 million of $178.2 million cost attributed to growth. It is not fair to say that any of this cost was incurred in respect of or intended to accommodate future development or growth;

e) the district police stations are included at a total cost of $52.5 million with $9.4 million of the cost attributed to growth. In theory some part of these stations may have been sized-in part-to service future development or growth (in which case that part could be dealt with in Category E of this Affidavit), but obviously most of this new infrastructure simply replaced the existing district police stations, will continue to primarily provide service to existing development and the City at large and any allocations to future development or growth would be arbitrary and highly subjective;

f) the Public Works East Yard consolidated a number of old, inefficient public works yards into one location. This project has nothing to do with future development or growth yet Hemson attributed $10.3 million of the $49.4 million cost to growth;

g) the first leg of the Bus-Rapid Transit Project (the Southwest corridor) provides service to the City at large and to certain existing developments. This project has no connection and only a tenuous or strained relationship to any future development or growth, yet Hemson attributed $29.8 million of the $135.8 million cost to growth (the second leg of the Southwest Corridor will also pick up the so-called Parker Lands development and in this regard could arguably put some part of the first and second legs of the Southwest Corridor into Category E);

h) a new Administration Building at the Brady Landfill was included at a total cost of $2.5 million, with $314 thousand of the cost attributed to growth. This infrastructure is required to service the existing needs of the City at large, not future development or growth;

i) the Extension of Provincial Trunk Highway #6 was included even though it's located in the RM of Rosser and not in the City, and even though the Province-not the City-will pay for this infrastructure. However, Hemson included this highway and attributed $46.0 million of $182 million cost to growth;

j) the widening and realignment of Marion was included at a total cost of $86.4 million with $18.0 million attributed to growth. This infrastructure primarily benefits existing development and the City at large and has only a tenuous or strained relationship to future development or growth (except arguably for the future development of the so-called Public Markets lands which could be considered a brownfield, infill development);

k) the Pembina Underpass was included at a total cost of $90 million with $6.6 million attributed to growth. This infrastructure primarily benefits existing development and the City at large and has only a tenuous or strained relationship to future development or growth;

l) the St. Mary's Road Widening (St. Anne to Marion) was included at a total cost of $78.4 million with $7.4 million attributed to growth. This infrastructure primarily benefits existing development and the City at large and has no relationship to future development or growth;

m) the Osborne Underpass Widening was included at a total cost of $66.8 million with $3.2 million attributed to growth. This infrastructure primarily benefits existing development and the City at large and has no relationship with future development or growth;

n) the Henderson Highway North of Gilmore to City Limit was included at a total cost of $700 thousand with $209 thousand attributed to growth. This project is small, but in any event the infrastructure will primarily benefit existing development, the City at large, and future development or growth in the RM of East St. Paul;

o) the Transit Garage Expansion at Fort Rouge (which is over 50 years old) and a New Garage in the North (which is over 80 years old) were included at a total cost of $100 million with $11.6 million attributed to growth. This infrastructure primarily benefits existing development and the City at large and has only a tenuous or strained relationship to any future development or growth. In this case the

Expansion at Fort Rouge and the New Garage in the North are projects to replace existing facilities that are at the end of their useful lives. Furthermore even to the extent that there is a tenuous relationship to any future development or growth, again in this case Hemson starts with the estimated cost, deducts the expected provincial grant or subsidy, and then allocates $11.6 million of the net $40 million to new growth;

p) the Transcona Library was included at a total cost of $8.2 million with $2.2 million attributed to growth. This infrastructure replaced an older facility, primarily benefits existing development, and has only a tenuous or strained relationship to future development or growth;

q) the Transcona Pool was included at a total cost of $7.2 million with $1.3 million attributed to growth. This infrastructure replaced an older facility, primarily benefits existing development and the City at large (especially with respect to the water-slide which is arguably a City-wide draw or attraction), and has only a tenuous or strained relationship to future development or growth;

r) the Maples Community Centre was included at a total cost of $21.2 million with $3.9 million attributed to growth. This infrastructure will refurbish an older facility, primarily benefits existing development, and has only a tenuous or strained relationship to future development or growth;

s) the Kilcona Park Master Plan, Kilcona Park, Hard Surfacing for Tennis and Basketball and Tyndall Park projects were included at a total cost of $61.7 million with $9.4 million attributed to growth. These projects primarily benefit existing development and the City at large and have only a tenuous or strained relationship to future development or growth (it is worth noting that in developments like South Pointe and Prairie Pointe the development agreements settled in accordance with the Regulatory Scheme specifically provide that the developer [i.e. Ladco] will dedicate the land and develop the parks); and

t) the Solid Waste Comprehensive Integrated Waste Management Strategy was included at a total cost of $4.8 million with $598 thousand attributed to growth. The project will primarily benefit the City at large and has only a tenuous or strained relationship to future development or growth.

It cannot be fairly said that these projects (or parts of such projects) are driven by new development or growth and, rather, the benefits will be shared with existing residents and business in the City.

CATEGORY E – Projects That Benefit Other Subdivisions (not Waverley West)

5. Some of the projects listed in the Technical Report might have some connection to certain future development or growth in the City, but have no connection to Ladco's South Pointe and Prairie Pointe developments in Waverley West. For example:

a) Chief Peguis Trail which was completed in 2011 and is included at a total cost of $108.5 million with $32.2 million said by Hemson to be growth related. This expressway is clearly part of the City's "inner beltway", constitutes a very important part of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large. Accordingly, this project could have been included in Category D in that it will primarily benefit the City at large. That said, this project may also provide some benefit to future development or growth in the northern part of Winnipeg-but not to Ladco's development in Waverley West;

b) Plessis Underpass which was completed in 2016 is included at a total cost of $87.5 million with $8.9 million attributed to growth. Again this infrastructure constitutes a very important part of the City's regional transportation network and qualifies as a major economic corridor serving the City at large. Accordingly, this project could have been included in Category D because it will primarily benefit the City at large. That said, this project may also provide some benefit to future development or growth in the eastern part of Winnipeg-but not to Ladco's development in Waverley West;

c) Bishop Grandin (Lagimodiere to Fermor) was included at a total cost of $102.1 million with $25.8 million attributed to growth. This is the eastward extension of Bishop Grandin-past Sage Creek through the RM of Springfield that ultimately connects with Fermor (ie. the TransCanada Highway in the RM of Springfield).

This infrastructure is clearly part of the City's "inner beltway", constitutes a very important part of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large. Again this project could have been included in Category D because it will primarily benefit the City at large. That said, this project may also provide some benefit to future development or growth in the eastern part of Winnipeg-but not to Ladco's development in Waverley West. Furthermore, the "Benefits to Existing" or "BTE" allocation for this project is set at zero which is difficult to understand given the importance of this infrastructure to the City at large (it is reasonable to assume that this infrastructure will primarily be used for the movement of goods and by many residents of Winnipeg);

d) Schreyer Parkway (Plessis to Peguis) was included at a total cost of $76.6 million with $19.4 million attributed to growth. This infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large. Again this project could have been included in Category D because it will primarily benefit the City at large. That said, this project may also provide some benefits to future development or growth in the north eastern part of Winnipeg-but not Waverley West. Again the BTE is set at zero which is difficult to understand given the importance of this infrastructure of the City at large (it is reasonable to assume that this infrastructure will primarily be used for the movement of goods and by many residents of Winnipeg);

e) Chief Peguis Trail (Schreyer Parkway to Highway 101) was included at a total cost of $134 million with $33.9 million attributed to growth. This infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large. Again this project could have been included in Category D because it will primarily benefit the City at large. That said, this project may also provide some benefits to future development or growth in the north eastern part of Winnipeg-but not to Ladco's development in Waverley West. Again Hemson's "BTE" allocation is set at zero which is difficult to understand given the importance of this infrastructure to the City at large (it is reasonable to assume that this infrastructure will primarily be used for the movement of goods and by many residents of Winnipeg);

f) Chief Peguis Trail (Main Street to Route 90) was included at a total cost of $381.0 million with $96.3 million attributed to growth. This infrastructure is part of the City's "inner beltway", constitutes a very important piece of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large. Again this project could have been included Category D because it will primarily benefit the City at large. That said, this project may also provide some benefits to future development or growth in the north eastern part of Winnipeg-but not to Ladco's developments in Waverley West. Again Hemson's "BTE" allocation is set at zero which is difficult to understand given the importance of this infrastructure to the City at large (it is reasonable to assume that this infrastructure will primarily be used for the movement of goods and by many residents of Winnipeg); and

g) Silver Route 90 to Sturgeon was included at a total cost of $109 million with $27.5 million attributed to growth. This infrastructure is part of the City's regional transportation network and will also provide access to CentrePort. That said, this project may also provide some benefits to future development or growth in the north western part of Winnipeg-but not to Ladco's developments in Waverley West. Again Hemson's "BTE" allocation is set at zero which is difficult to understand given the importance of this infrastructure to the City at large (it is reasonable to assume that this infrastructure will primarily link the Winnipeg International Airport and St. James Industrial Area to CentrePort, will be used for the movement of goods and will be used by many residents of Winnipeg).

CATEGORY F – Projects That Benefit Waverley West (Costs Already Shared)

6. The projects listed in the Technical Report that have some relation to Ladco's South Pointe and Prairie Pointe developments in Waverley West include:

a) the Waverley West Arterial Roads project which was completed by the fall of 2014 and is included at a total cost of $70.7 million with $15.6 million said by Hemson to be growth related. This expressway is clearly part of the City's "inner beltway", constitutes a very important part of the City's regional transportation network, and qualifies as a major economic corridor serving the City at large. Accordingly, this project could have (also) been included in Category D in that it primarily benefits the City at large. However, that said, this project does also provide some benefit to Ladco's development in Waverley West;

b) the South Winnipeg Recreation Centre is included at a total cost of $30 million with $8.8 million attributable to growth;

c) the South Winnipeg Library is included at a total cost of $11.9 million with $1.2 million attributable to growth;

d) provision is made for three YMCA Facilities (including pools) at a total cost of $100 million with $13.1 million attributable to growth. The three facilities have not been planned or approved, but one has been proposed for south-west Winnipeg as part of the South Winnipeg Recreation Centre; and

e) Waverley West Fire Station is included at a cost of $8 million with $8 million attributable to growth.

CATEGORY G – Sewer and Water Projects Unrelated to Growth

7. A number of sewer and water projects in the Technical Report are upgrades to the existing systems. These projects are ultimately similar to the projects described in Category D in that any connection with or relationship to future development or growth is both highly tenuous and strained and the vast majority of the benefits will accrue to the City at large. For example:

a) Water Treatment Plant (Past Project) is included at a total cost of $300.1 million with $52.5 million attributable to growth and with a "benefit to existing" or "BTE" allocation of $225.1 million. This project was not driven by any new development or growth. While one could argue that the upgrades were "sized" to accommodate future development, in reality this project was undertaken primarily to provide safety upgrades to the City at large;

b) West End Water Pollution Control Centre (Past Project) is included at a total cost of $33.2 million with $1.0 million attributable to growth and with a "benefit to existing" or "BTE" allocation of $18.6 million. Again this project was not driven by any new development or growth. Rather this project was undertaken primarily to address environmental concerns;

c) South End Water Pollution Control Centre (Future Project) is included at a total cost of $335.6 million with $88.4 million attributable to growth and with a "benefit to existing" or "BTE" allocation of $187.8 million. Again this project was not driven by any new development or growth. Rather this project was undertaken primarily to address environmental concerns;

d) North End Water Pollution Control Centre (Future Project) is included at a total cost of $794.6 million with $149.9 million attributable to growth and with a "benefit to existing" or "BTE" allocation of $449.7 million. Again this project was not driven by any new development or growth. Rather this project was undertaken primarily to address environmental concerns; and

e) Transcona Water Main Reliability Upgrade is included at a total cost of $5.8 million with $2.9 million attributable to growth and with a "benefit to existing" or "BTE" allocation of $2.9 million. This is an upgrade that will benefit primarily existing development in Transcona.

CATEGORY H – Sewer and Water Projects That Benefit Other Subdivisions (not Waverley West)

8. A number of the sewer and water projects in the Technical Report are extensions designed to pick up certain lands and that will provide service to future development. These projects are similar to the projects described in Category E in that they will provide some benefit to certain land or future developments, but will not provide any benefit whatsoever to Ladco's South Pointe and Prairie Pointe subdivisions in Waverley West. For example:

a) Saskatchewan Avenue Water Main is included at a total cost of $4.8 million with $4.8 million attributable to growth (there is no "benefit to existing" or "BTE" allocation). This extension will provide service (and additional capacity) to certain future development along Saskatchewan Avenue and other lands west of the Perimeter (including the Red River Exhibition grounds);

b) Plessis Road Interceptor is included at a total cost of $7.3 million with $7.3 million attributable to growth (there is no "benefit to existing" or "BTE" allocation). This extension will provide service to certain future development in Transcona and constitutes a relatively large investment for a relatively small number of future ratepayers; and

c) Kenaston Boulevard Interceptor is included at a total cost of $6.4 million with $6.4 million attributable to growth (there is no "benefit to existing" or "BTE" allocation). This extension will provide service to certain future development north of the Fort Whyte Alive and constitutes a relatively large investment for a relatively small number of future ratepayers.

This is Exhibit "R" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

REPORTS

Item No. 9 **Implementation of an Impact Fee**

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1) That Council receive the reports prepared by Hemson Consulting Ltd., Review Of Municipal Growth Financing Mechanisms and Determination Of Regulatory Fees To Finance Growth: Technical Report, dated August 31, 2016 (attached as Appendices A and B) as information.

2) That Council enact the Impact Fee By-law (draft attached as Appendix C), which will impose an impact fee and will take effect on January 1, 2017.

3) That, for the purposes of the Impact Fee By-law, Council establish the following :

   a) fee amounts per square meter of gross floor space for the following five fee categories:

	Non-Residential Uses				**Residential Uses**
	Office	Commercial and Retail	Public and Institutional	Industrial	
Fee Amount (per m^2)	$226.51	$152.91	$94.08	$61.16	$109.45

   and that the fee amounts increase on January 1 of each year by the rate of construction inflation for the previous year as determined by the Chief Financial Officer;

   b) an administration fee for refunds in the amount of $100.00;

   c) an application fee for Director review in the amount of $100.00; and

   d) an appeal fee in the amount of $250.00.

4) That Council establish the impact fee Reserve Fund, as follows:

   a) All funds generated by the impact fee are to be deposited into the Fund;

b) The purposes of the Fund are:

i) to fund capital projects to the extent that they are determined by the Chief Financial Officer to be growth-related; and

ii) to pay the costs of administering the impact fee By-law and Reserve Fund;

c) The Chief Financial Officer is the manager of the Fund; and

d) The purpose of the fund may only be changed by a 2/3 majority vote of Council.

5) That the Winnipeg Public Service report to Council within 24 months of implementation to provide an update on the impact of the impact fee which will include a review evaluating the alignment of the impact fee to the *OurWinnipeg* policy.

6) That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

ADMINISTRATIVE REPORT

Title: Implementation of an impact fee

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
Georges Chartier	Mike Ruta	Mike Ruta	Doug McNeil

RECOMMENDATIONS

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6) That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

The City of Winnipeg's 2016 Budget authorized an expenditure of $250,000 to "study and review smart growth funding options, including a regulatory growth fee." Following a request for proposals process, Hemson Consulting Ltd. (Hemson) was awarded a contract to conduct the growth study for the City. Hemson prepared two reports entitled Review Of Municipal Growth Financing Mechanisms and Determination Of Regulatory Fees To Finance Growth: Technical Report (Hemson's Reports), copies of which are attached as Appendices A and B, respectively, for Council's information.

Based on the analysis provided by Hemson's Reports, a by-law creating a new financial mechanism to fund growth is being proposed (draft attached as Appendix C), which requires enactment by Council before it can be implemented. In addition, a new reserve fund is being proposed, which only Council can approve.

EXECUTIVE SUMMARY

Over the last decade, the City of Winnipeg (Winnipeg) has experienced significant growth in population, which in turn has resulted in new housing, businesses, jobs and a vibrant community with many opportunities. In the next decade, Winnipeg is expected to continue experiencing robust growth, which will require significant investment in community services, transit, transportation, police and protection services, water and waste, and other areas.

The City of Winnipeg Charter identifies the purposes of the City of Winnipeg as including the development and maintenance of safe, orderly, viable and sustainable communities, and the promotion and maintenance of the health, safety, and welfare of the inhabitants. *OurWinnipeg* establishes a vision for Winnipeg that promotes a socially, economically and environmentally sustainable city that offers a high quality of life that current citizens expect and that prospective citizens will value. The proposed impact fee will help position Winnipeg to achieve this vision and ensure that future growth and change is supported by adequate investment in the required infrastructure. Some key findings from Hemson's Reports include:

- In Winnipeg "Growth does not pay for growth";
- Winnipeg is one of the few cities in Canada that has not implemented an infrastructure-related growth charge of some nature;
- New development could be assessed the fee at the time a building permit is issued; and
- There are examples of municipalities who have implemented exemptions or discounts in some form.

Unlike most major Canadian cities, the City of Winnipeg (the City) does not currently impose any fee designed to recover the costs of infrastructure external to new development from developers, builders or property owners who are engaged in development. The City's legislative authority to impose fees under Part 6 of *The City of Winnipeg Charter* (the Charter) differs from that of most other major Canadian cities and other Manitoba municipalities who have been given specific legislative authority in their planning legislation to impose development cost charges or "DCCs".

However, under the *Charter*, the City has broad authority to impose fees for a variety of purposes, including applications, permits, licenses, consents, approvals, and other matters in respect of the administration of the Charter and the affairs of the City. Furthermore, the *Charter* states that the powers of the City are stated in general terms to give broad authority to Council to govern the city in whatever way Council considers appropriate within the jurisdiction given to it under the Charter or other legislation, and to enhance the ability of Council to respond to present and future issues in the city.

The Winnipeg Public Service has concluded that these and other empowering provisions in the *Charter* grant Council the authority it requires to enact the Impact Fee By-law (the By-law) proposed in this Report, a draft of which is attached to this report as Appendix C. The goal of the impact fee (the Fee) which would be imposed by the By-law is to assist the City in paying for the costs associated with managing and accommodating growth in Winnipeg thereby reducing the need for these costs to be paid for by taxpayers.

In this regard, the City has prepared the By-law which includes the following:

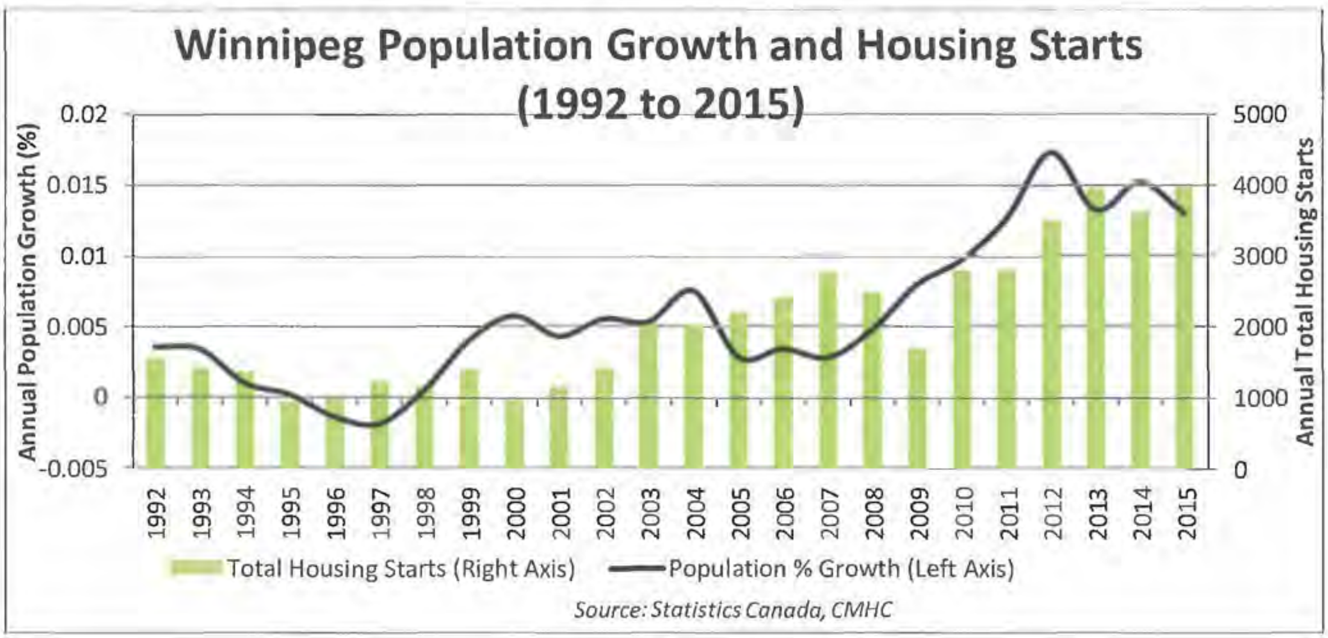
- Fee collected at the time a building or development permit is issued;
- Fee calculated per square metre on all residential and non-residential new construction. The fee amount will vary based on the following 5 categories:
  - (i) Residential: $109.45
  - (ii) Office: $226.51
  - (iii) Commercial/Retail: $152.91
  - (iv) Industrial: $61.16
  - (v) Institutional: $94.08;
- Exemptions relating to affordable housing and home renovations;
- Hearing body for appeals; and
- In force and effect January 1, 2017.

To provide some context in respect of the above, the residential square metre fee amount proposed above calculated for an 1,800 square foot home (167 square metres) (representing the average new build dwelling size) would result in an impact fee of $18,303.

The impact fee revenue collected will be deposited into the impact fee Reserve Fund and used to fund capital projects to the extent to which the Chief Financial Officer (CFO) has determined that they are related to growth. A 2/3 majority vote of Council would be required to change the purpose of the Reserve Fund.

IMPLICATIONS OF THE RECOMMENDATIONS

Since 2005, the population of the City of Winnipeg has grown by more than 70,000 people, which has translated into more than 30,000 new housing starts. According to the Conference Board of Canada, this strong growth is anticipated to continue over the next several decades, with the City's population anticipated to increase from 718,000 in 2015 to 923,000 in 2040. Growth provides many benefits to our community but also has a significant impact on the City's operating and capital costs and revenues.



If the recommendations of this report are concurred in, the Public Service will operationalize the impact fee program. This program will better position City Council to invest in services and infrastructure to accommodate growth and change. More specifically, a number of benefits include:

- Fairness and Equity – the burden of paying general infrastructure shifts from the general public to those who require, benefit from and use the infrastructure.
- City Building – the impact fee program is rooted in the City's existing policy framework, including *OurWinnipeg* – our city's long-range development plan – and will support the efficient allocation of scarce resources and encourage infrastructure investment consistent with the City's goals and objectives for community building and sustainability.

- Sustainability – the impact fee program builds on the concept of the 3 pillars of sustainability (social, economic and environment) and the belief that current generations should capitalize on existing and future assets without placing a burden on, or impacting future generations, or the environment.
- Diversification – the impact fee program provides for a more diversified stream of revenues for the City and reduces the reliance on property taxes. Reliable alternative funding sources promote fiscal stability and the orderly provision of infrastructure.

HISTORY/DISCUSSION

Background

Winnipeg has gone through a period of growth that has impacted the City's operating and capital costs and revenues. Annual population growth rates in Winnipeg have increased from an average of approximately 0.5 per cent between 2002 and 2005 to approximately 1.5 per cent between 2012 and 2015. Population growth is expected to remain relatively strong over the coming decades, with Winnipeg's population anticipated to increase from 718,400 in 2015 to 922,600 in 2040.

Recent population growth is also reflected in housing development, with annual growth rates reaching nearly 3 per cent in recent years. In 2015, there was a total of 291,900 households in Winnipeg. This number is expected to grow to 391,900 by 2040.

This growth requires significant capital and operating investment. The City's planning policy framework recognizes the need to plan for this growth while supporting sustainability and economic growth. Currently, the majority of city-wide capital costs are funded through property taxes. Further, the City has frequently frozen or reduced property tax rates since the late 1990s, resulting in tax rates that are significantly lower than comparable Canadian municipalities.

As a result of limited revenues and competing capital funding priorities, the City is experiencing a deterioration of existing infrastructure and a growing city-wide infrastructure deficit. The infrastructure deficit is expected to reach a total of $7.4 billion by 2018, including $3.6 billion in development-related infrastructure deficit. The majority of the development-related deficit relates to transportation infrastructure.

As illustrated, growth is placing pressure on public infrastructure and services and on City Council to invest in additional capacity to accommodate growth. With relatively strong population growth and development expected to continue well into the future, funding new infrastructure for expanded City services will continue to be a challenge.

Studying Growth

For more than a decade, the Public Service has studied innovative financial mechanisms to support growth management, without raising property taxes. In 2005, the City completed the Financing Infrastructure Related to Land Development study and in 2013 the City conducted a study on Growth Development Charges.

On May 27, 2016 Hemson was awarded a contract to conduct a growth study for the City. The general scope of the work undertaken by Hemson includes the following:

- Determination of growth-related costs and revenues:
  - Define best practice methodology to assess growth-related City of Winnipeg costs and revenues;
  - Compare past growth-related cost and revenue reviews conducted on the City of Winnipeg against best practice methodology; and
  - Following best practice methodology, carry out a new analysis to determine City of Winnipeg growth-related costs (operating and capital expenditure; current and expected) and growth-related revenues.

- Determination of a growth financing implementation framework:
  - Define best practice by researching growth finance models used in other Canadian or international cities;
  - Apply those best practices to the City of Winnipeg and prepare recommendations for the implementation of a model for financing growth including rules and procedures for administration.

Hemson conducted industry consultations as part of its process on July 19, 2016 and August 18, 2016.

Hemson's Reports

The chart above illustrates actual population growth which has a direct correlation to new construction. Winnipeg has experienced continued population growth which results in increased demand for new construction and increases pressure for new and improved infrastructure. Other jurisdictions across Canada have found that the introduction of legislative charges has not impacted growth.

Currently the City depends on property taxes and fees to pay for infrastructure improvements. However, property taxes and fees have not kept pace with demand for services as noted above in reference to the significant infrastructure deficit that Winnipeg faces.

Hemson prepared two reports which are attached in Appendices A and B. A summary of the contents of Hemson's Reports follows:

(i) Use of funds

- Reserve funds or accounts should be established for each service adopted under a regulatory fee by-law.
- It is recommended that Council adopt the development-related capital forecast included in this study, subject to annual review through the City's normal capital budget process. Projects may be removed, added or substituted as long as they are development-related.

(ii) Timing of payment

- It is proposed that the regulatory fee be collected at building permit issuance or development permit issuance. These are common collection points in other municipalities.

(iii) Indexing of fees

- It is recommended that the City establish a by-law policy for the indexing of fees once they are established.
- Indexing is commonly done annually (and in some cases semi-annually) in other communities using construction cost indices.

(iv) Updating of by-law

- It is recommended that Council update the by-law as needed for changes relating to the application of charges, definitions, exemptions and discounts.
- The regulatory fees may be commonly updated at three to five year intervals or when there are significant changes to the capital plan or development forecast.

(v) Public Communication

- It is recommended that City advertise the adoption of the regulatory fee by-law including the applicable fees.
- The regulatory fees and rules should be included within a pamphlet that can be posted on the City's website and made available at Planning, Property and Development offices.

(vi) Discounts and exemptions

- This section includes examples of exemptions and discounts that Council may wish to consider. Exemptions and discounts result in revenue losses that are typically recovered through tax or utility rates. It is expected that the City may refine its discount and exemption policy over time following the initial adoption of a regulatory fee.
- The most common land-use exemptions used across Canada are for government buildings. This may include
    - Federal, provincial and municipal buildings, including agencies, boards and commissions;
    - Public schools; or
    - Exemptions for universities and colleges

- Other land-use exemptions or discounts that could be considered are:
  - for non-profit organizations. This may include land uses such as places of worship and affordable housing.
  - economic development incentives. Some municipalities reduce fees within a defined area to encourage investment. Typically, this may include the downtown area of a community where growth has been slow to occur.
  - some municipalities also choose to reduce charges for industrial development, the rationale being that it is more of a "footloose" sector than residential, office and retail uses, making it thereby more sensitive to fees and charges.

(vii) Phase-ins

- The phase-in of regulatory fees is commonly advocated by the building industry when significant increases in charges are proposed.
- As with other discounts, phase-ins result in revenue losses that have to be made up through other revenue sources.

In consideration of the above observations the Public Service is recommending the following:

The Impact Fee By-law

1. Legal Authority

For Winnipeg, the function of managing and accommodating growth and development is fundamental. Section 5 of the Charter specifies that the purposes of the City include developing and maintaining safe, orderly, viable and sustainable communities, and promoting and maintaining the health, safety, and welfare of the inhabitants. The function of managing and accommodating growth and development is integral to fulfilling these purposes.

In order to ensure that new development takes place in a way that is orderly, viable and sustainable within the broader municipality, the City, like other cities throughout Canada, creates, applies and enforces rules in its zoning by-laws governing the uses to which various properties may be put as well as dimensional restrictions on development taking place on properties (e.g. restrictions on the size of buildings, mandatory setbacks and building heights). In order to ensure that the construction that is a necessary part of development results in buildings that promote and maintain the safety, health and welfare of occupants, the City enforces building codes, another type of regulation. The City also acts in other ways in order to accommodate and manage growth and development. The City engages in the planning and construction of infrastructure to support the new residents and businesses in the new developments – streets, roads, alleys, sewer and water, libraries, recreation facilities, police and fire stations, etc. – both on and off-site. This infrastructure is also necessary to create safe, orderly, viable and sustainable communities and to promote and maintain the health, safety, and welfare of the inhabitants. Together, all of these elements constitute a comprehensive regulatory regime or system to manage and accommodate growth to ensure that it is safe, orderly, viable and sustainable.

Obviously, this regulatory regime or system is expensive. Some of the costs of managing and accommodating growth are currently recovered by the City, through various permit and approval fees as well as through development and zoning agreements. For example, developers typically pay for most of the costs of infrastructure within a development and sometimes boundary roads through development agreements and zoning agreements. Fees for permits and approvals are designed to recover the costs of providing administration and enforcement of that aspect of this system.

However, as Hemson's Reports make clear, not all of the costs of this regulatory system are currently being recovered by the City from the developers, builders or residents/occupants who most directly benefit from the new growth or development. In particular, the costs of off-site infrastructure necessary to support growth are not being recovered by the City.

As noted above, the authority given to the City in its planning legislation differs from that enjoyed by other municipalities in Canada and in Manitoba. Other municipalities have the authority to impose charges, often referred to as Development Cost Charges (DCCs), as part of the development process to recover the costs of managing and accommodating growth. When Council previously requested legislative changes from the Province of Manitoba (the Province), the Province advised that the City had sufficient existing statutory authority to recover the costs of growth.

Since then, the Public Service has reviewed existing City powers – other than Development Cost Charges – that could be used to recover the costs of managing and accommodating growth to the extent that they are currently tax-supported. One such power is the City's authority to impose fees. More recent judicial interpretation of the powers of governments to impose fees has demonstrated a greater willingness to recognize the legitimacy of fees to defray the costs of comprehensive regulatory systems, broadly defined.

As a result, the Public Service has concluded the powers currently available to the City in Part 5 of Charter to impose fees, and especially sections 209 and 210, can be used to support the proposed By-law to manage and accommodate growth. This authority is separate and distinct from any power to impose Development Cost Charges through planning legislation, which would be contained in Part Six of the Charter, and it does not depend on the Province to make any legislative changes or to provide any approvals. A Fee imposed under Part 5 would allow the City to recover more of the costs of managing and accommodating growth and development incurred by the City. And it would do so without the need to resort to increased taxes on Winnipeggers in general. In other words, the Public Service's opinion is that, if Council wants to do so, it has the legal authority to impose a regulatory fee of the kind proposed in this Report to ensure that growth more fully pays for the costs of growth.

2. impact fee

This Report recommends the introduction of an impact fee through a new by-law (draft attached as Appendix C). The specifics of the impact fee set out in the attached draft By-law are as follows:

(a) Framework of the fee

- The fee would be imposed on the basis of the gross floor area of buildings;
- A different charge per square metre would be imposed in each of five fee categories – residential, office, retail and commercial, public and institutional, and industrial;

- For the purposes of the By-law, garages, decks, porches, 3-season sun rooms, gazebos, and basements would be excluded when calculating the fee for residential development;
- The fee would be imposed on any development, including construction and/or a conversion from one of the five fee categories to another because of a change in the building's use under one of the City's two zoning by-laws.

(b) Replacements, expansions and conversions of buildings

- If a new building replaces a building that was demolished within the previous 5 years no fee would be imposed except to the extent that the new building extends the square footage or involves a conversion to a different, higher priced fee category. Similarly, if part of a building is demolished and rebuilt within 5 years, so long as both are in the same fee category, no fee would be imposed except to the extent that the rebuilt floor space exceeds the floor space it is replacing.
- As a general rule, if a building is expanded, the fee is only payable on the floor area being added. However, the fee would not be applicable at all to an expansion of a residential building unless additional dwelling units are being added
- If all or part of a building is converted to a new fee category, the fee would only be charged to the extent that the new fee category results in a higher fee (ie. the notional fee that would be applied to the existing building or part thereof is subtracted from the fee applicable to the new build or conversion)
- Where a mixed use building is being built or converted, the floor area of the common areas will be assigned to each fee category in proportion to that fee category's share of the entire building. (e.g. if a building is 20% retail and 80% residential, the common areas will be treated as 20% retail and 80% residential.)

(c) Discounts and exemptions

- An exemption would be provided to the following organizations in respect of dwelling units that they agree to provide as affordable housing for at least 10 years.
    - Winnipeg Housing Rehabilitation Corporation;
    - The Manitoba Housing and Renewal Corporation;
    - any level of Government; or
    - any organization who has been approved to receive funding from the Government of Canada or the Province of Manitoba under an affordable housing program.

(d) Time of payment

- The fee is imposed – and must be paid – before a building permit or development permit can be issued (but not at time of application).
- If a building or development permit is amended after it has been issued, an additional fee must be paid to reflect additional square footage or a higher fee category that the amended permit is allowing. Again, this must be paid before the permit is issued.

(e) Refunds

- If a permit is voluntarily withdrawn by the permit holder before it expires (e.g. if the project doesn't proceed), the entire fee is refunded less an administrative fee set by Council.

(f) Penalties for non-compliance

- A monetary penalty in the amount of the impact fee applicable to that development is imposed for a failure to pay the fee prior to beginning the development. Effectively, this means that the person then has to pay twice the fee – once for the fee and once for the monetary penalty.
- In addition, the City could prosecute the offender for violating the By-law. The fine for proceeding with construction or conversion of a building without paying the fee is twice the amount of the applicable fee.

(g) Reviews and Appeals

- Anyone subject to the fee can have the actions or decisions of City employees applying the By-law reviewed by the Director of PP&D upon payment of a refundable fee set by Council
- Any appeal specified in the *Charter* would be heard by Executive Policy Committee. Again, a refundable fee set by Council would apply.

In large part, the structure of the impact fee proposed in this Report corresponds to the recommendations of the Hemson Report. In addition, the fee categories set out in the By-law and the amount of the proposed fee in each category have been determined on the basis of the data supplied in Hemson's Reports.

The recommended fees per square metre for the five fees effective January 1, 2017 are as follows:

Residential	$109.45
Office	$226.51
Commercial/Retail:	$152.91
Industrial:	$ 61.16
Institutional	$ 94.08

These fees would rise by the rate of construction inflation, as determined by the Chief Financial Officer. This increase would take place on January 1 of each year, unless Council had established a new fee within the previous 12 months.

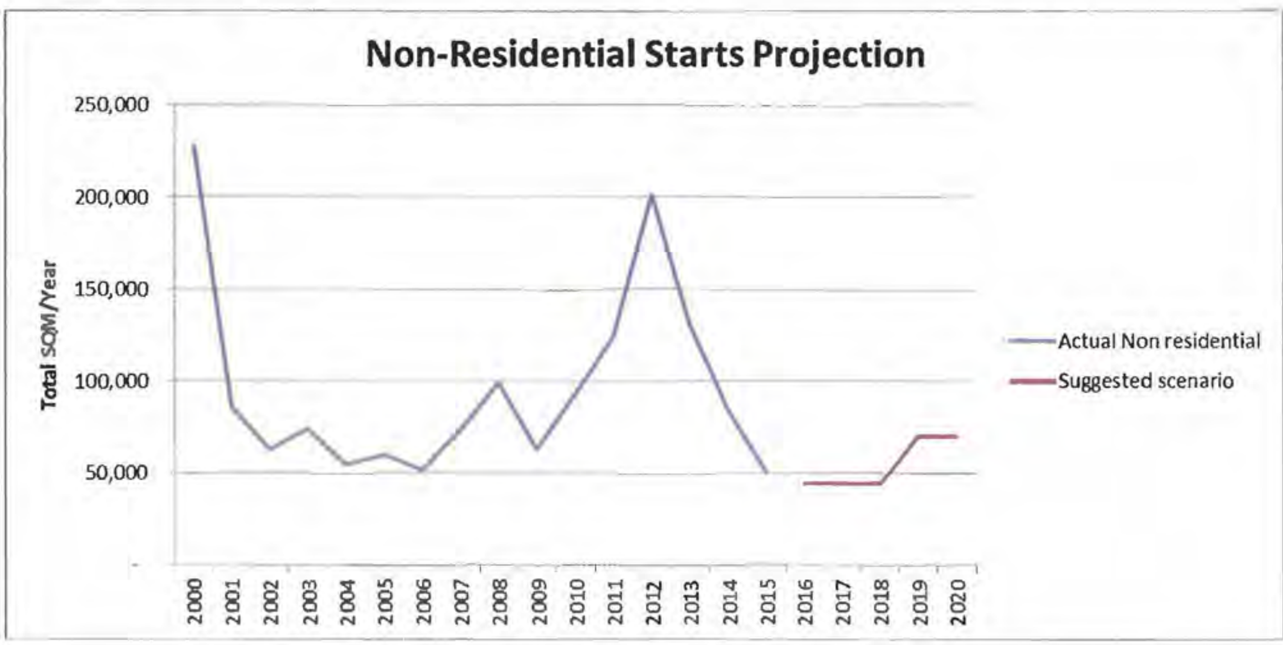
The proposed fees for refunds, applications for review by the Director, and appeals to Executive Policy Committee, are based on the estimated costs of administration of each of these functions.

Financial Implications

As noted above, the Public Service recommends adopting the above impact fees to be charged commencing on January 1, 2017. Projected revenue is a function of expected development and the charge per unit. Proceeds will vary year by year depending on development activity.

Revenue Assumptions

- Based on the above chart setting out past and projected residential starts, on a conservative basis the Public Service estimates it will collect $30.7m of residential fee revenue in 2017. Based on 2015 actual results, residential fee revenue would have been $49.7m.



- The above chart sets out past and projected non-residential starts. On a conservative basis the Public Service estimates it will collect $4.4m of fee revenue in 2017. Using 2015 actual results, fee revenue on non-residential starts would have been $4.9m.

Using the estimates above total residential and non-residential revenue on a conservative basis may be in the range of $35.1m. Of this total, $6.8m would relate to Utility capital and the balance or approximately $28.3m would apply to tax-supported capital.

impact fee Reserve

This Report recommends that all funds generated through the impact fee should be deposited into the proposed impact fee Reserve Fund. The purpose of this reserve fund is twofold:

- to fund capital projects to the extent that they are determined by the Chief Financial Officer to be growth-related and
- to pay the costs of administering the impact fee By-law and reserve fund.

It is also recommended that the Chief Financial Officer be appointed as manager of the reserve fund.

The primary purpose of the reserve fund is to pay all costs of eligible capital works, including financing charges. As manager of the reserve fund, the Chief Financial Officer would determine which, and to what extent, capital works were eligible for funding. Infrastructure would be eligible only to the extent that the work is determined by the Chief Financial Officer to be growth-related (e.g. aligned with the management and accommodation of growth and development). There are well-developed formulae and analysis tools for making this determination.

Funds from the Reserve Fund would also be used to pay the costs of administration of the impact fee By-law and the impact fee Reserve Fund, including the funding required for new full-time equivalent positions.

It should be noted that the establishment of a reserve fund for funds generated by the impact fee is not required by law, as it is for development cost charges in some other Canadian cities and municipalities. It is being proposed in this Report to provide transparency as to the use of funds generated by the impact fee.

This recommendation differs from the recommendations of the Hemson Reports in that it proposes the creation of a single reserve fund rather than the creation of individual reserve funds for each type of infrastructure. This is being done to make administration of the reserve fund more efficient, flexible and straightforward. If, at the review in 24 months' time, individual reserve funds are determined to be preferable, the change can be made at that time.

Resources

Additional staff will be required to administer the program. An estimate of FTE's required for this purpose both in Property Planning and Development and Corporate Finance will be included in deliberations concerning the 2017 budget process if this report is adopted by Council.

Other

It should be noted that exemptions or discounts added beyond those included in this report will reduce the amount of City revenue available by assessment of the Fee.

In reference to the City's debt strategy, improved Revenue will allow the City to increase its borrowing capacity for future capital projects.

Review Period
As with any new initiative, issues and problems are likely to arise which were not anticipated at the outset. A 24 month review period will give the Public Service a reasonable opportunity to observe the operation of the impact fee and to identify opportunities for improvement.

In addition, a 24 month period will give the public, Council and the Public Service an opportunity to consider how to integrate policy priorities into the By-law.

Summary
Adoption of the impact fee will be transformative and will provide a significant opportunity to ensure that growth does pay for growth without affecting existing property owners. It recognizes the principal that growth creates the need for new infrastructure throughout Winnipeg.

FINANCIAL IMPACT

Financial Impact Statement **Date: September 2, 2016**

Project Name: Implementation of an impact fee

COMMENTS:

Collection of the impact fees will be accounted for through the impact fee Reserve. Expenditures from the reserve will be identified by Corporate Finance and publicly disclosed on an annual basis. Additional staff will be required to administer this program and these FTE's will be identified in the 2017 budget process.

(Original signed by R. Hodges)
Ramona Hodges
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

Consultation with:

a) Legal Services (as to legal issues)
b) Property Planning and Development
c) Hemson Consulting Ltd,
d) Fire/Ambulance
e) Community Services
f) Public Works
g) Water and Waste
h) Corporate Finance

OURWINNIPEG POLICY ALIGNMENT

The impact fee program is rooted in the City's existing policy framework, advancing policy directions in *OurWinnipeg* (By-Law 67/2010) and its four direction strategies (*Complete Communities* [By-Law 68/2010], *A Sustainable Winnipeg*, *Sustainable Water and Waste*, and *Sustainable Transportation*) along with the *Transportation Master Plan*.
OurWinnipeg policy directions are reflected through some of the impact fee program's key principles:

Fairness and equity – *OurWinnipeg* commits to providing equitable access to municipal programs, services and facilities. One way to achieve this is for everyone to pay their "fair share" of the costs of new infrastructure and services (03-1, p.74).

City Building – To build "A City that works", *OurWinnipeg* commits to growth management objectives, ensuring "land use, transportation and infrastructure planning efforts are aligned to identify where growth will be accommodated and how it will be serviced" (*OurWinnipeg* p.27). Other key directions for the entire city involve sustainable asset management, integrating transportation with land use, developing more complete communities, and providing sustainable wastewater management.

Sustainability – Direction related to the three sustainability pillars (social, economic and environmental) are found throughout *OurWinnipeg* and its direction strategies. *OurWinnipeg* also provides specific direction to develop and implement tools to support sustainability (02-1, p. 67).

Diversification – *OurWinnipeg* notes that the City must re-think regulation and taxation from the viewpoint of fostering economic growth (01-3, p.50). The 'basics' matter; public safety, water quality, wastewater and transportation infrastructure and public amenities are essential, but attractiveness and better-than-average services are integral to achieving a high quality of life and attracting economic development at a global scale. Diversification of City income streams is an important way to increase quality of services and add to the general attractiveness of the City.

In its section on prosperity, *OurWinnipeg* calls the City to provide efficient and focused civic administration and governance (Direction 1), and demonstrate visionary civic leadership and commitment to sustainable long-term planning (Direction 5). Policy decisions, programs and services, budget allocation and development activity must all be monitored and evaluated from a long-term sustainability perspective (01-3, p.51). The proposed program responds to this call for visionary leadership that considers current realities but plans for a prosperous future.

SUBMITTED BY

Department:
Division:
Prepared by: Tyler Markowsky
Date: September 1, 2016
File No.

Attachments:
Appendix A - Review of Municipal Growth Financing Mechanisms
Appendix B - Regulatory Fee to Finance Growth – Background Study
Appendix C - Impact Fee By-Law

Appendix A -Comparative Practic

Appendix B - Hemson - Winnipeg Regulator

Appendix C - Impact Fee By-law - 2016 09

THE CITY OF WINNIPEG
BY-LAW No. ________

A By-law of The City of Winnipeg to impose fees on new development to assist with the costs associated with accommodating and managing growth and development.

WHEREAS subsection 5(1) of *The City of Winnipeg Charter* defines the purposes of The City of Winnipeg as follows:

(a) To provide good government for the city;
(b) To provide services, facilities or other things that council considers to be necessary or desirable for all or part of the city;
(c) To develop and maintain safe, orderly, viable and sustainable communities; and
(d) To promote and maintain the health, safety and welfare of the inhabitants;

AND WHEREAS accommodating and managing growth and development so that it is safe, orderly, viable and sustainable and so that it promotes and maintains the health, safety and welfare of the inhabitants requires urban planning, zoning and land use restrictions, enforcement of building codes and the creation of a variety of infrastructure and services, including (but not restricted to) transportation, sewer, water, land drainage, recreation and police, fire, paramedic and emergency services;

AND WHEREAS to date, the costs to The City of Winnipeg of accommodating and managing growth and development have been only partially paid through development agreements, zoning agreements and fees for the permits and approvals required to develop and construct buildings;

AND WHEREAS the Council of The City of Winnipeg has determined that the costs of accommodating and managing growth should be more fully paid for by the individuals and businesses directly benefitting from growth and development;

AND WHEREAS clause 210(1)(b) of *The City of Winnipeg Charter* provides as follows:

210(1) *The city may, if authorized by council, establish*

...

(b) fees, and the method of calculating and the terms of payment of fees, for

(i) applications,
(ii) filing appeals under this Act or a by-law,
(iii) permits, licences, consents and approvals,
(iv) inspections,

(v) *copies of by-laws and other city records including records of hearings, and*

(vi) *other matters in respect of the administration of this Act or the administration of the affairs of the city.*

AND WHEREAS subsection 6(1) of *The City of Winnipeg Charter* provides as follows:

6(1) *The powers given to council under this Act are stated in general terms*

(a) *to give broad authority to council to govern the city in whatever way council considers appropriate within the jurisdiction given to it under this or any other Act; and*

(b) *to enhance the ability of council to respond to present and future issues in the city.*

AND WHEREAS the imposition of fees under subsection 210(1) of *The City of Winnipeg Charter* promotes the purposes of the City of Winnipeg and enhances the ability of Council to respond to present and future issues in the City, as set out in subsection 5(1) and clause 6(1)(b) of the *The City of Winnipeg Charter.*

NOW THEREFORE the City of Winnipeg, in Council assembled, enacts as follows:

Short title

1 This By-law may be cited as the Impact Fee By-law.

Definitions and interpretation

2(1) In this By-law

Accessory structure means a building or structure that is located on the same zoning lot as, and is subordinate or incidental to, a principal building, and includes an outbuilding, garage, gazebo, utility building, play structure, sign and structures supporting a sign, garbage enclosure, awning, fence, racking, storage unit or container, deck, antenna, canopy, marquee, satellite dish, mechanical penthouse, hot tub, fountain, water barrel, pond and swimming pool, but does not include an attached secondary suite or a detached secondary suite;

Affordable housing means any dwelling unit provided for persons of low or moderate income where the total shelter cost of the dwelling unit represents 30% or less of the median household total income for private households, as defined by Statistics Canada for the City of Winnipeg;

Attached secondary suite has the same meaning as "secondary suite, attached" in the Winnipeg Zoning By-law;

Basement has the same meaning as in the Neighbourhood Liveability By-law;

Building means any building used or intended to be used to support or shelter any use or occupancy;

Building permit means a permit issued pursuant to the Winnipeg Buildings By-law;

City means The City of Winnipeg continued under the Charter;

Change in use means a change of the use of a particular zoning lot under either the Winnipeg Zoning By-law or the Downtown Winnipeg Zoning By-law;

Charter means the "*The City of Winnipeg Charter*";

Commercial and Retail Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

   (i) Recreation and Entertainment, Indoor;

   (ii) Recreation and Entertainment, Outdoor;

   (iii) Accommodation;

   (iv) Animal Sales and Service;

   (v) Food and Beverage Service;

   (vi) Personal Services;

   (vii) Retail;

   (viii) Restricted; and

   (ix) Private Motor Vehicle Related, and

(b) under the Downtown Winnipeg Zoning By-law:

   (i) Commercial Sales & Service;

   (ii) Private Motor Vehicle-Related;

   (iii) Cultural and Entertainment, except Cultural centre, Gallery, and Museum; and

   (iv) Restricted;

Common area, with respect to a mixed use development, means the portion of the total floor area which

(a) connects; or

(b) is used by

two or more areas within the development that fall into different fee categories;

Construction means the erection, placement, alteration, renovation, extension, or relocation of any building or part of a building for which a building permit is required;

Conversion, with respect to a building, means a change in use of all or part of the building under either the Winnipeg Zoning By-law or the Downtown Winnipeg Zoning By-law with the result that all or part of the building falls under a different fee category after the change in use;

Designated employee means the Director of Planning, Property and Development for the City and any employee of the City to whom the Director has delegated a duty or authority under this By-law;

Detached secondary suite has the same meaning as "secondary suite, detached" in the Winnipeg Zoning By-law;

Development means construction, conversion, or both construction and conversion.

Development permit means a permit authorizing a development issued under either the Downtown Winnipeg Zoning By-law or the Winnipeg Zoning By-law;

Director means the Director of Planning, Property and Development for the City of Winnipeg;

Dwelling has the same meaning as in the Neighbourhood Liveability By-law;

Dwelling unit has the same meaning as in the Neighbourhood Liveability By-law;

Expansion means, with respect to a building, an increase in floor area of the building;

Fee category means one of the five fee categories set out in subsection 4(2);

Floor area means the sum of the gross horizontal areas of the several floors of all buildings on a zoning lot, measured from the exterior faces of exterior walls, or from the centre line of partitions, except:

(a) with respect to residential development:

(i) any accessory structure;

(ii) any basement, and

(iii) any part of the dwelling unit that is not habitable throughout the year, including porches and sun rooms;

(b) with respect to non-residential development:

(i) any space within the building used as a parking area or a loading area;

Impact fee means a fee applicable to a development which is imposed pursuant to clause 3(1)(b);

Industrial Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Industrial Service;

(ii) Manufacturing and Production;

(iii) Warehouse and Freight Movement; and

(iv) Waste and Salvage, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Light Industrial;

Mixed use development means a development which contains more than one fee category;

Office Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Office, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Office;

Principal building has the same meaning as in the Neighbourhood Liveability By-law;

Public and Institutional Uses means a development that falls within the following use categories, depending on the applicable zoning by-law:

(a) under the Winnipeg Zoning By-law:

(i) Community Facilities;

(ii) Education;

(iii) Park and Park-Related;

(iv) Other Public and Institutional;

(v) Cultural Facilities;

(vi) Transit and Transportation; and

(vii) Utility, and

(b) under the Downtown Winnipeg Zoning By-law:

(i) Public and Institutional;

(ii) Cultural and Entertainment – Cultural Centre, Gallery, and Museum only;

(iii) Park and Park-related; and

(iv) Transportation, Utility, & Communications;

Renovation, with respect to residential development, has the same meaning as in the Winnipeg Building By-law;

Replacement, with respect to a building, means the demolition or removal of a building and the construction another building on the same zoning lot within 5 years following the demolition or removal;

Residential development means the development of dwelling units;

Zoning lot has the same meaning as "lot, zoning" in the Winnipeg Zoning By-law;

Fee imposed
3(1) Every person who is issued a building permit or a development permit must pay to the City

(a) the applicable fee or fees set out in the Planning, Development and Building Fees By-law; and

(b) an impact fee in accordance with this By-law.

3(2) The Impact Fee must be paid prior to the issuance of any building permit or development permit for the development in respect of which the Impact Fee applies.

3(3) For greater certainty, where both a building permit and a development permit are issued in respect of a development, only one Impact Fee is payable under clause 3(1)(b).

3(4) Where the Impact Fee in respect of a development:

(a) has been paid;

(b) has not been refunded by the City; and

(c) the development authorized by the building permit or development permit applicable to that development has not been completed,

the Impact Fee paid shall be credited towards any subsequent Impact Fee payable under this By-law in respect of a building permit or development permit issued for the land on which the original development was located within 5 years of the date the initial Impact Fee was paid.

Impact Fee calculation

4(1) Subject to subsection (3), the Impact Fee payable in respect of a development is the product of the total floor area that is being constructed or converted multiplied by the fee per square metre established by Council for the fee category applicable to the development.

4(2) For the purposes of subsection (1), the following fee categories are hereby established:

(a) Residential Uses;

(b) Office Uses;

(c) Commercial and Retail Uses;

(d) Public and Institutional Uses; and

(e) Industrial Uses.

4(3) Subject to subsection 6(1), where all or part of an existing building is being converted, expanded or replaced, the amount of the Impact Fee payable is the difference between the amount of the Impact Fee applicable to the converted, expanded or replacement building less the amount of the Impact Fee that would have been payable for the existing building prior to its conversion, expansion or replacement if the Impact Fee determined in accordance with current rates were applicable to it. Where the difference is $0.00 or less, no Impact Fee is payable and no refund shall be issued.

Mixed use development

5(1) The Impact Fee payable in respect of mixed use development shall be calculated separately for the floor area of the development that falls within each fee category in accordance with subsection 4(1).

5(2) For the purposes of subsection (1), common areas within mixed use development shall be attributed proportionately to each fee category based on the proportion of the floor area of the entire development that falls within each fee category.

Exemptions

6(1) Notwithstanding subsection 4(1), no Impact Fee is payable in respect of residential development on land where

(a) one or more existing dwelling units are being renovated, expanded or, replaced; and

(b) there is no increase in the total number of dwelling units on that land.

6(2) Notwithstanding subsection 4(1), no Impact Fee is payable in respect of dwelling units which the following organizations have entered into a written agreement with the City, under such terms and conditions deemed necessary by the Director of Legal Services and City Solicitor to protect the interests of the City, to provide as affordable housing for a period of no less than 10 years:

(a) Winnipeg Housing Rehabilitation Corporation;

(b) The Manitoba Housing and Renewal Corporation;

(c) The Government of Canada or the Province of Manitoba; or

(d) any organization that has been approved to receive funding from the Government of Canada or the Province of Manitoba under an affordable housing program, as determined by that government.

Withdrawals of and changes to permits

7(1) Where an Impact Fee has been paid and the building permit and development permit to which the Impact Fee is applicable is voluntarily withdrawn prior to its expiration pursuant to the Winnipeg Building By-law, the person who paid the Impact Fee is entitled to a refund of the entire Impact Fee paid, less an administration fee established by Council.

7(2) Where, after being issued, a building or development permit is amended in a way that results in an increase in floor area or a change in the fee category applicable to all or part of the development, the person to whom the building permit or development permit has been issued must pay an additional Impact Fee which reflects the increase of floor area or change in fee category, as the case may be. The additional Impact Fee is the difference between the Impact Fee payable in respect of the development authorized by the amended permit less the Impact Fee that either was paid or would have been payable in respect of the development authorized by the original permit. Where the difference is $0.00 or less, no Impact Fee is payable. The additional Impact Fee, if any, must be paid prior to the issuance of the amended building permit or development permit.

Powers of designated employees
8 Designated employees have authority to conduct inspections and take steps to administer and enforce this By-law or remedy a contravention of this By-law in accordance with the Charter and, for those purposes, have the powers of a designated employee under the Charter.

Director review
9(1) Upon payment of a refundable application fee established by Council, a person may apply to the Director for a review of the application or interpretation of this By-law by a designated employee.

9(2) An application under subsection (1) must be submitted within 14 days following the date the Impact Fee in respect of a development is paid.

9(3) The requirement in subsection 3(1) to pay the Impact Fee as determined by a designated employee prior to a building permit or development permit being issued is not suspended because an application for a review has been made.

9(4) In conducting a review, the Director must give the applicant an opportunity to explain the basis for his or her conclusion that this By-law was misapplied or misinterpreted. This may be done in person, by telephone, in writing or by any other any media determined by the Director to be appropriate.

9(5) Where an application is made under subsection (1), the Director must make a decision with respect to the application within 90 days following the date the application is received and must notify the applicant of his or her decision in accordance with the Charter.

9(6) Where, after conducting his or her review, the Director determines that the designated employee erred in the application or interpretation of this By-law, resulting in an incorrect Impact Fee being paid or applied, the Director may refund all or part of the application fee and may also refund the Impact Fee paid in respect of a development in order to correct the error.

Appeals
10(1) An appeal

(a) from a decision of the Director in respect of issuing, granting, suspending or cancelling, or refusing to issue or grant, a licence, permit, approval or consent under this By-law; or

(b) any other matter for which an appeal is authorized by *The City of Winnipeg Charter*

may be made to the Executive Policy Committee.

10(2) An appeal must not be accepted until an appeal fee in an amount established by Council is paid. The appeal fee may be refunded by Executive Policy Committee if the Committee considers that the appeal has been made in good faith and has merit.

10(3) The requirement in subsection 3(1) to pay the Impact Fee as determined by a designated employee prior to a building permit or development permit being issued is not suspended because an appeal has been made.

Development without paying fee an offence

11 The owner of land must not permit development in respect of which an Impact Fee is payable to occur on the land prior to the Impact Fee being paid.

Penalties for non-compliance

12(1) Any person who contravenes any section of this By-law is guilty of an offence and liable upon conviction to a fine in the amount of:

(a) not less than double the amount of the applicable Impact Fee for a contravention of subsection 3(1) or section 11; and

(b) not less than $5,000.00 for any other contravention.

12(2) Where development in respect of which an Impact Fee is payable occurs prior to the Impact Fee being paid, the owner of the land on which development has taken place must pay to the City:

(a) the Impact Fee; and

(b) a monetary penalty, that is in addition to a fine under subsection (1), for the contravention of this by-law in an amount equal to the Impact Fee.

Transition

13(1) No Impact Fee is payable at the time a building permit or development permit is issued if the application for the permit is made on or prior to the date this By-law is enacted.

13(2) Notwithstanding subsection 3(1), no Impact Fee is payable at the time a building permit or development permit is issued if

(a) an application for the permit is made after this By-law is enacted but before it comes into force;

(b) the building permit or development permit is issued prior to June 30, 2017; and

(c) the construction of the development begins, or the conversion of the development takes place, prior to September 30, 2017.

13(3) Notwithstanding that a development meets the criteria set out in clauses (2)(a) and (b), a building permit or development permit that has been issued in respect of the development expires when a designated employee determines and provides notice to the permit holder that the development does not meet the requirement set out in clause (2)(c). A new permit in respect of that development is required and is subject to payment of the Impact Fee.

Coming into force

14 This by-law comes into force on January 1, 2017.

____

Mayor

____

City Clerk

Approved as to content:

____

Chief Administrative Officer

Approved as to form:

____

For Director of Legal Services/City Solicitor

This is Exhibit "S" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Council Building
510 Main Street
September 21, 2016

A Meeting of the Executive Policy Committee was held this day at 9:05 a.m.

Members of the Committee:	His Worship Mayor Bowman, Chairperson Deputy Mayor Pagtakhan Councillor Browaty Councillor Lukes Councillor Mayes Councillor Morantz Councillor Orlikow
Winnipeg Public Service:	Mr. C. Gameiro, Manager of the Decision Making Process Ms I. Skundberg, Committee Clerk Mr. D. McNeil, Chief Administrative Officer Mr. R. Kachur, City Clerk Mr. M. Jack, Chief Operating Officer Mr. B. Mansky, City Auditor/Chief Performance Officer Mr. J. Kiernan, Director of Planning, Property and Development Mr. L. Deane, Director of Public Works Mr. S. West, Acting Director of Corporate Support Services Mr. C. Wightman, Director of Planning, Property and Development

MOTIONS

Moved by Deputy Mayor Pagtakhan,

That the minutes of the meeting held on September 14, 2016, be taken as read and confirmed.

Carried

Minutes – Executive Policy Committee – September 21, 2016

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COMMITTEE REPORTS (continued)

Winnipeg

EXECUTIVE POLICY COMMITTEE
DISPOSITION OF ITEMS

SEPTEMBER 21, 2016

MEMBERS PRESENT:	His Worship Mayor Bowman, Chairperson Deputy Mayor Pagtakhan Councillor Browaty Councillor Lukes Councillor Mayes Councillor Morantz Councillor Orlikow
COMMITTEE CLERK:	Carlos Gameiro, Manager of the Decision Making Process City Clerk's Department

EXECUTIVE POLICY COMMITTEE
SEPTEMBER 21, 2016
DISPOSITION OF ITEMS

Item	Subject/File	Recommendations	Action Required By
		DELEGATIONS	
1 - 13	Mike Moore, President of Manitoba Home Builders' Association Jerry Klein, Vice-President, and Genstar Development Company Kathryn Graham, MNP Tim Comack, Ventura Land Company Inc., Ventura Developments Inc. Dana Downey and Stephen Sherlock, Winnipeg Realtors' Association Vic Janzen, Director of Homestead Manitoba Veronica Eno, Harvard Developments Inc. Michael Falk Justin Swandel Eric Vogan, President of the Urban Development Institute Colin Fast, Manager, Communications & Policy, Winnipeg Construction Association David Gurvey Loren Remillard, President and CEO of the Winnipeg Chamber of Commerce		See Report 9
		REPORTS	
1	Review of Public Sector Customer Service Training	The Executive Policy Committee requested the Winnipeg Public Service to explore opportunities to retain or consult a private sector Customer Satisfaction professional with the goal of delivering improvements to services with higher citizen satisfaction, and report back.	Director of Corporate Support Services
2	Zoning Amendment Agreement – 83 Oakhurst Crescent File ZAA 6/2016	The Executive Policy Committee concurred in the recommendation of the Lord Selkirk-West Kildonan Community Committee and recommended to Council: 1. That Zoning Agreement under File DASZ 39/85, (By-law No. 4407/86), be amended as follows: A. That Clause 3 be deleted and replaced with the following: *That no portion of any wall of any principal building shall be located closer than 51 feet to the easterly limit of the Pipeline Road right-of-way.* 2. That the Director of Legal Services and City Solicitor be requested to prepare the necessary Amending Agreement to Zoning Agreement DASZ 39/85, (By-law No. 4407/86) as approved in aforesaid Recommendation 1.	Council

Item	Subject/File	Recommendations	Action Required By
		3. That the Proper Officers of the City are hereby authorized to execute said Amending Agreement. 4. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.	
3	2016 Grants to Community Organizations that provide Recreation and Leisure Services on behalf of the City of Winnipeg – Red Road Lodge and Charleswood Social Club	The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That a grant of $8,400.00 be approved to Red Road Lodge for 2016 recreation programming. 2. That a grant of $1,600.00 be approved to the Charleswood Social Club for 2016 recreation programming. 3. That the City enter into, execute and deliver grant agreements with Red Road Lodge and Charleswood Social Club setting out the terms and conditions of the grants. 4. That the Chief Administrative Officer be delegated the authority to negotiate and approve the terms and conditions of the grant agreements with Red Road Lodge and Charleswood Social Club in accordance with this report, and such other terms and considerations deemed necessary by the City Solicitor / Director of Legal Services to protect the interest of the City. 5. That the Proper Officers of the City do all things necessary to implement the intent of the foregoing.	Council
4	Consolidation/Registration of Land Assembly – Waverley Street at CN Mainline (Rivers) Grade Separation	The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That the Declaration of Expropriation made July 13, 2016 and corresponding By-law No. 89/2016, expropriating the following described lands for the Waverley Street at CN Mainline (Rivers) Grade Separation Project: Firstly: The lands taken for Works and shown as Parcels A and B on Plan Deposit 722/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part	Council

Item	Subject/File	Recommendations	Action Required By
		RL 47 and 48 Parish of St Boniface hereto attached; Secondly: The lands taken for Land Drainage Sewer Easement and shown as Parcel A on Plan Deposit 742/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 50 Parish of St Boniface hereto attached; Thirdly: The lands taken for Temporary Work Space Easement and shown as Parcel A on Plan Deposit 723/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 47 Parish of St Boniface hereto attached; Fourthly: The lands taken for Land Drainage Sewer Easement as the same are shown as Parcel A and the lands taken for Temporary Work Space Easement as the same are shown as Parcel B on Plan Deposit 725/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL's 47, 48, 49 and 50 Parish of St Boniface hereto attached; Fifthly: The lands taken for Waverley Street to be Opened as the same are shown bordered on Plan Deposit 721/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 47 Parish of St Boniface hereto attached; Sixthly: The lands taken for Hurst Way to be Opened as the same are shown bordered on Plan Deposit 718/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 20 and 21 Parish of St Boniface hereto attached; Seventhly: The lands taken for Temporary Work Space Easement and shown as Parcel A on Plan Deposit 720/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 24 and 46 Parish of St Boniface hereto attached; Eighthly: The lands taken for Taylor Avenue to be Opened as the same are shown bordered on Plan Deposit 719/2016 WLTO,	

Item	Subject/File	Recommendations	Action Required By
		prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached; Ninthly: The lands taken for Cambridge Street to be Opened as the same are shown bordered on Plan Deposit 724/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached; Tenthly: The lands taken for Waverley Street to be Opened as the same are shown bordered on Plan Deposit 744/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached; and Eleventhly: The lands taken for Waverley Street to be Opened as the same are shown bordered on Plan Deposit 647/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 and 47 Parish of St Boniface hereto attached, be amended as follows: A. by deleting “as Parcel A” after “and shown” in section 1, Secondly and Thirdly. B. by replacing “Parcel A” and “Parcel B” with “Easement A” and “Easement B”, respectively, in section 1, Fourthly. C. by adding “as amended” after Plan Deposit 718/2016 WLTO and deleting reference to River Lot “20” in section 1, Sixthly. D. by deleting “as Parcel A” after “and shown” and deleting reference to River Lot “24” in section 1, Seventhly. to provide that the lands described are as follows: Firstly: The lands taken for Works and shown as Parcels A and B	

Item	Subject/File	Recommendations	Action Required By
		on Plan Deposit 722/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 47 and 48 Parish of St Boniface hereto attached, Secondly: The lands taken for Land Drainage Sewer Easement and shown on Plan Deposit 742/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 50 Parish of St Boniface hereto attached, Thirdly: The lands taken for Temporary Work Space Easement and shown on Plan Deposit 723/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 47 Parish of St Boniface hereto attached, Fourthly: The lands taken for Land Drainage Sewer Easement as the same are shown as Easement A and the lands taken for Temporary Work Space Easement as the same are shown as Easement B on Plan Deposit 725/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL's 47, 48, 49 and 50 Parish of St Boniface hereto attached, Fifthly: The lands taken for Waverley Street to be Opened as the same are shown bordered on Plan Deposit 721/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 47 Parish of St Boniface hereto attached, Sixthly: The lands taken for Hurst Way to be Opened as the same are shown bordered on Plan Deposit 718/2016 WLTO as amended, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 21 Parish of St Boniface hereto attached, Seventhly: The lands taken for Temporary Work Space Easement and shown on Plan Deposit 720/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached,	

Item	Subject/File	Recommendations	Action Required By
		Eighthly: The lands taken for Taylor Avenue to be Opened as the same are shown bordered on Plan Deposit 719/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached, Ninthly: The lands taken for Cambridge Street to be Opened as the same are shown bordered on Plan Deposit 724/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached, Tenthly: The lands taken for Waverley Street to be Opened as the same are shown bordered on Plan Deposit 744/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 Parish of St Boniface hereto attached and, Eleventhly: The lands taken for Waverley Street to be Opened as the same are shown bordered on Plan Deposit 647/2016 WLTO, prepared by Albert Gerhard Degner of the City of Winnipeg, Manitoba Land Surveyor, in part RL 46 and 47 Parish of St Boniface hereto attached, 2. That the Declaration of Expropriation dated July 13, 2016, as amended herein and thereby replaced by an Amended Declaration of Expropriation dated September 28, 2016, be confirmed. 3. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing, including the preparation and execution of any necessary documents.	

EXECUTIVE POLICY COMMITTEE
SEPTEMBER 21, 2016
DISPOSITION OF ITEMS

Item	Subject/File	Recommendations	Action Required By
5	Citizen Member Appointments – Winnipeg Airports Authority Board	The Executive Policy Committee recommended to Council: 1. That Greg Doyle be reappointed, and Scott Penman be appointed as citizen members to the Winnipeg Airports Authority Board for a 3-year term expiring December 31, 2019. 2. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.	Council
6	Strategic Economic Incentive Grant – 245 Graham Avenue	The Executive Policy Committee laid over the matter for 120 days.	Executive Policy Committee
7	Strategic Economic Incentive Grant – 390 Assiniboine Avenue	The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That a grant to 390 Assiniboine Ave Inc. in respect of the development at 390 Assiniboine Avenue (D Condo) be approved, and that the grant: A. be an annualized payment for a period of up to 10 years beginning the year after full occupancy and final assessment is attained, in an annual amount equal to actual incremental municipal property taxes for the property located at 390 Assiniboine Avenue to a total aggregate maximum of $1.9 million; B. be subject to completion of the project within four years of obtaining construction financing; C. be on condition that 390 Assiniboine Ave Inc. meets the eligibility conditions otherwise applicable under the Downtown Residential Development Grant Program By-law No. 77/2010. 2. That the City enter into, execute and deliver a grant agreement with 390 Assiniboine Ave Inc. outlining the terms and conditions under which the grant will be disbursed. 3. That the Chief Administrative Officer be authorized to negotiate and approve the terms and conditions of the grant agreement, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.	Council

EXECUTIVE POLICY COMMITTEE
SEPTEMBER 21, 2016
DISPOSITION OF ITEMS

Item	Subject/File	Recommendations	Action Required By
		4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.	
8	Strategic Economic Incentive Grant – 530 Waterfront Drive	The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That a grant to Green Seed Development Corp. in respect of the development at 530 Waterfront Drive (YouCube Condos) be approved, and that the grant: A. be an annualized payment for a period of up to 10 years beginning the year after full occupancy and final assessment is attained, in an annual amount equal to actual incremental municipal property taxes for the property located at 530 Waterfront Drive to a total aggregate maximum of $135,000; B. be subject to completion of the project within four years of obtaining construction financing; C. be on condition that Green Seed Development Corp. meets the eligibility conditions otherwise applicable under the Downtown Residential Development Grant program By-law No. 77/2010. 2. That the City enter into, execute and deliver a grant agreement with Green Seed Development Corp. outlining the terms and conditions under which the grant will be disbursed. 3. That the Chief Administrative Officer be authorized to negotiate and approve the terms and conditions of the grant agreement, in accordance with this report and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City. 4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.	Council
9	Implementation of an Impact Fee	The Executive Policy Committee laid over the matter to allow Councillor Orlikow to proceed with further discussions with stakeholders, including Members of Council, industry, and the Winnipeg Public Service.	Executive Policy Committee

EXECUTIVE POLICY COMMITTEE
SEPTEMBER 21, 2016
DISPOSITION OF ITEMS

Item	Subject/File	Recommendations	Action Required By
10	Recommendation to the Province of Manitoba Regarding the Relocation of the Manitoba Liquor and Lotteries Headquarters	The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Property and Development, Heritage and Downtown Development and recommended to Council. 1. That the Province of Manitoba be encouraged to continue to consider downtown Winnipeg for future consolidation or relocation of the Manitoba Liquor and Lotteries headquarters. 2. That the Proper Officers of the City do all things necessary to implement the intent of the foregoing.	Council
11	University of Winnipeg Youth Services Program Grant	The Executive Policy Committee recommended to Council: 1. That the Community Services Department be authorized to over-expend the 2016 Operating Budget by $40,000 to provide a grant to the University of Winnipeg in the amount of $40,000 to begin work this fall on the "united@winnipeg" youth summer pilot project for implementation in 2017 and 2018 and that an additional appropriation be approved for this purpose. 2. That the additional appropriation be funded out of 2016 surplus for the General Revenue Fund and in absence of said surplus, through any deficit avoidance measures to be approved by Council later this year. 3. That the recommended 2017 University of Winnipeg grant in the amount of $200,000 for the "united@winnipeg" youth summer pilot project be reduced by a corresponding $40,000 to reflect the payment of the 2016 grant amount. 4. That prior to any payment of grant monies, the City enter into, execute and deliver a grant agreement with the University of Winnipeg that sets out the terms and conditions of the grant, and that the Chief Financial Officer be authorized to negotiate and approve the terms and conditions of such grant agreement in accordance with the budgetary approval and this motion, and such other terms and conditions deemed necessary by the City Solicitor/Director of Legal Services to protect the interests of the City. 5. That the Proper Officers of the City do all things necessary to implement the intent of the foregoing.	Council

EXECUTIVE POLICY COMMITTEE
SEPTEMBER 21, 2016
DISPOSITION OF ITEMS

Item	Subject/File	Recommendations	Action Required By
		AUDIT COMMITTEE	
1	Quarterly Report Card – 2016 Quarter 2	The Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the Winnipeg Public Service and received as information the 2016 Quarter 2 Quarterly Report Card.	Nil
2	New Fire Paramedic Stations Construction Project – Status Report 2016 Quarter 2	The Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That the New Fire Paramedic Stations Construction Project – Status of Audit Recommendations 2016 Quarter 2 be received as information.	Council
3	Winnipeg Police Service Headquarters Construction Project – Status Report 2016 Quarter 2	The Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That the Winnipeg Police Service Headquarters Construction Project – Status of Audit Recommendations 2016 Quarter 2 be received as information.	Council
4	Real Estate Management Review – Status Report 2016 Quarter 2	The Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That the Real Estate Management Review – Status of Audit Recommendations 2016 Quarter 2 be received as information.	Council
5	Independent Fairness Commissioner Model	The Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the Winnipeg Public Service and recommended to Council: 1. That the model for the Independent Fairness Commissioner (IFC) role, for compliance review of all real estate transactions and management services prior to presentation to Standing Policy Committee and/or Council, be approved as an external award contract. 2. That the annual budget requirement of $338,800 plus inflationary increases for ongoing operations of the proposed IFC contract be referred to the 2017/18/19 Operating Budget process. 3. That the City Auditor be delegated authority to award a contract to an external agency to act as the Independent Fairness Commissioner in all	Council

EXECUTIVE POLICY COMMITTEE
SEPTEMBER 21, 2016
DISPOSITION OF ITEMS

Item	Subject/File	Recommendations	Action Required By
		capacities of the external award contract model through the Materials Management RFP process with a 1 year contract with 4, one-year options for a maximum term of 5 years. 4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.	
COMMITTEE REPORTS			
1 - 3	Standing Policy Committee on Protection, Community Services, and Parks Report dated September 19, 2016	The Executive Policy Committee: • concurred in the recommendations for Items 1 and 3 of the Standing Policy Committee on Protection, Community Services, and Parks • referred the recommendation for Item 2 of the Standing Policy Committee on Protection, Community Services, and Parks to the 2017 Operating Budget deliberations and forwarded the items to Council.	Council
1 - 5	Standing Policy Committee on Infrastructure Renewal and Public Works Report dated September 19, 2016	The Executive Policy Committee concurred in the recommendation for Items 1 to 5 of the Standing Policy Committee on Infrastructure Renewal and Public Works and forwarded the items to Council.	Council
1 - 19	Standing Policy Committee on Property and Development, Heritage and Downtown Development Report dated September 20, 2016	The Executive Policy Committee: • concurred in the recommendations for Items 2 to 19 of the Property and Development, Heritage and Downtown Development • concurred in the recommendation of the Riel Community Committee for Item 1 of the Standing Policy Committee on Property and Development, Heritage and Downtown Development and forwarded the items to Council.	Council
1	Standing Policy Committee on Finance Report dated September 15, 2016	The Executive Policy Committee concurred in the recommendations for Item 1 of the Standing Policy Committee on Finance and forwarded the item to Council.	Council

This is Exhibit "T" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Winnipeg
Office of the Mayor ~ Cabinet du Maire

INFORMATION - COMMUNIQUÉ

AMENDMENTS PROPOSED TO IMPACT FEE IMPLEMENTATION

Phased-In Approach Recommended to Executive Policy Committee

WINNIPEG - October 14, 2016 – Following a pause to allow for greater consultation with community stakeholders and industry groups, significant amendments are being recommended to an impact fee initially proposed in September's administrative report Mayor Brian Bowman and Councillor John Orlikow, Chair of Standing Policy Committee on Property and Development, Heritage, and Downtown Development announced today.

An amending motion released today recommends that Executive Policy Committee (EPC) consider a phased-in approach to implementing impact fees – an approach that includes a reduction to the fee initially proposed for residential developments – and that a working group be established to support and advise the City throughout a three-year phase-in of the fee.

"Since the administration report was tabled, we have been listening to many different ideas from many different stakeholders with respect to impact fees," said Mayor Bowman. "I believe the changes recommended for EPC's consideration represent a fair and balanced path forward. I want to thank Councillor Orlikow for all the time and effort he has invested in preparing this motion, and for working openly and transparently with fellow councillors and industry representatives."

Recommendations in the motion propose that the impact fee be phased in over three-years. The motion recommends that the impact fee by-law be passed and come into effect November 1, 2016, but that in the initial phase of implementation no fees be collected for six months until April 30, 2017. Beginning May 1, 2017, collection of impact fees will commence for residential developments, but only at a rate equivalent to 50 percent of what was originally proposed by Hemson Consulting and recommended in September's administrative report. During this initial phase of implementation, the reduced impact fee will only apply to residential developments in new and emerging neigbourhoods as represented in Our**Winnipeg**/Complete Communities.

Commercial, office, industrial, and institutional developments will be exempt from any impact fee for two years, and residential infill developments in downtown, mature, and existing neighbourhoods of the city will be exempt for three years. These exemptions will allow for additional time to determine if and how impact fees in these areas could be implemented.

The amending motion recommends that a working group be established comprised of elected officials, city administrative staff, and industry and community stakeholders to advise on the fee's implementation over the three year phase-in period. This group would provide for ongoing industry and community participation and input into future impact fee rates and their manner of application, input into projects funded from revenue generated from impact fees, and unique insights into any existing and changing market conditions.

“I have spent a significant amount of time listening and speaking with over 40 different stakeholders about impact fees,” said Councillor Orlikow. “I believe a phased-in, structured approach to implementing an impact fee together with active, collaborative and constructive industry input throughout the phase-in period is the best approach.”

Councillor Orlikow noted a phased-in approach to implementing a impact fee better aligns the implementation of this tool with the upcoming review of Our**Winnipeg**, the City’s long term planning document, which is scheduled to begin later this fall.

“A structured, phased-in approach to implementation with ongoing industry collaboration and input that aligns with a review of the City’s long term planning strategy will be valuable for the city, developers, and our residents,” said Councillor Orlikow.

“Winnipeg is growing, our capital region is growing, and strong and steady population growth is projected to continue,” said Mayor Bowman.

“As a city, we need to be thinking about and planning today for a future we know is going to create increased demand on existing city infrastructure and services, as well as for new infrastructure and expanded services. It is not enough to only be building Winnipeg for today. We need to be building Winnipeg for the future.”

Copies of the amending motion and the original administrative report released in September are available on the City of Winnipeg’s Decision Management Information System.

-30-

For further information:

Jeremy Davis
Press Secretary
Office of the Mayor
City of Winnipeg
jdavis@winnipeg.ca

This is Exhibit "U" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

BACKGROUNDER – KEY CHANGES & ADDITIONS PROPOSED TO IMPACT FEE IMPLEMENTATION

	Administrative Report	Recommended Change/Addition
VALUE OF IMPACT FEE:	Residential: \$109.45 per m^2 Office: \$226.51 per m^2 Commercial: \$152.91 per m^2 Industrial: \$61.16 per m^2 Institutional: \$94.08 per m^2	Residential: \$54.73[1] per m^2 Office: \$0[2] per m^2 Commercial: \$0[2] per m^2 Industrial: \$0[2] per m^2 Institutional: \$0[2] per m^2
IMPLEMENTATION DATE:	January 1, 2017	May 1, 2017 – for residential in new/emerging neighbourhoods[3] Nov 1, 2018 – for office, commercial, industrial, institutional Nov 1, 2019 – for infill in existing neighbourhoods
EXEMPTIONS:	Affordable housing Certain replacements, expansions, & conversions of buildings	Commercial/industrial exempt until Nov 1, 2018 Infill exempt in existing neighbourhoods until Nov 1, 2019

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[1] Impact fees for residential developments will be charged at 50% of what was originally recommended beginning May 1, 2017.
[2] Impact fees for office, commercial, industrial, and institutional will not be charged until November 1, 2018. The value of these impact fees will be determined with input from the working group.
[3] Beginning May 1, 2017, residential impact fees will only apply in new & emerging neighbourhoods of Winnipeg as represented in Our**Winnipeg**/Complete Communities.

This is Exhibit "V" referred to in the
Affidavit of Alan A. Borger sworn
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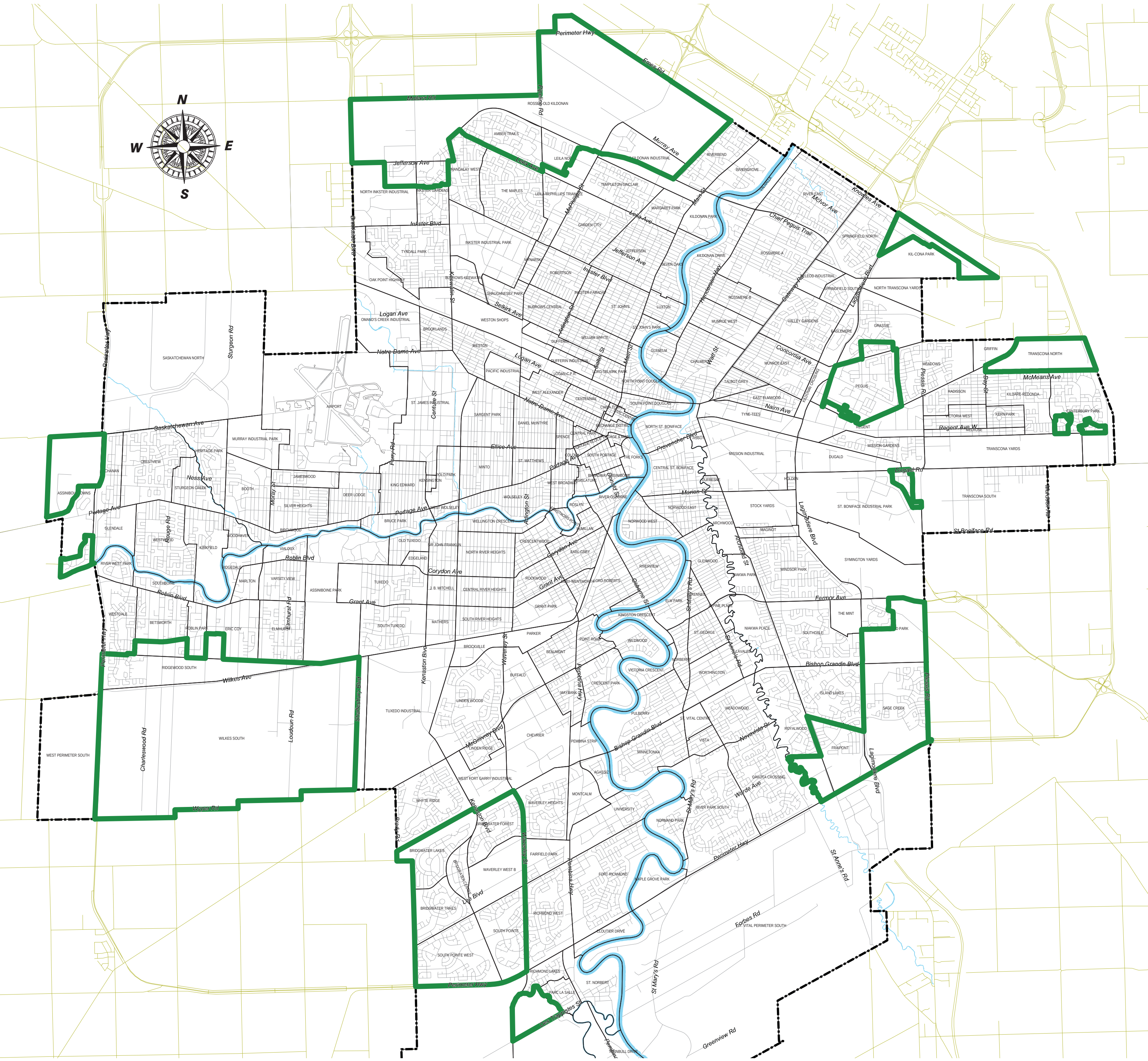
the Province of Manitoba.

Winnipeg

Phase One
Impact Fee Implementation Plan



Areas delineated above are based on definitions of new and emerging communities as represented by OurWinnipeg/Complete Communities.

winnipeg.ca

This is Exhibit "W" referred to in the

Affidavit of Alan A. Borger sworn

before me this 7th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

IMPACT FEE WORKING GROUP
TERMS OF REFERENCE

1.0 PURPOSE

1.1 The Impact Fee Working Group was created to act as a long-term advisory body to the Ad Hoc Committee of Development Standards.

1.2 Members will provide elected and administrative members of the City of Winnipeg and Winnipeg City Council with recommendations regarding implications, phase-in options and Our Winnipeg review input regarding impact fees in Winnipeg.

1.3 The Working Group will look at market implications of fees to various industry stakeholders, provide input into the project selection utilizing impact fees collected, and recommend options for future phased-in rates or exemptions in areas of infill, existing home expansions, commercial/industrial builds, and new neighbourhoods to better reflect the specific needs for growth-related costs and the impact on infrastructure in Winnipeg.

2.0 ROLES AND RESPONSIBILITIES

2.1 The Working Group will provide knowledgeable and impartial high level advice and support for consideration to the Ad Hoc Committee of Development Standards, collaborating in the following areas:

- Review market implications and identify emerging market trends and provide advice to address fluctuations and trends in the relevant market areas;
- Provide ongoing stakeholder insight into growth-related content for the OurWinnipeg review process
- provide industry and community input for consideration of CFO as projects are recommended for Council's consideration that will utilize impact fees
- provide ongoing stakeholder insight and recommend options for rate changes throughout phase-in of implementation options for areas including, but not limited to infill, home expansions, commercial/ industrial, renovations, and new neighbourhoods

3.0 REPORTING

3.1 The Working Group shall commence its work in November 2016, and shall present preliminary recommendations for phase one by November 2017.

3.2 The committee shall report recommendations to the Ad Hoc Committee of Development Standards annually as well as for each phase of implementation prior to November 2018 for Commercial and November 2019 for infill respectively, to ensure long-term collaboration is ongoing to address market changes or emerging trends.

3.3 The recommendations provided by the Working Group shall be considered in the Public Service review of the impact fee program; new fees shall not be applied prior to review completion by the Public Service every two years, the first being May 1, 2019.

4.0 MEMBERSHIP AND ORGANIZATION

4.1 Membership of Working Group will be comprised of up to ten (10) members from industry and community stakeholder groups including one Council Representative, to be recommended by the Chair of Property, Development, Heritage and Downtown Development for appointment by Council.

4.2 Civic Administration shall include members above and beyond the ten members and will include but not be limited to members from the City's Corporate Finance Department, Property and Development Department and CAO's Office.

4.3 Members will not receive remuneration for their involvement in Working Group meetings or activities.

5.0 MEETINGS

5.1 A schedule of meeting dates will be determined by the Council Representative in consultation with Working Group members and will be until the Working Group completes its work.

5.2 The Working Group may set its own rules of procedure for meetings.

6.0 CITY OF WINNIPEG BY-LAWS AND POLICIES

7.1 The members of the Working Group shall at all times act in accordance with applicable City by-laws, policies, procedures, guidelines and terms of reference.

This is Exhibit "X" referred to in the

Affidavit of Alan A. Borger sworn

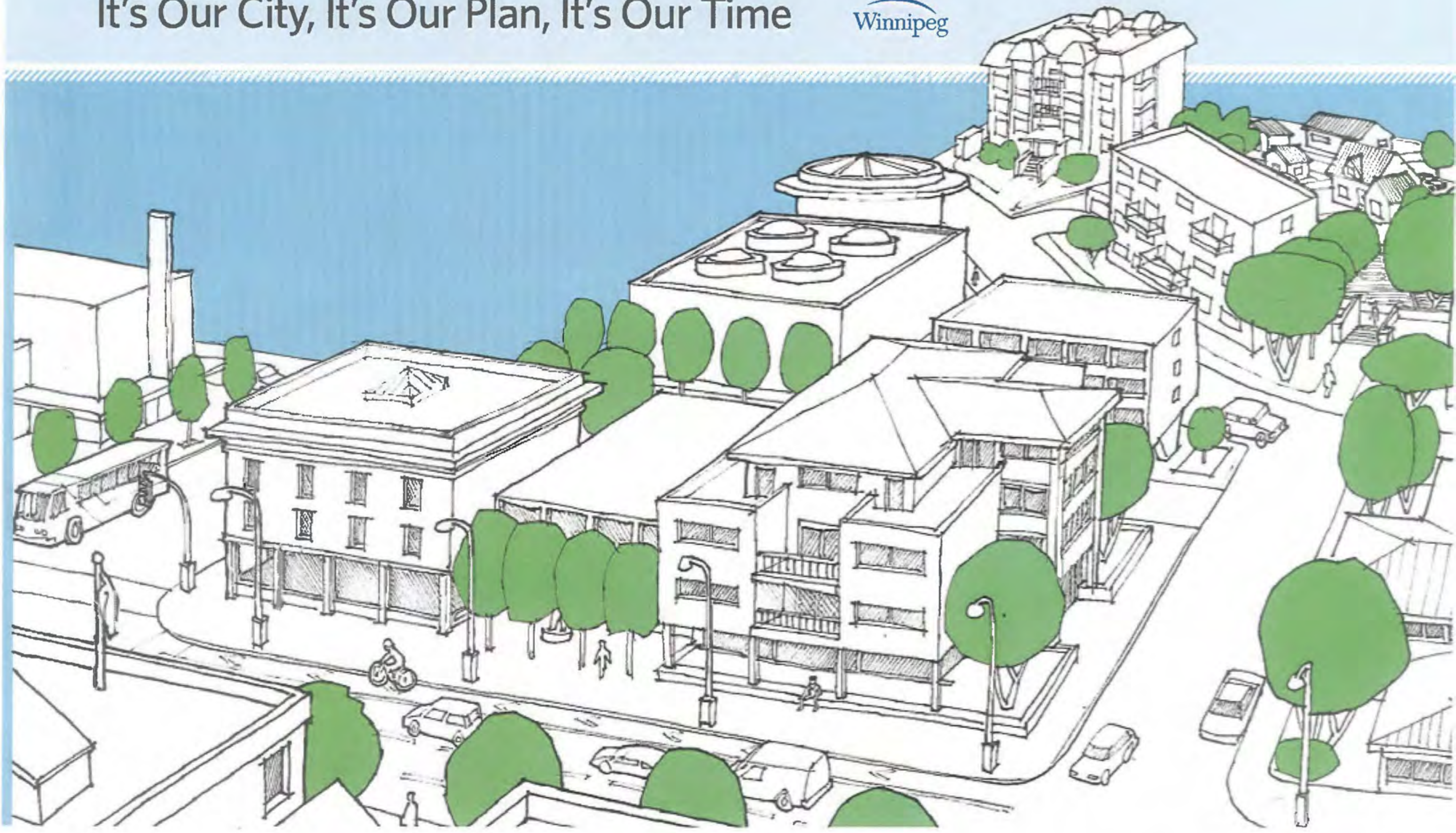
before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

OurWinnipeg™

It's Our City, It's Our Plan, It's Our Time

Winnipeg



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IT'S OUR CITY, IT'S OUR PLAN, IT'S OUR TIME.

The majority of the world's people now live in cities, and urban governments are on the forefront of the world's development and economy. More than ever before, cities are the leading production centres for culture and innovation, are the leaders on global issues like climate change, and, if they are to compete successfully for sustainable growth, are required to deliver a high quality of life.

Winnipeg is no exception to this dynamic. We are now competing, on a global scale, for economic development and to create a city that offers the sustainability advantages and the quality of life that current citizens expect and that prospective citizens will value. We are early in a cycle of strong growth, the pace of which we haven't seen for decades. We're welcoming new citizens and businesses, and embracing opportunities to make our city sustainable.

As a city, we face a number of questions:

- How are we going to accommodate growth and change?
- How do we capitalize on growth while making sure our city stays livable, affordable and desirable?
- How do we make sure that all Winnipeggers benefit from this growth?
- How do we maintain and enrich what we value while finding room for a growing population?

OurWinnipeg, the City's new municipal development plan, answers these questions and positions Winnipeg for sustainable growth, which is key to our future competitiveness. It sets a vision for the next 25 years and provides direction in three areas of focus–each essential to Winnipeg's future:

A CITY THAT WORKS

Citizens choose cities where they can prosper and enjoy a high quality of life. A well-run city is an important starting point. The "basics" matter: public safety, water quality, wastewater and transportation infrastructure, and public amenities and facilities are the essentials to keeping people healthy. But quality of life goes beyond the basics. Our communities need to support various lifestyles, providing a range of options for living, working and playing. A variety of housing styles for residents to choose from are required, as are transportation choices for residents and businesses alike. The whole system has to work together efficiently and sustainably.

This section of the Plan is supported by three Direction Strategies (see Figure 01):

- **Complete Communities**
- **Sustainable Transportation**
- **Sustainable Water and Waste**

A SUSTAINABLE CITY

Sustainability is part of how the City does business, and is reflected in policies and programs that respect and value the natural and built environments–protecting our city's natural areas and heritage resources. We act as a corporate role model for social, environmental and economic sustainability, and measure and report progress in key corporate and community sustainability areas.

This section of the plan is supported by a Direction Strategy (see Figure 01):

- **Sustainable Winnipeg**

QUALITY OF LIFE

Beyond providing a "City that Works" and planning for sustainability, our city needs to offer a high quality of life in order to be competitive. Three important aspects of quality of life are access to opportunity, the maintenance of vital, healthy neighbourhoods, and being a creative city with vibrant arts and culture. All of these areas include social aspects that are critical to the overall well-being of our city.

Senior levels of government hold much of the responsibility for these areas. However, the City of Winnipeg acknowledges their critical importance to the overall competitiveness of the city and to the personal well-being of our citizens. The City is committed to collaborating within its mandate with other governments and service providers in these areas. In some cases, further intergovernmental discussion or strategic planning is required to move forward on the directions included in the plan.

THE LEGISLATIVE REQUIREMENT TO PLAN

The **City of Winnipeg Charter** is provincial legislation that requires the City to adopt, by by-law, a development plan that sets out long-term plans and policies respecting its purposes; its physical, social, environmental and economic objectives; sustainable land uses and development; and measures for implementing the plan.
(Section 224, **City of Winnipeg Charter**)

A municipal development plan like **OurWinnipeg** presents a 25-year vision for the entire city. It guides and informs, but does not replace, more detailed planning on specific topics or for specific areas. As part of the **OurWinnipeg** initiative, the City of Winnipeg has developed detailed Direction Strategies that add additional detail in key planning areas. The **OurWinnipeg** Plan should be read with the Direction Strategies noted above as companion documents.

Required by the **City of Winnipeg Charter**; adopted as a municipal by-law but requires provincial approval

Created at the discretion of the City of Winnipeg; approval is sole responsibility of the City

Figure 01, The **OurWinnipeg** Planning Framework

OURWINNIPEG: CONTEXT + OPPORTUNITIES

LIVING IN A PRAIRIE CITY

Our continental climate includes four distinct seasons with a variety of weather conditions throughout the year. We're famous for our hot summers (+26 degrees Celsius average) and equally known for our icy winters (-12 degrees Celsius average). One constant here is sunshine: Winnipeg is one of Canada's sunniest cities, and the weather in all seasons is characterized by an abundance of sunshine.

Winnipeg is located in the wide, nearly-flat Red River Valley. Because of its extremely flat topography, heavy clay soils and substantial snowfall, Winnipeg is subject to annual flooding. A system of dikes and diversions, including the 47km-long Red River Floodway, are used to manage water in the city. Drainage must always be dealt with thoughtfully here, evidenced by the city's comprehensive land drainage system. This system requires space, and is comprised of many retention structures including innovative constructed wetlands.

Winnipeg is a prairie city, a winter city, a sunshine city and a river city. The diversity of weather we experience, along with our topography, creates unique planning and development opportunities and challenges.

LIVING IN A STRATEGIC LOCATION

Winnipeg's central location in North America has long been an asset to our economy, beginning with the intercontinental trade route in the late 1700s and later with the railway and the east-west trucking transportation corridors.

Winnipeg's role in continental and international trade is set to expand further. Altus Clayton, a firm of leading urban economists, has noted the strategic strength of our airport and transportation and logistics sector.

OUR PEOPLE > DID YOU KNOW? OF WINNIPEGGERS TODAY:

10.8% speak French

4.5% speak Tagalog

94.9% are employed
(based on work force participation rate)

20.4% either take transit or walk to work

11.2% are of aboriginal ancestry

16.3% are a visible minority

18.7% immigrated from another country

65.1% are homeowners

38.7 years the average age of a Winnipegger

Source: Statistics Canada, 2006 census.

LIVING IN A GROWING COMMUNITY

After limited growth for 15 years, Winnipeg's population is rapidly increasing, outpacing previous forecasts. In 2009, the population of Winnipeg was 675,100. Over the last 10 years, Winnipeg's population has grown by over 44,000 people; 9,200 in 2009 alone (Statistics Canada, 2010). This growth is driven primarily by increased levels of immigration and a combination of fewer people leaving and more people coming from other parts of the country (see Figure 04). The Conference Board of Canada is projecting even stronger population growth for Winnipeg in the coming years (see Figure 02), increasing to over 10,000 people per year over the period of this plan. 180,000 new people are anticipated to make Winnipeg their home by 2031.

A growing population provides us with the opportunity to think more strategically about ways to accommodate residential, employment, commercial and other kinds of growth. It solidifies our need to plan more sustainably in order to address the economics of development and public services, and to address the needs of all Winnipeggers through increased choice.

WINNIPEG POPULATION 1991-2009

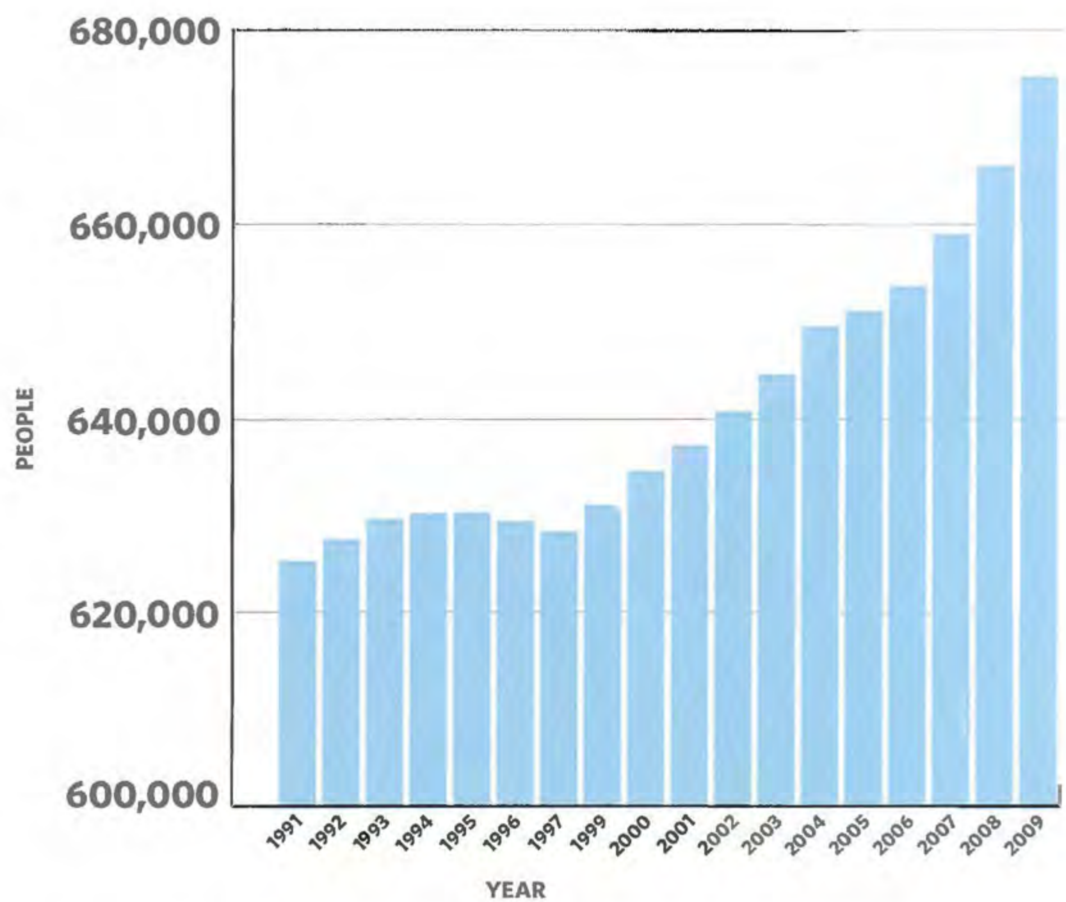
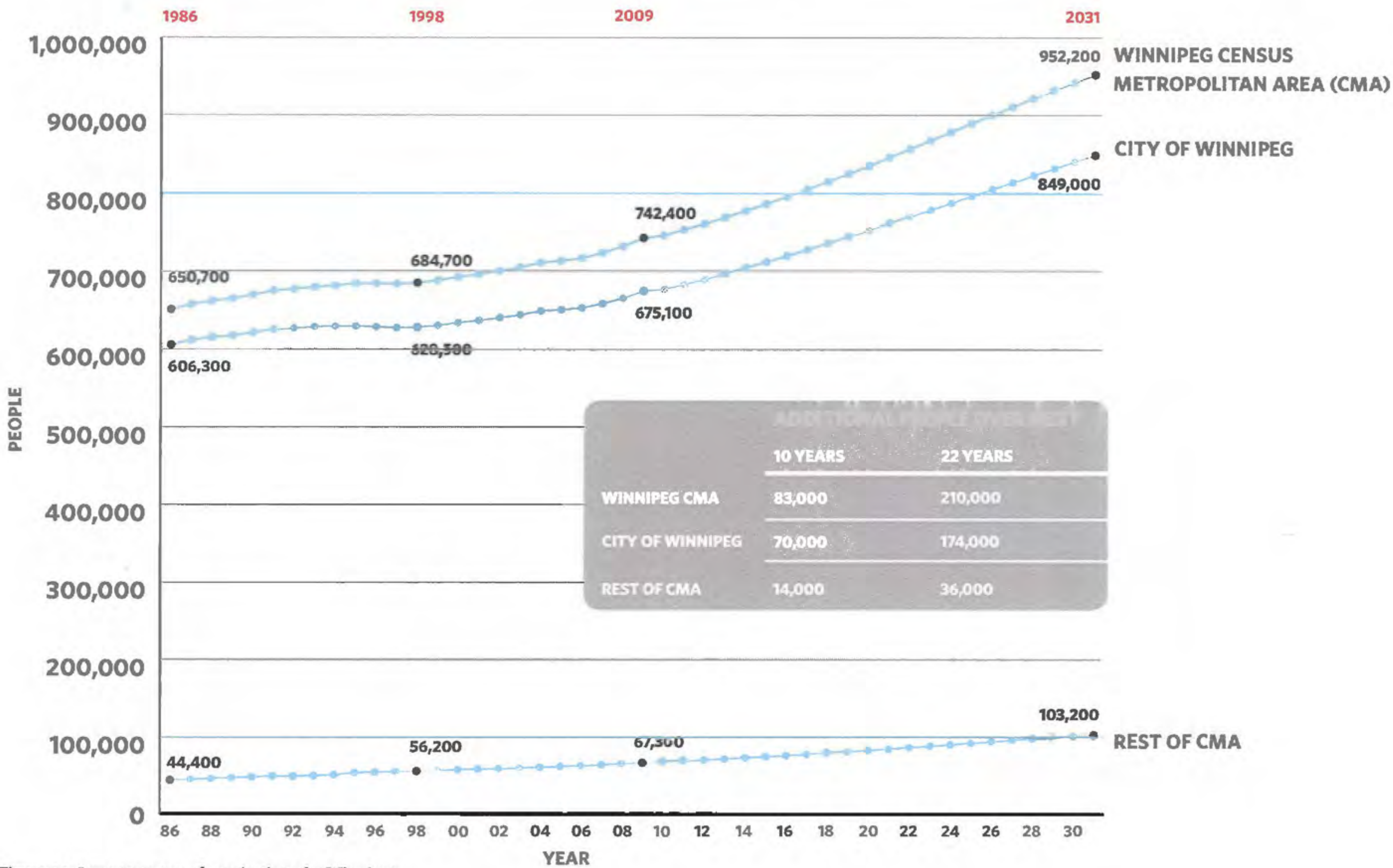


Figure 02, Population change in Winnipeg
Source: Statistics Canada, February 2010

SIGNIFICANT GROWTH FORECASTED (ADJUSTED TO 2008 BASE)



ADDITIONAL PEOPLE OVER NEXT	10 YEARS	22 YEARS
WINNIPEG CMA	83,000	210,000
CITY OF WINNIPEG	70,000	174,000
REST OF CMA	14,000	36,000

Figure 03, Long term growth projections for Winnipeg
Source: Conference Board of Canada, winter 2007

NET MIGRATION–WINNIPEG CENSUS METROPOLITAN AREA

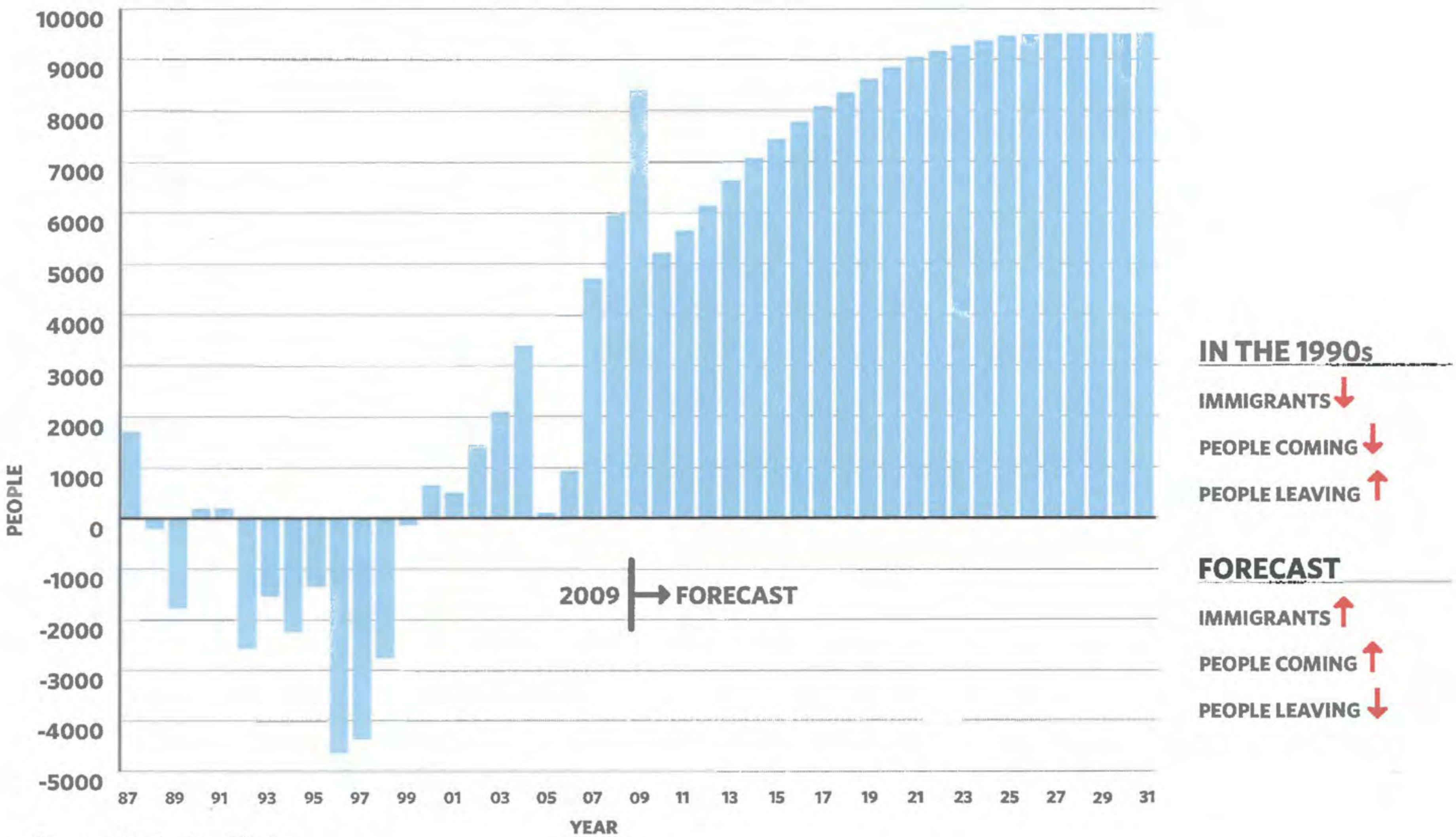


Figure 04, Net migration, Winnipeg
Source: Conference Board of Canada, winter 2007

COMPONENTS OF MIGRATION-FORECAST, WINNIPEG CENSUS METROPOLITAN AREA

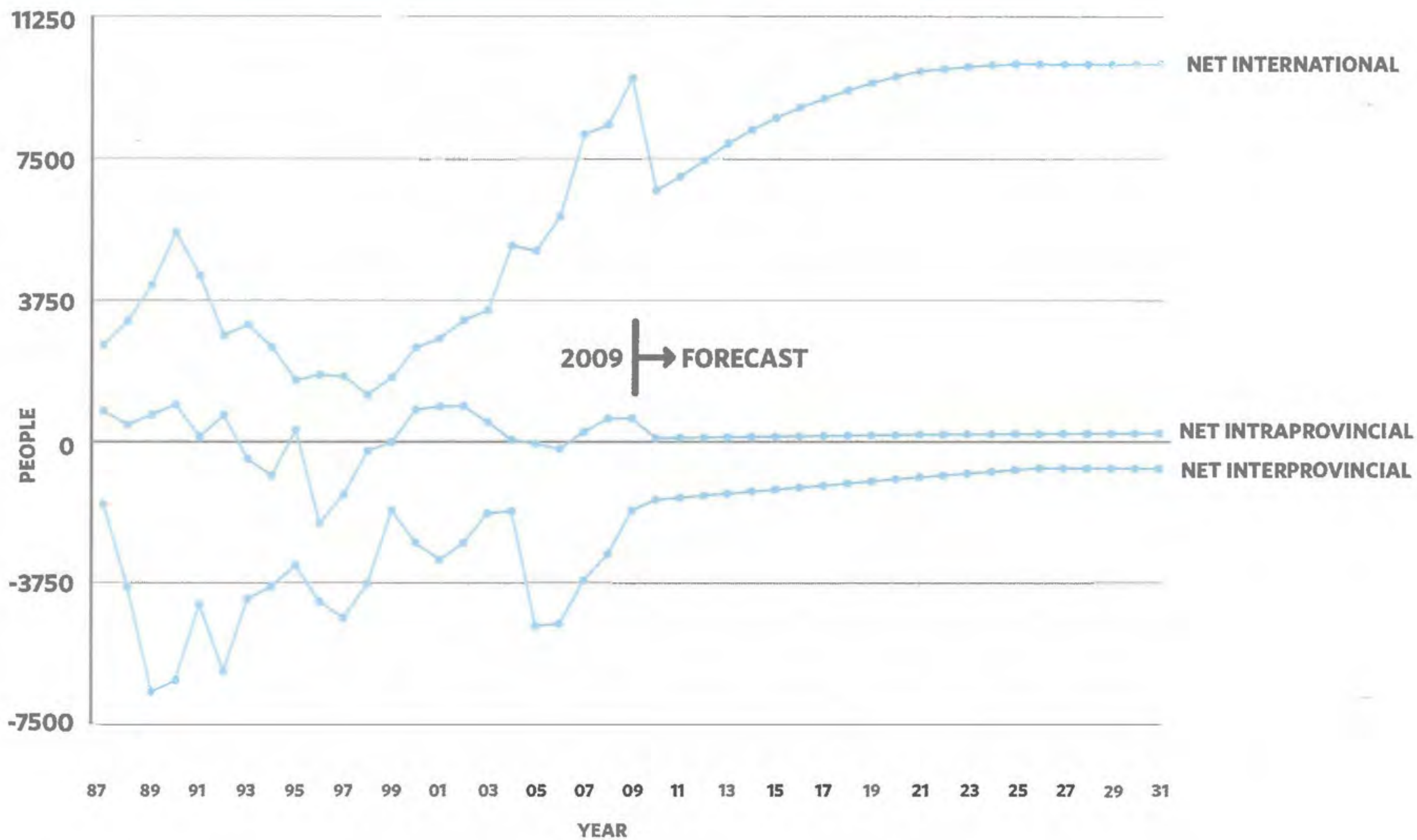


Figure 05, Components of migration, Winnipeg
Source: Conference Board of Canada, winter 2007

LIVING IN A PLACE OF CHANGE

Winnipeg is a unique and special place. The city has a strong arts community, a diverse cultural landscape and a colourful, energetic citizenry.

With our goal of a socially, economically and environmentally sustainable city, we now find ourselves in a place of change. Through **SpeakUpWinnipeg,** we have heard that Winnipeggers are increasingly committed to, and looking for sustainable solutions. Winnipeggers have been clear that they want healthy and sustainable communities where people of all ages and abilities have the opportunity to live, work, shop, learn and play within their own neighbourhoods.

The choices we make through **OurWinnipeg** will be a reflection of our individual and collective voices, as spoken by more than 40,000 Winnipeggers—a reflection of our unique strengths as residents of the city of Winnipeg. Our diversity and our strong communities position us well for adapting to these changes.

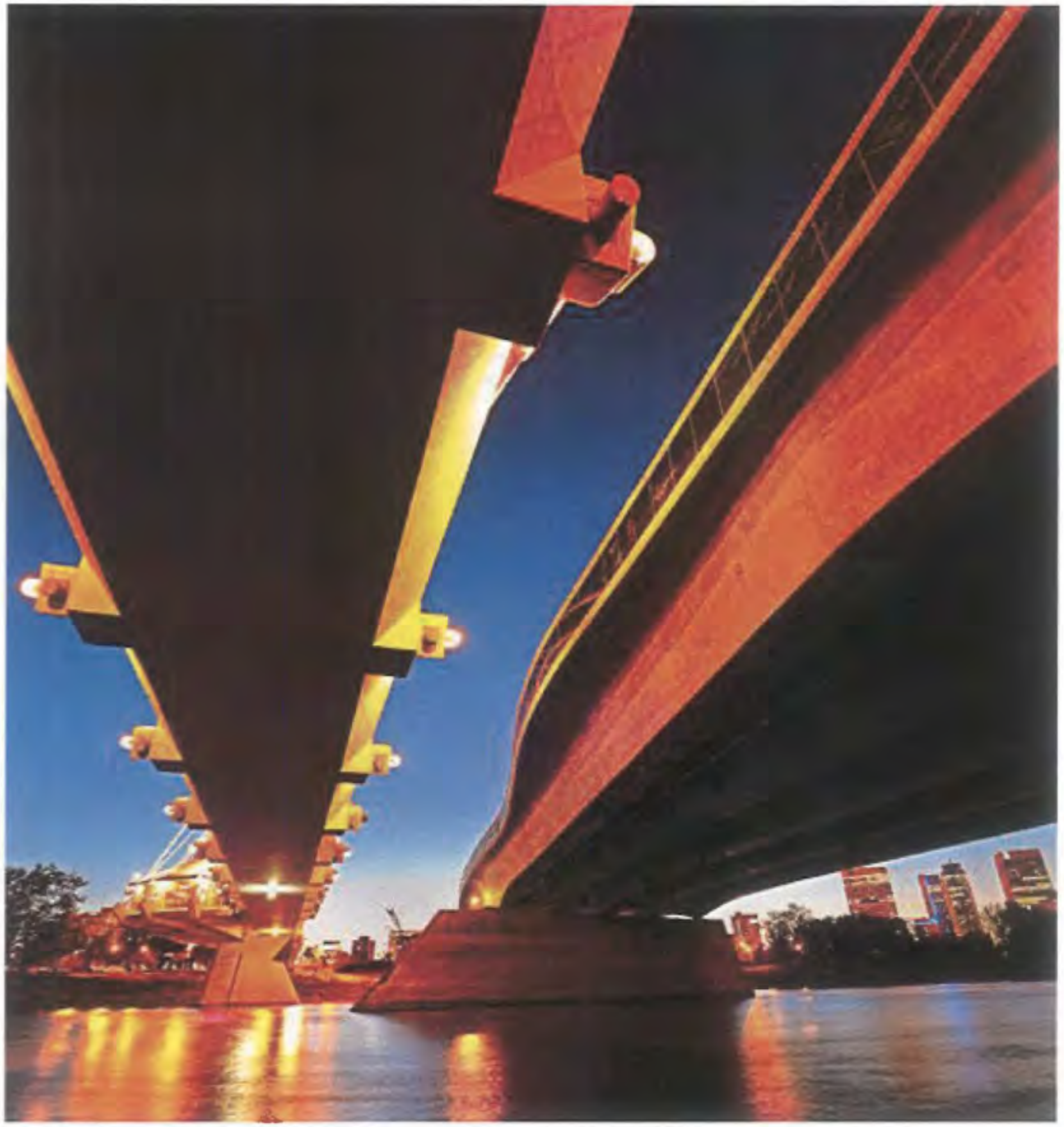


Photo: Dan Harper Photography

NUMBER OF IMMIGRANTS TO WINNIPEG PER YEAR

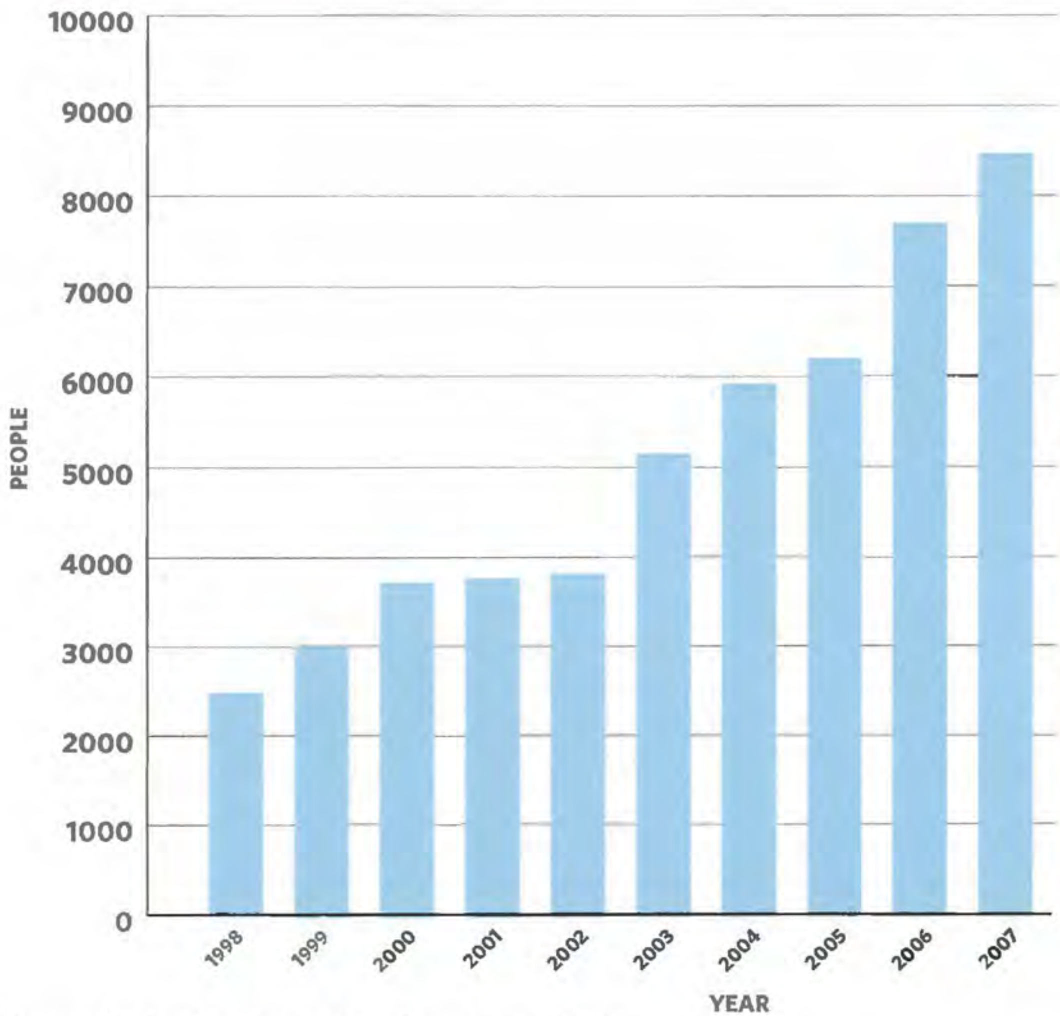


Figure 06, Number of immigrants to Winnipeg per year, 1998-2007
Source: Citizenship and Immigration Canada, 2008

LIVING WITH INCREASING DIVERSITY

Winnipeg has long been a city of immigrants. Since our beginnings, cultural difference has been a regular part of life and part of our collective strength. After a slow period of immigration in the 1990s the immigration rate has taken a sharp rise (see Figure 06), placing Winnipeg's immigration level in the fifth spot among major Canadian cities, after Toronto, Montreal, Vancouver and Calgary (Conference Board of Canada, 2007). Winnipeg's immigration will further increase to more than 10,000 immigrants per year by 2020 (Conference Board of Canada, 2007).

Winnipeg is undergoing a new tide of immigration, and new cultural differences present themselves with the wide variety of newcomers' countries of origin (see Figure 07).

TOP IMMIGRANT SOURCE COUNTRIES

1. PHILIPPINES
2. INDIA
3. CHINA
4. UKRAINE
5. ETHIOPIA
6. SOUTH KOREA

Figure 07, Top Immigrant Source Countries from most to least, 2001-2006
Source: Statistics Canada, 2006

Our Aboriginal communities are also growing. Aboriginal people currently make up approximately 10 per cent of our population (Statistics Canada, 2006), a figure that is expected to increase. As Figure 7 shows, the population of people in Winnipeg identifying as Aboriginal grew by more than 20,000 in the 10 years between 1996 and 2006. The number of Aboriginal people in Winnipeg is growing at a faster rate than that of the non-Aboriginal population. Source: Statistics Canada, 2006 Census, Aboriginal persons based on identity.

The Aboriginal population living in Winnipeg is also much younger than the non-Aboriginal population. In 2006, the median age of the Aboriginal population in Winnipeg was 26 years, compared to 40 years for the non-Aboriginal population (Statistics Canada, 2006). Ensuring meaningful opportunities for Winnipeg's Aboriginal youth will be essential.

Increased cultural diversity adds to the vitality of our communities, schools, business sectors, and arts and cultural institutions. Diversity will continue to challenge Winnipeggers to be inclusive and responsive to difference and will provide our city the opportunity to be a magnet for talented, creative new residents in an increasingly interconnected world.

WINNIPEG'S ABORIGINAL POPULATION

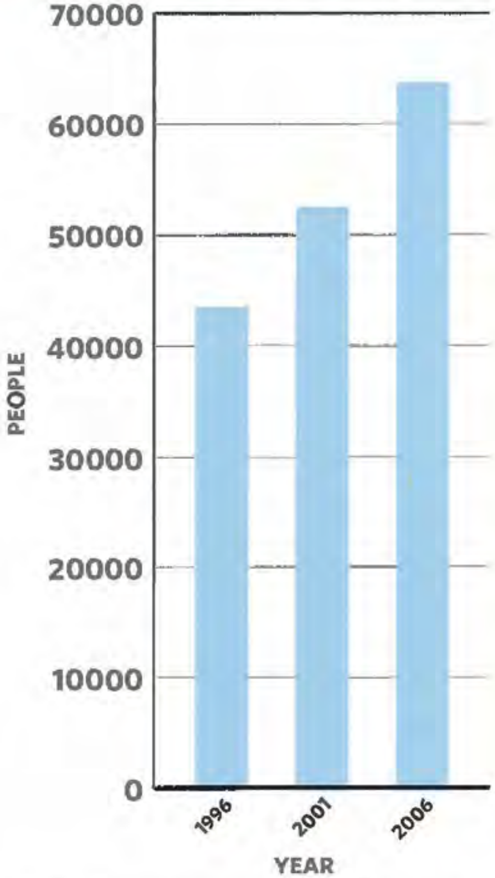


Figure 08, Aboriginal (North American Indian or Métis) population change in Winnipeg, 1996 to 2006
Source: Statistics Canada, 2006 Census

LIVING IN A STABLE ECONOMIC ENVIRONMENT

Winnipeg's economy has been long characterized as one of the most stable in the country. We must continue to analyze the drivers of our economic growth to position ourselves for ongoing stability over the life of this plan. We also need to think ahead of the curve, nurturing the knowledge and creative economies in order to provide competitive, ever-evolving opportunities for our residents and for those considering making Winnipeg their home.

ECONOMIC INDICATORS

	ACTUAL			FORECAST				
ECONOMIC INDICATORS WINNIPEG CMA	2007	2008	2009	2010	2011	2012	2013	2014
Real GDP (2002 $ Millions) **% change**	24,696 3.8%	25,308 2.5%	25,437 **0.5%**	**26,061** **2.5%**	**26,851** **3.0%**	**27,832** **3.7%**	**28,557** 2.6%	29,216 2.3%
Consumer Price Index % change	2.1%	2.3%	0.8%	**2.0%**	2.1%	2.4%	2.1%	**2.1%**
Retail Sales ($ millions) **% change**	8,810 7.6%	**9,356** 6.2%	9,271 **-0.9%**	**9,650** 4.1%	**9,977** **3.4%**	10,546 **5.7%**	**10,998** 4.3%	11,365 3.3%
Personal Income per capita $ **% change**	**35,000** 4.4%	**36,200** 3.4%	36,300 0.4%	37,100 **2.3%**	**38,200** **2.9%**	**39,700** **3.8%**	**41,100** **3.7%**	42,400 3.2%
Labour Force **% change**	409,600 2.2%	413,000 0.8%	419,400 1.6%	426,800 **1.8%**	430,900 1.0%	435,900 1.2%	439,500 **0.8%**	**441,700** 0.5%
Employment **% change**	390,600 2.2%	395,100 1.2%	**396,900** 0.5%	**399,900** **0.8%**	405,500 1.4%	413,700 **2.0%**	**418,900** 1.3%	421,400 0.6%
Unemployment Rate	4.7%	4.3%	5.4%	**6.3%**	**5.9%**	5.1%	4.7%	**4.6%**

Figure 09, Economic Indicators, Winnipeg. These numbers show stable, consistent growth.

Winnipeg's economy is also one of Canada's most diversified. During the recent world economic recession, this diversification has proved beneficial. Overall, Winnipeg's economic indicators are positive relative to the rest of Canada. Winnipeg has experienced an economic slowdown but it was not in a recession. Of the 13 larger Canadian cities, Winnipeg's average economic growth between 2007 to 2009, is the third strongest after Saskatoon and Regina. Going forward Winnipeg's economic growth is expected to average a healthy 2.8 per cent growth per year (Source: Conference Board, Metropolitan Outlook Data, Nov 2009).

Overall annual job growth over the last three years averaged 1.8 per cent per year – similar to Canada's. During the economic slowdown, employment in Winnipeg actually rose a 0.5 per cent in 2009, the fourth straight annual advance; the four-year forecast averages 1.3 per cent annual growth. The unemployment rate is expected to remain low, averaging 5.1 per cent through the forecast period 2011 to 2014. Winnipeg can expect an additional 21,000 jobs over the next five years – the majority of which will be in the service sector, but the construction sector is also expected to do well with 2,600 additional jobs – an 11 per cent increase. (Source: Conference Board, Metropolitan Outlook Data, Nov 2009).

LIVING IN A SAFE CITY

Overall crime has been on the decrease in Winnipeg. Between 2004 and 2007, the rate of reported crime dropped (see Figure 10). While some crime is decreasing, other types remain unchanged. Winnipeg will need to continue to address crime, using creative and complete solutions. **OurWinnipeg** sets the City on a path to address crime, using multiple and diverse methods, notably with an emphasis on community-based solutions. The opportunities from this cannot be underestimated—all Winnipeggers will benefit and we will be a stronger, more confident community.

LIVING IN A CITY OF THE ARTS

One of the most cherished characteristics of our city is its rich arts and culture scene. Winnipeg's artists, musicians, festivals and creative industries, to name a few, are nationally and internationally acclaimed. The local impact of the arts is significant, allowing both artists and non-artists to respond to a diversity of thought and expression, and to nurture meaningful lives in a city with choices. Ensuring equitable opportunities to participate in the arts, especially for youth and children, is essential for developing a capacity for community diversity and expression.

Winnipeg is a city that values its artists and creative industries for their contributions to our quality of life. Their contributions to our local economy are significant, accounting for nearly 4 per cent of the city's gross domestic product (PRA Research and Consulting, 2009). We also value our city's heritage assets and are committed to their sustainability, conservation and adaptive reuse.

CRIME RATE, PER 100,000 POPULATION WINNIPEG 2004-2008

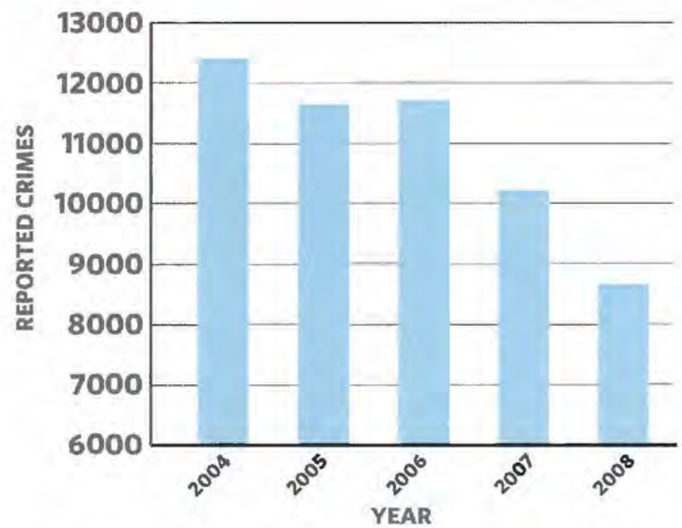


Figure 10, Crime rate change, Winnipeg
Source: Winnipeg Police Service, 2010

LIVING IN A CITY THAT GROWS SUSTAINABLY

While population growth can be a positive thing, as it indicates that many people are choosing to make Winnipeg their home, it presents land supply challenges that need to be resolved creatively. We are faced with some big questions:

- How will we accommodate and take advantage of significant growth while ensuring that our city stays livable, desirable and affordable?
- How will we make sure that this growth benefits all Winnipeggers?
- How will we find room for over 83,000 new households while maintaining and enriching what we value most?

Winnipeg grew by 180,000 people between 1950 and 1976 (see Figure 11); about the same amount the city is expected to grow over the next 25 years. If our development pattern were to continue along similar lines, it would have impacts on our communities, social inclusion, environmental health, mobility and land consumption.

By integrating transportation planning, land uses, built forms and urban design, this plan enables the city's growth to be shaped by a logical urban structure that focuses growth and change to enhance existing assets, create complete communities, complete existing communities and ensure a socially, environmentally and economically sustainable future.

There is a convergence between the challenges of land supply constraints and economic sustainability. This convergence presents a major opportunity for Winnipeg. This as an important point in our city's history: we believe that "It's Our City, It's Our Plan, It's Our Time." We are taking this opportunity to reinvent ourselves in ways that are socially, economically and environmentally sustainable, and we are orienting ourselves towards an inclusive future with greater choice.

WINNIPEG DEVELOPMENT FROM 1950-1976

LEGEND

APPROXIMATE AREAS DEVELOPED 1950-1976

Figure 11, Winnipeg development from 1950-1976

LIVING IN AN AGE-FRIENDLY CITY

Winnipeg's population is aging. There is a larger proportion of older Winnipeggers than ever before, a proportion that continues to grow as baby boomers age. The proportion of people aged 65 and over is expected to climb from 13.2 per cent in 2006 to 17.6 per cent in 2030. This means an increase from 89,000 seniors today to over 150,000 seniors–a 69 per cent increase (Conference Board of Canada, 2007).

Through our commitment to social sustainability, the City will be working to ensure the needs of older Winnipeggers are addressed and that people can participate meaningfully in work and in their communities at all stages of their lives regardless of ability. We will provide the option of 'aging in place' by providing complete, walkable communities with multiple housing options, communities where people can be close to various employment opportunities and remain as connected and independent as possible.

PERCENTAGE OF POPULATION AGED 65 AND OLDER

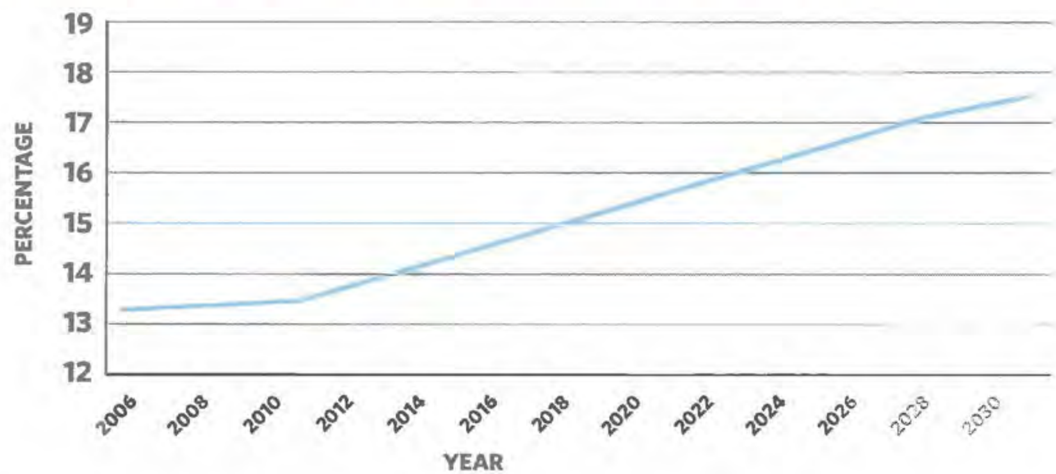


Figure 12, Long term population change, Winnipeg
Sources: Statistics Canada, The Conference Board of Canada, June 2007

THE VISION FOR OURWINNIPEG

Drawing on contributions from thousands of **SpeakUpWinnipeg** participants, the vision statement for creating the kind of city Winnipeggers want in 25 years is:

OURWINNIPEG:
living and caring because we plan on staying.

This statement considers future generations' social, economic and environmental wellbeing in the decisions we make today. It's a recognition that the survival of future generations is our responsibility and that when we act, we need to consider how those actions will affect future generations.

THE OURWINNIPEG PROCESS: SPEAKUPWINNIPEG

From the day it was launched on April 25, 2009, **OurWinnipeg** included public involvement through **SpeakUpWinnipeg**. During the project launch, the community was invited to be a full partner in the planning process for Winnipeg's new 25-year development plan. Every day since then, Winnipeggers have offered feedback, advice and input on directions and aspirations for the city. As a community, we've had a full twelve-month conversation about our priorities and about what kind of city we want.

We've spread the conversation in a variety of ways: online at SpeakUpWinnipeg.com, meeting with people and community groups face to face, sending out a street team to talk with people at festivals and events and asking for feedback on specific studies and reports at open houses and meetings.

This approach recognizes that Winnipeg is going to change quite a bit in the next few decades. These changes will affect us all, and we need to decide together how we will make the most of the opportunities, and the challenges, facing our city. The scale of public involvement in **SpeakUpWinnipeg** is unprecedented in Winnipeg and North America. **OurWinnipeg** was created with Winnipeggers through nearly every step of the process and it greatly surpassed the level of public involvement found in typical consultation processes.

The team responsible for **OurWinnipeg** has incorporated this large number and range of perspectives in creating the plan. We have mapped out areas of common ground and identified themes and shared priorities by combining all of the online, in-person and written input over the last year. The results–the Plan and its supporting Direction Strategies–reflect this input, charting a way forward that reflects what Winnipeggers told us they valued and makes the most of the change and opportunity coming our way.

01 A CITY THAT WORKS

Winnipeg is growing – faster than it has in decades. Over the next 20 years, our population is expected to grow by over 180,000 people, 83,000 housing units and 67,000 jobs. When planning for this future population and associated economic growth, we know that we have a much bigger task at hand now than in the past.

Historically, planning and development relied on an abundance of available land for business and housing, a stable and plentiful labour force and an economy that relied on the traditional manufacturing sector as its primary driver. Economic growth focused on competing with other cities to attract new companies as much as the expansion of existing employers.

Times have changed. Winnipeg is now competing on a global scale. We're not just competing for investment; for the first time in our history, we are also competing with other cities to attract and maintain a dynamic, skilled labour force. Our research tells us that as the Canadian economy heads into a prolonged period of labour force shortages, Winnipeg will best be able to compete for economic growth by focusing its efforts on attracting and retaining a skilled workforce.

A well-run and attractive city that pays attention to quality of life and sustainability becomes a critical component to attracting and retaining a skilled workforce, which in turn is critical for fostering economic development. With this in mind, we know that we need to ensure that the actions we take result in a high-quality city in all respects.

Citizens choose cities where they can prosper and where they can enjoy a high quality of life. A well-run city is an important starting point. The "basics" matter: public safety, water quality, wastewater and transportation infrastructure and public amenities and facilities are essential to keeping people healthy.

But a city that works also recognizes that attractiveness and vibrancy are integral to a high quality of life. There needs to be a variety of housing styles for residents to choose from and transportation choices for residents and businesses alike. This requires the City to make land available for development and to support the creation of an attractive variety and mix of housing that appeals to various affordability ranges.

The increasing size and diversity of our communities means we must continue to support community amenities such as parks, open space and recreation programs in ways that best meet the community's needs and builds on their strengths.

A **City That Works** pays attention to the connections between competitiveness, sustainability and being a well-run city that offers a high quality of life. The directions in this section provide a strong and responsive framework for actions that will send a positive signal for investment in our city, promote prosperity, enhance quality of life and help secure our competitive place on the global stage for decades to come.

01-1 CITY BUILDING

Growth and change bring opportunities to create a better, more dynamic city. Winnipeggers see that our work is just beginning and that effective planning for the next 25 years will be critical to our city remaining livable, affordable and desirable. This work involves planning for the basics, like sewer and water, but it also means making sure that our city is attractive and well designed, with a range and mix of housing and sustainable transportation options, amenities and vibrant cultural institutions. Input through **SpeakUpWinnipeg** overwhelmingly identified these expectations and their importance to a successful future.

Winnipeggers have been clear about what they want as we build our city. Combined with research into land use, we can see some consistent objectives:

CREATE COMPLETE COMMUNITIES

Our communities need to support various lifestyles, providing a range of options for living, working and playing. The daily necessities of life should be within reach, with options for accessing services, amenities and resources like grocery stores, banks and restaurants, together with community centres, schools and day care centres. These complete communities should provide a range of housing options to accommodate various incomes, household types, abilities and stages of life.

PROVIDE OPTIONS TO ACCOMMODATE GROWTH

A successful strategy for sustainable city growth needs to be balanced, using a variety of approaches. We need to strike a balance between 'growing out' and 'growing up,' offering choices from traditional, single-family neighbourhoods to more dense forms of urban housing and new neighbourhoods designed around a rapid transit system. It will mean opportunities for more mixed-use areas, combining residential with retail, office and light industry.

CONNECT AND EXPAND OUR SUSTAINABLE TRANSPORTATION AND INFRASTRUCTURE NETWORKS

Ensuring mobility for people of all ages and abilities and for goods and services is an important part of improving our social, environmental and economic sustainability. Options for getting around are important to remaining livable, desirable and affordable in the future – options like enhanced public transit and active transportation routes that support walking, cycling and other human-powered forms of transportation. We will continue to protect public health and safety through sustainable water and waste systems that ensure the purity and reliability of our water supply and maintain or enhance the quality of our built and natural environments.

Achieving these objectives will require new approaches to planning. More than any other part of **OurWinnipeg**, City Building looks at our city– its neighbourhoods, transportation networks, and water and waste infrastructure– in a whole new light. This new approach, along with detailed steps towards achieving City Building objectives, is fully described in three of **OurWinnipeg's** Direction Strategies:

- **Complete Communities**
- **Sustainable Transportation**
- **Sustainable Water and Waste**

City Building is a high-level summary of the Key Directions from those Direction Strategies and is organized into three subsections:

- **01-1a OurWinnipeg's Approach to City Building**
- **01-1b Key Directions for the Entire City**
- **01-1c Key Directions for Specific Areas of the City**

Within each, directions related to land use, transportation and servicing are intertwined, reflecting the integrated nature of these fields and the City's intention to apply a fully integrated planning approach.

*It is important to note that only the highest-level of guiding directions are included in sections 01-2 and 01-3. These sections should be read with the three Direction Strategies noted as companion documents. Considerable supporting detail that seamlessly integrates with **OurWinnipeg** is provided in the Direction Strategies.*

(See: **Complete Communities, Sustainable Transportation, Sustainable Water and Waste**)

01-1a OURWINNIPEG'S APPROACH TO CITY BUILDING

DIRECTION 1: DEVELOP AND APPLY DIRECTION STRATEGIES.

ENABLING STRATEGIES:

- Adopt **Complete Communities** as the City's land use and development guide.
- Endorse **Sustainable Transportation** as the primary vision for a transportation master plan.
- Endorse **Sustainable Water and Waste** as the primary vision for promoting water and waste directions, strategies and actions required to protect public health and safety, ensuring the purity and reliability of our water supply and maintaining or enhancing the quality of our built and natural environments.
- Ensure land use, transportation and infrastructure planning efforts are aligned to identify where growth will be accommodated and how it will be serviced.
- Ensure effective implementation efforts through integration, partnerships and collaboration across the City of Winnipeg organizational structure and with external organizations.

(See: **Complete Communities , Sustainable Transportation, Sustainable Water and Waste**)

DIRECTION 2: DEVELOP AND MAINTAIN AN URBAN STRUCTURE PLANNING TOOL.

ENABLING STRATEGIES:

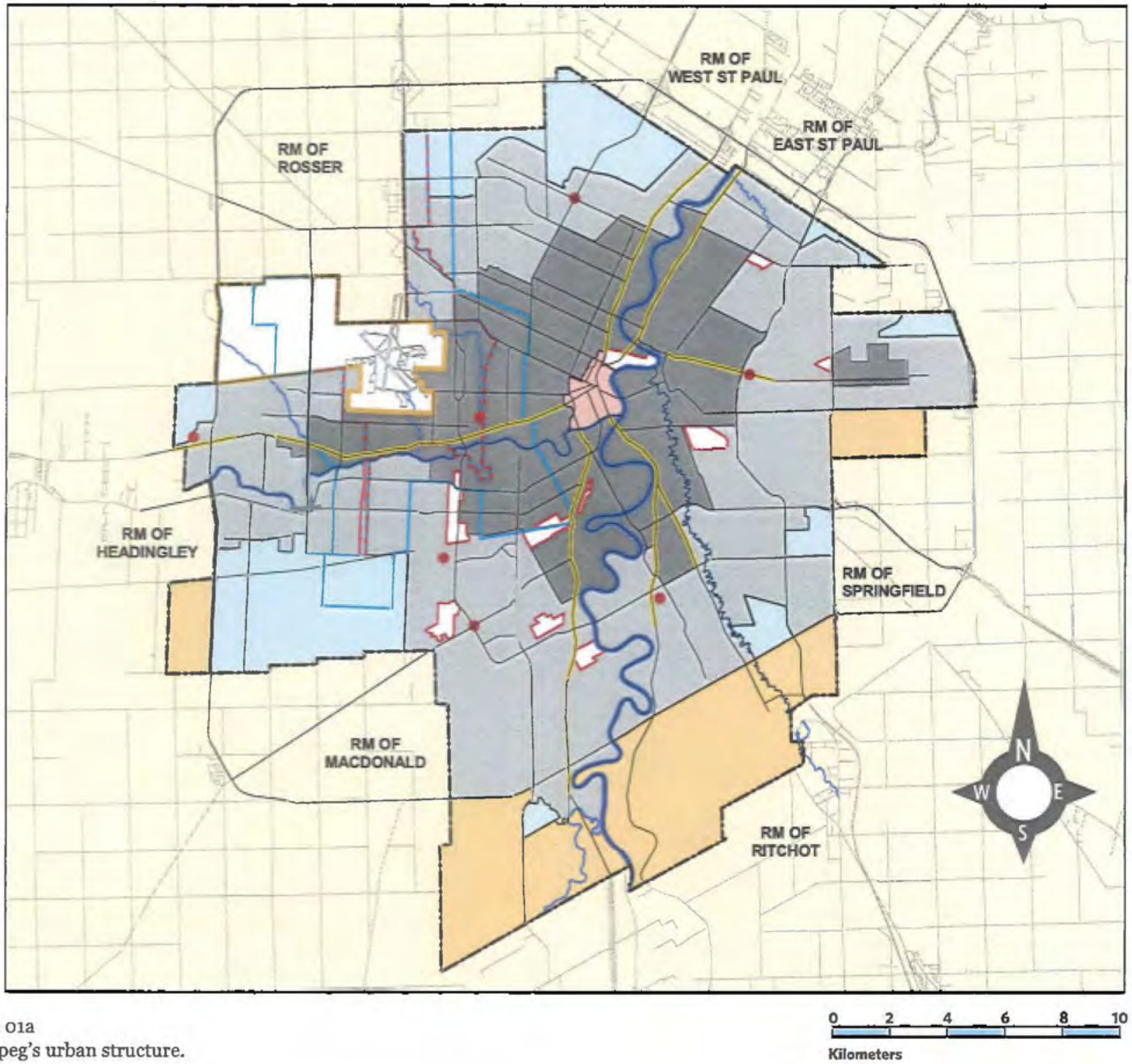
- Base **OurWinnipeg** on an urban structure that provides a vision for the growth and development of the city.
- Within the urban structure, differentiate areas based on their ability to accommodate growth and change through:
  - **Transformative Areas –** areas where significant change is anticipated that present the best opportunity for accommodating the most sustainable manner of significant growth and change. Transformative Areas will be identified within the urban structure framework including: the Downtown, Mixed Use Centres, Mixed Use Corridors, Major Redevelopment Sites and New Communities.
  - **Areas of Stability**– areas where moderate change is anticipated that present some of the best opportunities to accommodate infill development and to increase the range of housing for families and individuals within areas that take advantage of existing infrastructure, transit and amenities such as local retail, schools, parks and community services. Areas of Stability can be identified within the urban structure framework including: Mature Communities (of which Reinvestment Areas are a subset), Recent Communities (of which Emerging Communities are a subset).
- Monitor and maintain an up-to-date understanding of Winnipeg's land supply and evolving urban structure, updating the structure through local planning processes as described in Complete Communities or through OurWinnipeg amendments, as required.
- Use tools and demonstration projects to test or to prove concepts for complete communities.
- Use the urban structure framework as the basis for integrated transportation and infrastructure planning.

(See: **Complete Communities, Sustainable Transportation, Sustainable Water and Waste**)

WHAT IS AN URBAN STRUCTURE, AND WHY DOES OURWINNIPEG USE ONE?

An urban structure is a planning tool that differentiates between areas of the city based on their period of growth and descriptive characteristics. This approach recognizes the uniqueness of different neighbourhoods and provides the basis for fitting policies and strategies to the specific development opportunities and limitations in each area of the city. For a city like Winnipeg that is anticipating significant growth and change, an urban structure provides a way to focus change in places where it has positive social, economic and environmental results. Regular updates to the urban structure based on actual changes will keep it current and ensure that it contributes to the overall **OurWinnipeg** vision and directions.

URBAN STRUCTURE



LEGEND

- Downtown
- Major Redevelopment Sites
- New Communities
- Regional Mixed Use Centre
- Regional Mixed Use Corridor
- Mature Communities
- Recent Communities
- Rural and Agricultural
- Airport Area
- Airport Vicinity Protection Area 1
- Airport Vicinity Protection Area 2

Figure 01a
Winnipeg's urban structure.

DIRECTION 3: PROMOTE COMPACT URBAN FORM AND MANAGE THE EXTENSION OF MUNICIPAL SERVICES FOR NEW GROWTH.

ENABLING STRATEGIES:

- Define 'full range of municipal services' as piped water, piped wastewater, piped land drainage, and an urban standard roadway.
- Enable the intensification of land-uses through the development application process only when a full range of municipal services is provided.
- Promote the extension of municipal services such as piped water, piped waste water, piped drainage and urban standard roadway, only in an environmentally-sound, economically and timely manner.
- Fulfil requests to extend servicing to private property through the Local Improvement process only where it can be demonstrated that there is a net financial benefit to the City of Winnipeg.
- Enable the consideration of sustainable alternatives for the traditional full range of municipal services that are proven by the developer and approved by the City of Winnipeg as providing a comparable level of service and safety in an environmentally-sound and economical manner.
- Support the preparation of detailed planning studies for New Communities through the local area planning process, where warranted, to ensure the coordination of municipal infrastructure with proposed land-uses; and the future development of adjacent lands with a full range of municipal services.
- Allow the possible subdivision or conversion of land in un-serviced areas where a statutory secondary plan establishes minimum parcel sizes, and appropriate servicing criteria.
- Support new developments that are contiguous with existing developments to minimize the spatial use of land and the extension of services.

01-1b KEY DIRECTIONS FOR THE ENTIRE CITY

KEY DIRECTIONS FOR BUILDING A CITY THAT WORKS

- Dynamically integrate transportation with land use.
- Provide clean, safe, reliable, sustainable drinking water.
- Provide sustainable wastewater management.
- Sustainably manage and reduce solid waste.
- Enhance and maintain stormwater management and flood protection systems.
- Provide sustainable asset management.
- Develop a framework for design excellence that builds on the urban structure and that ensures our competitive position as a functional, livable and memorable city.
- Focus future efforts for acquisition, design, development, operation, use and promotion of our parks, places and open spaces within the context of **Complete Communities**.
- Support the ongoing sustainable development of Winnipeg's urban structure through heritage conservation initiatives that assist in the development of a complete community.
- Facilitate the negotiation of municipal development service agreements with Treaty Land Entitlement First Nations.
- Consult with the Public Schools Finance Board and affected school divisions during the preparation of neighbourhood secondary plans

(See: **Complete Communities Direction, Sustainable Transportation, Sustainable Water and Waste**)

KEY DIRECTIONS FOR PROVIDING OPTIONS TO ACCOMMODATE GROWTH

- Accommodate growth and change in Transformative Areas within the city's built environment including: Mixed Use Centres and Corridors, Major Redevelopment Sites and Downtown.
- Recognize that New Communities will play an important role in accommodating the City's projected population growth.
- Ensure that a sufficient supply of developable land emerges at an appropriate pace and that the supply remains well distributed both in terms of geography and scale to ensure a competitive market.
- Ensure Winnipeg's Employment Lands provide for a wide range of market opportunities, accommodating new investment and economic development while contributing an abundance of job opportunities for our citizens.
- Manage rural and agricultural areas to reflect the limitations of providing a full range of municipal services to these areas.
- Continue to monitor and maintain an adequate supply of both employment lands and commercial lands that is aligned to marketplace preferences.

(See: **Complete Communities**)

KEY DIRECTIONS FOR CONNECTING AND EXPANDING OUR SUSTAINABLE TRANSPORTATION AND INFRASTRUCTURE NETWORK.

- Create a safe, efficient and equitable transportation system for people, goods and services.
- Create a transportation system that supports active, accessible and healthy lifestyle options.
- Invest strategically in new water, waste and transportation infrastructure.
- Support the role of the James Armstrong Richardson International Airport as a major transportation hub for passengers and cargo.
- Adhere to the Airport Vicinity Development Plan (AVDP) and periodically review the plan in cooperation with relevant stakeholders.
- In order to maintain compatible land use relationships, regulate land use and building regulations for all those neighbourhoods or portions thereof significantly affected by airport related noise through:
  - The Airport Vicinity Development Plan by-law 6378/94
  - Airport Vicinity Protection Area Planned Development Overlay
- Dynamically integrate transportation with land use.
- Provide transportation infrastructure that is well maintained.
- Establish, and report on, a transportation system performance measurement framework.

(See: **Sustainable Transportation, Sustainable Water and Waste**)

01-1c KEY DIRECTIONS FOR SPECIFIC CITY AREAS

A key to making our city attractive and competitive will be to create 'complete communities' and to complete existing communities by enhancing existing infrastructure and assets to ensure that most amenities for daily living are universally accessible within walking distance.

To accomplish this, growth will be focused on areas that will best respond to city-building objectives, including social, economic and environmental sustainability. In some cases, fostering complete communities requires unique policies for different parts of the city.

WHAT IS A COMPLETE COMMUNITY?

Complete communities are places that both offer and support a variety of lifestyle choices, providing opportunities for people of all ages and abilities to live, work, shop, learn and play in close proximity to one another.

Complete Communities provide options for accessing services, amenities and community resources by ensuring that most of the daily necessities of life— services, facilities, and amenities— are readily accessible.

Complete Communities provide options for mobility by facilitating a range of transportation alternatives. In many instances, modes of transportation will differ from one part of the city to another based on the area's context. Alternative modes of transportation should be emphasized where they can provide convenient and realistic travel choices.

Complete Communities celebrate diversity and provide housing options that accommodate a range of incomes and household types for all stages of life.

Complete Communities provide options for local employment, recognizing that not everyone will live near their place of employment. While Downtown, airport lands and designated employment zones will continue to be the centres of employment in the City of Winnipeg, a complete community should entail a mix of uses that will provide the option of employment close to home.

Communities are living, dynamic and unique entities that evolve and change over time. The concept of complete communities is directly applicable to every part of the city, but recognizes the unique aspects that differentiate one community from another. Reflecting on the level of completeness of communities is a key step to developing, exploring, and comparing ideas for improving them.

DOWNTOWN

Our Downtown is the entertainment, cultural and economic heart of our city and our window to the world. Downtown fulfills many functions: It has the largest employment concentration with the city's highest density office development complemented by a strong service and retail component. It offers the broadest range of unique arts, entertainment and cultural opportunities and the city's most significant heritage amenities. Furthermore, it is emerging as an important high-density, mixed-use residential community with both long-standing and emerging neighbourhoods. Downtown is also the focal point for the city's multi-modal transportation network.

As it accommodates future growth, Downtown offers one of the best opportunities to create complete, mixed-use, higher-density communities in a way that promotes sustainable practices. Downtown intensification and redevelopment makes efficient use of land and makes the best use of existing infrastructure. It provides for sustainable transportation options. Downtown's transformation will reflect its importance as the city's preeminent complete community. In so doing, Downtown will offer an unparalleled urban environment and a high quality of life for all who choose to live, work, visit, learn, play and invest there.

KEY DIRECTIONS

- Pursue a focused district, destination and cluster approach to Downtown development that will seek to:
  - provide predictability and opportunity for investment.
  - increase the variety of complementary experiences and opportunities.
  - help achieve a critical mass of people-oriented activity that is vital to ongoing economic success.
- Promote and enable a mix of residential development options as part of a mixed-use strategy seeking to:
  - accommodate the residential needs of a large cross-section of the population.
  - establish a number of thriving 'complete' communities Downtown.
  - attract additional commerce to the area, leading to active – and safer – Downtown streets.
- Facilitate the expansion of employment and educational opportunities in the Downtown seeking to:
  - reinforce Downtown's role as a hub for business, for learning, for government and for commercial activity.

- capitalize upon Downtown's strategic advantages.

- Support the expanded presence of arts, culture, sports, entertainment and leisure throughout Downtown together with complementary services and attractions seeking to:
  - draw more people and create more extended hour activity strategically throughout Downtown.
  - establish Downtown as a place of vibrancy and celebration.
- Promote exemplary urban design Downtown, with the intent of producing high quality public places (districts, destinations and clusters) that:
  - have their own unique identity and a clear and understandable image.
  - are convenient and functional, easy to get to and move through and safe.
  - are attractive, and showcase design excellence
  - is practical and economically sensible
- Facilitate the movement of people and goods within the Downtown and to it from elsewhere in the city by focusing primarily on an enhanced array of sustainable transportation options.

(See: **Complete Communities**, 03-1)

Photo: Brent Bellamy

CENTRES AND CORRIDORS

Centres and corridors will be vibrant, pedestrian-friendly districts, within walking distance of home. They will afford the opportunity to buy groceries, enjoy a meal or do some window shopping in the neighbourhood. They will provide the option to choose from a variety of different housing types–from apartments, to single-family homes, to townhouses–as your housing needs change, without leaving the familiar neighbourhood with established social networks.

KEY DIRECTION

- Focus a significant share of growth to Centres and Corridors in a manner that:
  - provides compact, mixed-use, high-quality urban development.
  - concentrates people and jobs in areas well-served by the primary transit service, located close to transit stops.
  - concentrates urban development in a built form that helps to optimize existing investment, municipal infrastructure, and facilities.
  - encourages a built form that supports a pedestrian-friendly environment while incorporating climate-sensitive site and building design.

SELECT ADDITIONAL DIRECTIONS

- Address the need for new Regional Mixed Use Centres by supporting their development as mixed-use, higher density residential, transit-supportive regional destinations.
- Promote and guide the transformation of existing regional mixed use centres through a proactive and collaborative process.
- Where appropriate, develop Corridors in accordance with Transit Oriented Development principles.

(See: **Complete Communities**, 03-2)

MAJOR REDEVELOPMENT SITES

Areas that once thrived under particular land uses in the past may not be needed for those purposes today. Some of these underused sites have significant strategic value, since they can capitalize on existing infrastructure through intensification.

These Major Redevelopment Sites are either located within or adjacent to existing communities, and this proximity makes them highly valuable. While in many cases, there are challenges to their redevelopment, such as the potential requirement for infrastructure upgrades, fractured land ownership and possible contamination, Major Redevelopment Sites present large-scale opportunities to enhance Winnipeg's urban fabric by repurposing obsolete land uses as new developments.

KEY DIRECTION

- Major Redevelopment Sites will provide transformative opportunities for the development of complete communities with significant residential and employment densities and attractive urban design, capitalizing on vacant or underutilized sites within the existing urban fabric.

(See: **Complete Communities**, 03-3)

NEW COMMUNITIES

New Communities are large land areas identified for future urban development and are not currently served by a full range of municipal services. Planning for New Communities will ensure orderly development that will provide opportunities for a mix of uses; higher density residential; parks, places and open spaces; employment options and transit access within walking distance of diverse residential neighbourhoods. New Communities will be planned with a supporting street network that connects residents, jobs and commercial services through direct and efficient active transportation, transit and automobile routes. They will integrate protected natural areas with open space and sustainable infrastructure systems.

Over the life of **OurWinnipeg**, development in new communities will continue to accommodate many Winnipeggers. By 2031, the City of Winnipeg is expected to grow by more than 180,000 people (Conference Board of Canada, 2007 Population Forecast). Background work related to residential lands and employment lands indicates that Winnipeg will need to bring on more land to accommodate this forecasted growth. Given the potential impact that this growth will have for the future of the city, it is critical that New Communities are planned to be complete, providing long term sustainability, and in a way that is responsive to market conditions.

The areas designated as New Communities will be reviewed periodically so that new technology or changes in serviceability, supply/demand, or accessibility can be considered.

Lands designated as New Communities will conform with the policies that apply to the Rural and Agricultural designated lands until an appropriate planning process is complete and approved by City Council and/or a designated committee of Council.

KEY DIRECTION

- New Communities will continue to play an important role in accommodating the city's projected population growth. These New Communities will be planned as complete from the outset and will continue to achieve a high standard of sustainability in planning, design, construction and management.

(See: **Complete Communities**, 03-4)

AREAS OF STABILITY

Areas of Stability are primarily understood as the residential areas where the majority of Winnipeggers currently live. Unlike Transformative Areas that will experience significant change over the coming years, Areas of Stability will accommodate low to moderate density infill development to support more efficient use of land, infrastructure and services as well as enhance housing choice and affordability. Infill in areas of stability will be supported with the intent of creating more complete communities.

When new development occurs in an Area of Stability, it should be contextually suitable and enhance and celebrate what makes the area unique. To that point, intensification should be accommodated within existing communities in a sensitive manner that recognizes the existing form and the character of its location.

KEY DIRECTION

- Enhance the quality, diversity, completeness and sustainability of stable neighbourhoods and expand housing options for Winnipeg's changing population.

SELECT ADDITIONAL DIRECTIONS

- Support the completion of Areas of Stability.
- Develop and apply indicators to identify reinvestment areas, which will be targeted for new investment, including public investment in areas like housing and recreation.
- Support opportunities to enhance complete community objectives in Emerging Communities.

(See: **Complete Communities**, 04)

CAPITAL REGION

The Winnipeg Capital Region is home to almost two thirds of Manitoba's population (Winnipeg Capital Region Regional Profile 2007). The area is comprised of sixteen municipalities with the City of Winnipeg as its principal investment and business centre.

Steps have been taken towards strengthening cooperation among the Capital Region municipalities in recent years, including:

- More effort on communication and establishing relationships.
- Support towards regional service sharing.
- The drafting of the **Regional Vision Framework.**
- The recent redrafting of the **Provincial Land Use Policies** that now apply to the City of Winnipeg and contain a section dedicated to help guide Capital Region land use planning and development.

Although the municipalities in the Capital Region have begun some degree of collaboration, there has not yet been significant movement towards an approach that can be agreed upon. Significant growth for the first time in decades, however, presents a compelling reason for moving towards a more coherent and comprehensive regional planning environment, including a Regional Plan.

KEY DIRECTION

- Acknowledging that mutual success will come from thinking and acting as a region, the City of Winnipeg will collaborate with the municipalities comprising the Capital Region to plan for a sustainable, vibrant and growing region.

SELECT ADDITIONAL DIRECTIONS

- Build upon efforts to work collaboratively as a region.
- Advocate for a more concrete regional planning approach, optimally resulting in a Sustainable Region Plan
- Work with those Capital Region municipalities interested in service sharing.
- Ensure consistency with guiding principles that require City of Winnipeg service sharing agreements:
  - Are government to government
  - Are consistent with the City's existing and future capacity to provide the service
  - Are founded on a strong business case to ensure the efficient delivery of the service in the region
  - Incorporate a joint planning agreement to manage development and related environmental concerns
  - Include a provision for revenue sharing so that both the City and the partnering municipality share the costs and benefits associated with the delivery of the service

(See: **Complete Communities,** 11, **Sustainable Transportation,** 08, **Sustainable Water and Waste,** 07)

01-2 SAFETY AND SECURITY

In order to be sustainable and livable a city needs to be safe, and the quality of life offered by a city depends in many ways on its safety and security. Safety is a basic requirement of a competitive city. When people feel safe they can fully participate in social and economic life–they can enjoy their neighbourhoods, work without injury and can travel and use public spaces without fear.

The City of Winnipeg has a collaborative, broad-scaled and complete approach to safety and security that is making this a safer city. This balanced approach seeks to:

- Foster social development and to collaborate on addressing root causes of crime.
- Build strong relationships between communities, safety stakeholders and emergency personnel and law enforcement officers.
- Build community safety capacity.
- Provide a focused and effective community police presence.
- Apply urban design that reduces the opportunity for crime to occur and that increases residents' sense of safety.
- Ensure that emergency preparedness, response and recovery support and services are available.

Safe communities provide a better quality of life, enhanced opportunities for economic development, investment, tourism and increased civic vitality. Safety and Security are the most basic requirement of social sustainability.

01-2a COLLABORATE TO MAKE SAFE COMMUNITIES

Public safety is everyone's concern. Institutions, organizations, community groups, the police service and citizens all make vital contributions to the development of a safe and cohesive city. We can create a culture of safety by working together as a community. This requires a police service that is progressive, serves the community and provides support by listening to the community's concerns. It should also provide public safety education, build capacity for new safety initiatives, involve citizens in civic planning and decisions about safety, and provide a police presence that is effective and focused. A culture of safety also demands an approach that balances crime prevention and suppression, that strives to address the root causes of crime in our city and puts an emphasis on urban design that contributes to neighbourhood safety.

Safe communities provide a better quality of life, enhanced opportunities for economic development, investment, tourism and increased civic vitality. Social sustainability requires safety and security.

DIRECTION 1: PROVIDE A VISIBLE AND EFFECTIVE COMMUNITY POLICE PRESENCE.

ENABLING STRATEGIES:

- Implement strategies to expand the City's policing capacity.
- Investigate and apply strategies to streamline and improve law enforcement administrative processes to enable police officers to spend more time in the community.
- Introduce specialized tools to provide criminal deterrence, enhance proactive policing capabilities and mitigate the liabilities associated with high-risk situations.

DIRECTION 2: TAKE LEADERSHIP IN ADDRESSING GANG VIOLENCE.

ENABLING STRATEGIES:

- Develop a multi-agency strategy to intervene with youth who are at risk of gang recruitment.
- Aggressively target gang-related crime through the support of criminal intelligence information, crime analysis and a multi-agency strategy.
- Utilize high visibility law enforcement methods, such as proactive policing in identified hot spots and engaging the media with interesting information and news worthy initiatives.
- Support police officers working with the community and targeted schools to contribute to an overall feeling of community safety and well-being.
- Connect with community leaders and organizations to address gang issues at the earliest possible stage.

DIRECTION 3: PROMOTE SAFETY IN BUILDINGS.

ENABLING STRATEGIES:

- Ensure that construction projects meet the intent of standards set in national and local building codes, while recognizing advances in construction and development-related technologies.
- Ensure that all buildings are in compliance with adopted fire and health by-laws.

DIRECTION 4: PROMOTE SAFETY ON STREETS AND SIDEWALKS.

ENABLING STRATEGIES:

- Implement traffic engineering strategies to maximize traffic safety.
- Facilitate safety and accessibility on streets and sidewalks.
- Enable provision of a street and lane lighting system to promote safe vehicle operation and pedestrian safety.
- Incorporate safety measures into transit operations, such as allowing riders to exit between stops after dark.
- Create pedestrian-oriented streetscapes downtown and on neighbourhood corridors and centres and those streets where a high level of transit service operates.

(See: **Complete Communities,** 03-1, 03-2, 04-2, **Sustainable Transportation**)

DIRECTION 5: PLAN FOR CRIME PREVENTION IN THE BUILT AND NATURAL ENVIRONMENTS.

ENABLING STRATEGIES:

- Encourage the application of Crime Prevention Through Environmental Design (CPTED) tools and policies as part of design and approval processes.
- Incorporate CPTED in the design of City-owned facilities, structures and developments.

DIRECTION 6: TAKE A BROAD-SCALED, COMPLETE AND COLLABORATIVE APPROACH TO CRIME PREVENTION.

ENABLING STRATEGIES:

- Develop and effectively apply planning, education and awareness tools that use the principles of sustainable and social development.
- Provide safety training to residents and relevant City of Winnipeg staff.
- Work collaboratively to develop an inclusive built environment that fosters social cohesion.
- Work as a partner to address the needs of people at risk of victimization or of criminal activity.

DIRECTION 7: IMPLEMENT AN APPROACH TO SAFETY AND SECURITY THAT IS COLLABORATIVE AND INVOLVES THE COMMUNITY.

ENABLING STRATEGIES:

- Continue to foster the creation of strong ties between the City's police service and the community.
- Continue to build key partnerships with community leaders and community organizations aimed at providing effective and complete services in jointly-identified priority areas, such as support for children and youth at risk of victimization and other vulnerable populations.
- Investigate and apply strategies to streamline and improve law enforcement administrative processes to enable police officers to spend more time in the community.
- Link persons with ongoing public safety issues to appropriate long-term support.
- Continue supporting and fostering relationships with–and between–community organizations, service providers, institutions, community leaders and other service organizations to develop public safety strategies.
- Explore opportunities for integrated, multi-agency and community based safety services, such as a centre for child abuse victims.
- Continue to enhance access to safety and law enforcement services through technology, streamlined processes, partnerships and other methods as appropriate.
- Focus on relationship building with students.

LIVESAFE

'LiveSAFE in Winnipeg' – an Interconnected Crime Prevention Strategy is a Council approved policy that aims to address the root causes of crime, through integrated and strategic actions aimed at promoting the wellbeing of the community through social, economic, health, educational and recreational measures – and with a particular emphasis on vulnerable children and youth.

The goal of the LiveSAFE in Winnipeg policy is to provide a clear and inclusive vision for an integrated crime prevention strategy for Winnipeg that is focused on collective action. A strategic action framework is included, which is premised upon interconnected and cross-sectoral partnerships with citizens, neighbourhoods, community organizations, business and other levels of government.

DIRECTION 8: HELP PEOPLE AND COMMUNITIES MAKE SAFE PLACES IN SAFE NEIGHBOURHOODS.

ENABLING STRATEGIES:

- Use tools such as Safety Audit Kits, Crime Prevention Through Environmental Design training, Community Audits and community safety plans to educate the general public, home owners, businesses, developers and designers and to make them aware of personal safety and security issues.
- Help maintain a community sense of well-being and safety by responding to community requests for neighbourhood maintenance and services, such as garbage pickups and general cleanliness in streets and laneways, demolition of derelict buildings and sanding at intersections in a cooperative and timely way.

01-2b EMERGENCY PREPAREDNESS, RESPONSE AND RECOVERY

Emergency preparedness, response and recovery are important components of a broad strategy for the community's public safety. The confidence needed to build prosperous and sustainable communities begins with a sense of safety and security.

DIRECTION 1: PROVIDE EMERGENCY FIRE/RESCUE AND PRE-HOSPITAL PARAMEDICAL RESPONSE.

ENABLING STRATEGIES:

- Support and maintain the coordinated core response services of Fire/Rescue, Hazardous Materials, Surface Water and Ice Rescue, Technical, Confined Space and Collapse Rescue, Communications Centre Dispatch and Heavy Fleet maintenance.
- Ensure an active and visible presence in the community supporting and promoting safe neighbourhoods through reducing the setting of incendiary fires.
- Collaborate and communicate with other governments and agencies on education and awareness programs, investigation, logistical support and joint preparedness.
- Provide pre-hospital emergency medical services, including maintaining an extensive network of partnerships with health service providers and community organizations. Additionally, provide inter-facility transfer services and client care for vulnerable persons.
- Provide a robust governance framework for emergency response.
- Improve community safety through risk reduction strategies, including building plan examination, inspections and enforcement of Workplace Health and Safety legislation, provision of accident and injury prevention initiatives, community partnerships related to safety awareness and collaboration with media to provide instant messaging and public awareness.

DIRECTION 2: PREPARE FOR DISASTERS AND EMERGENCIES.

ENABLING STRATEGIES:

- Maintain an Emergency Preparedness Program and Emergency Control Committee.
- Research and prepare plans and procedures for emergency response.
- Maintain the City's capacity to respond to disasters and community crises.
- Provide basic emergency management training to all City departments and stakeholders.
- Broaden emergency training to encompass new trends in response and recovery.
- Continue to collaborate with partners and the community to build emergency preparedness capacity and to develop coordinated disaster response plans.
- Enable the citizens of Winnipeg individually and as a community to prepare for, respond to and recover from a major disaster by providing effective emergency preparedness planning, disaster management and education services.

DIRECTION 3: MAINTAIN EMERGENCY PLANNING EFFORTS TO PREVENT HAZARDS FROM DEVELOPING INTO DISASTERS AND TO REDUCE THE EFFECTS OF NATURAL HAZARDS INCLUDING EXTREME WEATHER.

ENABLING STRATEGIES:

- Provide support and emergency planning advice to groups planning special events.
- Provide risk hazard analysis information to decision makers.
- Research and assess City-owned facilities, programs and services for the short and long term risks of disastrous events.
- Continue to conduct dynamic and imaginative disaster exercises to ensure our emergency preparedness resources are properly equipped to prevent and handle future hazards and disasters.
- Collaborate on strategies to minimize the spread of disease, including those borne by animals or insects.

01-3 PROSPERITY

Winnipeggers believe in the city they live, work and play in. They also invest and learn here. People choose cities for many different reasons, and conversations through **SpeakUpWinnipeg** have shown some consistent priorities for creating a city that people will choose to move to and stay in:

- Our quality of life depends on creating wealth through economic activity that provides jobs, income and investment that can help create and sustain prosperity for its citizens.
- Winnipeg's youth want excitement and opportunity. We need to find more ways to make the city attractive to them, because we want even more young and talented people choosing careers in Winnipeg and settling here.
- We want to welcome more newcomers to live and work here and more visitors to experience our special part of the world.
- We should operate based on principles of sustainability and should also make it easier for citizens to make sustainable choices. In this way, generations to come will benefit from the actions we are taking now.

After too many decades of slow growth, Winnipeg has experienced an economic resurgence in recent years. This city is gaining confidence, and there are continued signs of opportunity. We need to plan for a prosperous future by thinking long-term, being proactive and accelerating efforts wherever possible. Now is the time for civic leadership to lay a stronger foundation, fix the basics, address barriers to growth, set priorities, put plans into action and improve our community and its place in the world.

A cornerstone of responsible government is pursuing and retaining economic opportunities. While attracting new business investment to Winnipeg is important, the primary source of economic growth will be our local economy. Sustainable economic development reflects the belief that economic growth, including a business retention strategy, together with ensuring social and environmental well-being, should be complementary objectives. This also conveys the sense that long-term growth is a higher goal than short-term growth.

Based on our best economic and demographic research, Winnipeg is projected to grow at a more rapid pace. The City's plan is to accommodate this growth by enabling development within a market context and pursuing a mix of uses in order to bring about more sustainable and livable complete communities. Complete communities enhance existing development patterns by bringing day-to-day needs closer together, supporting social and physical activity and providing lifestyle choices for all ages and abilities.

Winnipeggers ultimately want a competitive city that addresses the basics of urban infrastructure and services; generates opportunities for all businesses and residents; that provides a clean, safe environment for its citizens and visitors, that encourages innovation and supports sustainability; that leads in strategic business and education fields; that offers a range of lifestyle options for all ages and abilities and that celebrates its unique status as a centre for arts and culture. Local and global economies are transitioning at a rapid pace; by anticipating and responding to these changes, Winnipeg will be well positioned as a leader in new possibilities for economic development. And by generating prosperity and reinvesting in a high quality of live, Winnipeg will secure its status as a resilient, sustainable and competitive city.

DIRECTION 1: PROVIDE EFFICIENT AND FOCUSED CIVIC ADMINISTRATION AND GOVERNANCE.

ENABLING STRATEGIES:

- Demonstrate exemplary customer service standards.
- Prioritize public investment in essential and mandated front-line services.
- Continuously pursue innovative, streamlined service delivery and decision-making processes.
- Demonstrate accountability through service performance measurement and reporting.
- Periodically review and report on the financial management plan, which provides financial strategies and targets, with a view to long term financial health and sustainability.
- Continue to implement life-cycle costing for capital projects and consider all relevant financing and delivery options.
- Consider, review, and implement new alternative service delivery options as appropriate based on a comprehensive business case, ensuring adequate financial controls.
- Support a competent, productive and healthy workforce through strategic human resource planning that promotes flexible human resource systems, invests in human resource development and is based on values of equity, diversity, innovation and accountability.
- Provide a predictable property and business assessment process that is efficient, effective and equitable.
- Maintain policies to manage investments in physical assets, including infrastructure, fleet and facilities to ensure effective procurement, maintenance, replacement and disposal.
- Manage facilities to achieve strategic fit, flexibility and affordability in support of the physical consolidation of civic departments and the promotion of cross dependencies and innovative workplace strategies.
- Make investments in technology strategically, based on sound business decisions and promoting integration and data-sharing where appropriate.
- Endeavor to apply environmentally sustainable practices in all aspects of civic operations.

(See: **A Sustainable Winnipeg,** 05, 07)

DIRECTION 2: PROVIDE A PREDICTABLE AND COST-EFFECTIVE BUSINESS ENVIRONMENT THAT PROMOTES INVESTMENT AND GROWTH.

ENABLING STRATEGIES:

- Prioritize and align capital investments based on long-term planning and economic development objectives.
- Re-think regulation and taxation from the viewpoint of fostering economic growth.
- Sustain the cost-effective delivery of services essential in supporting economic success in order to pursue objective-based revenues and revenue diversity.
- Promote access to the resources and information necessary for successful operation of healthy businesses.
- Develop new and innovative means for city government to communicate with businesses in the Winnipeg region and the rest of the world.

DIRECTION 3: MAINTAIN STRONG INTERGOVERNMENTAL COOPERATION.

ENABLING STRATEGIES:

- Provide integrated, streamlined, seamless and transparent government service.
- Pursue Provincial endorsement of a growth-based revenue sharing formula.
- Pursue collaborative approaches to crime prevention, infrastructure renewal, competitive taxation, regulatory overlap and regional economic development.
- Pursue cost-effective sharing agreements with other governments and with the private sector for priority infrastructure projects.
- Foster city-to-city relationships, particularly along the Mid-Continent Trade and Transportation Corridor and Asia Pacific Corridor with select national and international cities.
- Pursue inter-governmental cooperation around Aboriginal economic development opportunities.

DIRECTION 4: COLLABORATE WITH ALL PUBLIC, PRIVATE AND COMMUNITY ECONOMIC DEVELOPMENT AGENCIES TO ADVANCE ECONOMIC ADVANTAGES.

ENABLING STRATEGIES:

- Work with regional partners to develop and implement a long-term City Competitiveness strategy that is borne out of collaboration and optimizes economic development opportunities for the region.
- Ensure that the important and distinct roles of partnering agencies are united with a clear mission.
- Advance local and global market access through a multi-modal and inter-modal transportation master plan that addresses efficient goods movement.
- Support the 24-hour operation of the James A. Richardson International Airport.
- Support a thriving and vibrant Downtown as a citywide destination and Winnipeg's window to the world.
- Foster and promote a positive and welcoming global image of the city and region.
- Utilize economic development research to advance select strategic initiatives that attract and retain business diversity and growth.
- Engage higher education institutions and community

- agencies in research, service, teaching and capacity development.
- Support the linking of schools, libraries and community centres into telecommunications and information technology networks.
- Continue to monitor and review Winnipeg's national and global economic competitiveness.

(See: **Complete Communities,** 03-1, 09)

DIRECTION 5: DEMONSTRATE VISIONARY CIVIC LEADERSHIP AND COMMITMENT TO SUSTAINABLE LONG-TERM PLANNING.

ENABLING STRATEGIES:

- Monitor and respond to demographic, social, economic and environmental trends both locally and globally.
- Develop a comprehensive and manageable set of sustainability indicators and measures as a basis for long-term decision support. (See: **A Sustainable Winnipeg,** 06)
- Monitor and evaluate policy decisions, programs and services, budget allocation and development activity from a long-term sustainability perspective.
- In order to accommodate significant growth and opportunity, ensure that the implementation of OurWinnipeg is responsive and adaptable.

DIRECTION 6: PLAN FOR A RISING SHARE OF EMPLOYMENT GROWTH AND PRODUCTIVITY.

ENABLING STRATEGIES:

- Ensure the timely availability and choice of sufficient employment lands by proactively monitoring current supplies against foreseeable market trends. (See: **Complete Communities,** 05)
- Use market research to identify current and anticipated employment needs and develop strategies to attract and retain recent graduates to fill those needs.
- Foster closer relationships with local school divisions, universities, colleges and the not-for-profit sector to support the needs of the local business community.
- Promote the concept of lifelong learning by partnering to enhance existing workforce integration and life-skill programs.
- Build strong partnerships with other governments and agencies in support of joint research and innovation ventures, apprenticeships and internship programs in strategic business sectors.
- Improve the affordability and variety of housing choices.
- Improve public and alternative transportation that links workers to jobs.
- Generate more opportunities to retain existing, experienced employees in the workforce.

DIRECTION 7: CREATE FAVOURABLE CONDITIONS FOR DEVELOPMENT THAT IS CONSISTENT WITH THE PRINCIPLES AND GOALS OF COMPLETE COMMUNITIES.

ENABLING STRATEGIES:

- Implement and market a Complete Communities Checklist, providing an objective incentive eligibility framework for development that contributes to completing existing communities or creating new communities as complete.
- Develop a comprehensive set of incentive and implementation tools that can effectively leverage qualifying development projects, including time-sensitive development approval processes.

- Ensure that a planning process around longer-term infrastructure requirements is in place to facilitate and resolve servicing constraints that may otherwise exist in desired development areas.
- Adopt full lifecycle costing methodology and appropriate financing tools to ensure that new and renewed infrastructure is sustainable over the long term.
- When appropriate, assist with land assembly to create viable sites for commercial and employment land development in locations that support complete communities.
- Prioritize long-term redevelopment projects in the existing public realm based on their ability to catalyze private sector investment and area revitalization.
- Ensure that development plan implementation is regularly monitored for effectiveness and can be adapted to changing market conditions.

(See: **Complete Communities, Sustainable Transportation, Water and Waste**)

DIRECTION 8: ENCOURAGE ACTIVITIES BENEFICIAL TO THE WINNIPEG ECONOMY.

ENABLING STRATEGIES:

- Promote Winnipeg as a world-class venue for national and international events and Downtown in particular as a tourism destination. (See: **Complete Communities**, 03-1)
- Collaborate with various agencies as well as the private and not-for-profit sectors on opportunities to promote tourism ventures.
- Enhance and showcase Winnipeg's unique public assets, amenities and attractions through high-quality design, maintenance and connectivity. (See: **Complete Communities**, 12)
- Recognize the importance of volunteers, key volunteer organizations and community spirit and support in hosting special events.

Artist's conception of Canadian Museum for Human Rights
Image courtesy of CMHR

THE CANADIAN MUSEUM FOR HUMAN RIGHTS

In 2012, the doors will open to one of Canada's newest national museums, the Canadian Museum for Human Rights. It will be a beacon for Canadians and for people around the world to explore human rights and to promote dialogue, understanding and respect. The Canadian Museum for Human Rights will welcome people of all ages, genders, abilities, cultures, orientation and beliefs; inviting us all to help combat prejudice, intolerance and discrimination.

Master exhibit designers will weave human rights issues, stories and events throughout an awe-inspiring architectural space that will move people from darkness to light; from despair to hope. The experience will be enriched by technology, new media and theatre, inspiring people to stand up, be empowered and be heard.

01-4 HOUSING

The City of Winnipeg has an important role to play in planning for a diversity of housing types, tenures and costs in each neighbourhood. It has an important role to play in supporting housing renewal and in both enforcing building codes and property by-laws and educating relevant parties about them.

Housing is a cornerstone of healthy communities and of a strong city; it is a basic need and is central to our quality of life. The City of Winnipeg is forecasting significant population growth over the next 25 years, and housing solutions will be needed to accommodate this growth. We need to plan for new homes and for the upkeep and efficient use of existing homes.

Progress in maintaining a healthy housing stock–one that is safe, well maintained, appropriate and affordable–requires the City to continue to take an approach to housing policy that is collaborative. By working together with other levels of government, private and not-for profit developers and the community, we can help ensure that affordable and accessible housing is part of the essential mix serving a diverse population and creating complete communities. Further, we can ensure that Winnipeggers can 'age in place' and remain in their communities as they move through their life phases.

DIRECTION 1: SUPPORT DIVERSE HOUSING OPTIONS IN EACH NEIGHBOURHOOD OR NEIGHBOURHOOD CLUSTER THROUGHOUT THE CITY.

ENABLING STRATEGIES:

- With guidance from **Complete Communities**, encourage the development of safe and affordable housing throughout the city.
- Support the creation of a range of sizes, forms and tenures of housing. Tools include applying zoning by-laws and processes for approval. Standards should be flexible enough to reflect the unique identity and character of each neighbourhood.
- Encourage and support principles of Universal Design and/or visitability in new housing.

(See: **Complete Communities**)

DIRECTION 2: COLLABORATE WITH OTHER LEVELS OF GOVERNMENT AND OTHER PARTNERS TO RENEW AND REGENERATE WINNIPEG'S HOUSING STOCK.

ENABLING STRATEGIES:

- Support improved energy efficiency and greenhouse gas emission reductions, and move towards compliance with contemporary building code standards.
- Assist landlords and homeowners to maintain safe housing through information, inspections, and where necessary, by-law enforcement.
- Continue to use initiatives to facilitate housing rehabilitation in reinvestment neighbourhoods and infill housing in mature neighbourhoods.
- Enhance the reinvestment efforts of existing neighbourhoods by supporting the assembly of strategically located, vacant land that can be redeveloped.
- Support contextually-sensitive infill development that builds complete and inclusive communities in Areas of Stability.

(See: **Complete Communities,** 04)

DIRECTION 3: ESTABLISH PARTNERSHIPS WITH THE PRIVATE, NOT-FOR-PROFIT AND GOVERNMENT SECTORS TO PROVIDE AFFORDABLE HOUSING THROUGHOUT THE CITY, WITH A PARTICULAR FOCUS ON LOCATIONS NEAR A VARIETY OF TRANSPORTATION OPTIONS.

ENABLING STRATEGIES:

- Maintain a collaborative approach to affordable housing, recognizing that the City can play a role by facilitating and providing incentives to other partners.
- Encourage new and infill development, as well as the redevelopment of existing properties to incorporate affordable housing that is integrated with market housing.
- Encourage the development of mixed-income neighbourhoods, as well as mixed-income multiple-unit projects as part of creating complete communities, guided by the urban structure described in **Complete Communities**.
- Promote partnership with housing developers and other housing stakeholders in continually resolving issues related to affordable housing, visitable housing and land use needs.
- Work with the housing industry, not-for-profit organizations and other levels of government to develop long-term funding strategies related to affordable housing.
- Promote increased owner-occupied housing in reinvestment areas when appropriate, recognizing the importance of maintaining a mix of housing tenures to accommodate a range of needs and capacities.
- Continue to move towards more flexible zoning policies regarding the creation of secondary suites and/or accessory residential units while protecting the existing character of neighbourhoods.

(See: **Complete Communities**)

DIRECTION 4: PROVIDE LEADERSHIP IN ENCOURAGING AND ENFORCING PROPERTY-RELATED HOUSING STANDARDS THAT CREATE AND PROMOTE SAFE LIVING CONDITIONS FOR HOMEOWNERS, TENANTS AND FOR COMMUNITIES AS A WHOLE.

ENABLING STRATEGIES:

- Assist landlords and homeowners to maintain safe housing through information, inspections, and where necessary, by-law enforcement.
- Help maintain a community sense of well-being and safety by responding to community requests for enforcing livability and property standards and derelict buildings in a cooperative and timely way.
- Promote and enforce the requirement of the permit and inspection processes for property-related construction as a mechanism to ensure that appropriate building codes and other public safety standards are being maintained.
- Secure City-owned vacant lands and buildings in order to minimize hazards to the public.

- Ensure that construction projects meet the intent of standards set in national and local building codes, while recognizing advances in construction and development-related technologies.
- Promote tenant, landlord and homeowner awareness of property related standards, such as fire, health and building codes, and encourage residents and landlords to undertake preventative maintenance that reduces property decline and maintains or improves safety standards.

DIRECTION 5: SUPPORT THE INTEGRATION OF SPECIALTY HOUSING WITHIN RESIDENTIAL NEIGHBOURHOODS, WITH A PARTICULAR FOCUS ON LOCATIONS NEAR A VARIETY OF TRANSPORTATION OPTIONS.

ENABLING STRATEGIES:

- Encourage and support the principles of Universal Design in new housing developments.
- Encourage minimum 'visitability' standards for a portion of all municipally funded new housing projects.
- Help build the capacity of not-for-profit housing organizations in the design, development and maintenance of specialty housing.

DIRECTION 6: ENCOURAGE RESIDENTIAL DEVELOPMENT DOWNTOWN.

ENABLING STRATEGIES:

- Enhance the quality of downtown residential life.
- Improve transportation options to, from, and within the Downtown.
- Develop a strong planning framework for Downtown residential development.
- Create responsive and integrated City services related to Downtown residential development.
- Adapt and develop tools to support desired development.
- Promote downtown living with developers and potential residents.

(See: **Complete Communities,** 03-1)

01-5 RECREATION

The City of Winnipeg is a leader in delivering recreation services that build healthy communities. The City's role as a recreation and wellness leader and facilitator includes working to address age, gender, ability and cultural barriers to participation.

Recreation, active living and leisure programs and services strengthen families, build healthy communities, improve quality of life, support the healthy development of children and provide an opportunity to develop leadership skills. Opportunities to participate in recreation activities enhance life skills, community leadership development, and overall quality of life for citizens, particularly among youth in our neighbourhoods. Opportunities to volunteer with community-based recreation programs offer valuable and meaningful experiences, and the volunteer contribution is essential to their success.

DIRECTION 1: PROMOTE AND ENABLE OPPORTUNITIES FOR ALL AGE GROUPS TO BE ACTIVE AS PART OF THEIR DAILY LIVES.

ENABLING STRATEGIES:

- Ensure all new recreation facilities are designed with universal access features.
- Create play areas that embrace inclusion by ensuring surfaces and structures are designed with everyone in mind.
- Strive to include amenities in parks that are age-friendly and accommodate various abilities.
- Integrate the planning and management of public facilities with the goal of improving and increasing public access to schools, parks and other public venues.
- Promote the inclusion of parks and recreation facilities in all communities to support active, healthy lifestyle choices.
- Support programs and initiatives that integrate recreation and physical activity into daily life, such as walkable communities, the development and use of trails and the promotion of active living with an emphasis on year-round participation.
- Promote walking and bicycling as healthy forms of exercise and transportation.

(See: **Complete Communities,** 07, **Sustainable Transportation,** 02-4)

DIRECTION 2: WORK WITH COMMUNITY PARTNERS TO PROVIDE SERVICES THAT ARE RESPONSIVE TO THE COMMUNITY'S RECREATION AND LEISURE NEEDS.

ENABLING STRATEGIES:

- Work with communities and across sectors to identify needs, measure effectiveness and make improvements so that community needs can be integrated into business planning and service delivery.
- Apply a neighbourhood integrated service delivery model focused on meeting community needs and priorities. In this model, Neighbourhood Integrated Service Teams (NISTs) will focus on the assessment of community needs and priorities and provide coordinated services that support local vision.

DIRECTION 3: DIRECTLY PROVIDE, OR FACILITATE THROUGH PARTNERSHIPS, EQUITABLE ACCESS TO A BASE LEVEL OF RECREATION, CULTURE AND LEISURE SERVICES FOR ALL WINNIPEGGERS.

ENABLING STRATEGIES:

- Promote social development and inclusion through the development of strong strategic alliances with service providers.
- Identify and address barriers to participation in recreation, culture and leisure services.
- In partnership with the community, develop and promote a program to help low income families participate in recreation, cultural and physical activity opportunities.

DIRECTION 4: WITH COMMUNITY PARTNERS, PARTICIPATE AS A LEADER IN PLANNING AND DELIVERING RECREATION AND LEISURE SERVICES IN WINNIPEG.

ENABLING STRATEGIES:

- Enhance the sustainability of recreation services by collaborating and leveraging resources through partnerships.
- Partner with community organizations to support leadership development and capacity building.
- Provide leadership, and collaborate with other service providers to meet community needs, avoid duplication, identify gaps and leverage resources.

Image courtesy of Economic Development Winnipeg

DIRECTION 5: PROVIDE OR FACILITATE COMMUNITY DEVELOPMENT AND RECREATION OPPORTUNITIES FOR VULNERABLE YOUTH.

ENABLING STRATEGIES:

- In partnership with the community, provide opportunities to build community capacity in youth by developing resiliency through participation in recreation and leadership opportunities.
- Work together with community partners to provide recreation and wellness opportunities to Aboriginal youth, including continuing to implement initiatives such as the Winnipeg Aboriginal Youth Strategy (AYS), which encompasses a broad-scaled and complete approach for the delivery of recreation and wellness opportunities.
- Design, implement and promote recreational programs as a positive alternative to street crime and gang involvement as part of a collaborative and inter-sectoral approach.

DIRECTION 6: PLAN FOR SUSTAINABLE AND CONNECTED RECREATION AND LEISURE INFRASTRUCTURE.

ENABLING STRATEGIES:

- Maximize the use of existing facilities, including converting or consolidating to meet emerging community needs while minimizing operating costs.
- Use population trends to properly fit recreation facilities to community needs, including potential multi-use and inter-generational needs.
- Sustain the amount of available space for community recreation with a priority of multi-use and intergeneration opportunities.
- Engage the community in recreation, leisure and library infrastructure planning.
- Deliver community and neighbourhood-managed recreation services by maintaining ongoing support for developing community centres with public, not-for-profit and private partners.
- Explore opportunities to support environmental sustainability, such as naturalization and green turf care.
- Develop and maintain a system of regional sports fields in accordance with recognized needs.
- Apply green building standards and universal design to the construction and renovation of city-owned facilities.

(See: **A Sustainable Winnipeg**, 05)

01-6 LIBRARIES

In today's knowledge-based economy, access to information and life-long learning is essential to the development and growth of both individuals and whole communities. It is important that individuals have the necessary literacy skills to fully engage in society.

Public libraries play an important role in building vibrant, inclusive and literate communities. To remain effective and relevant, libraries need to continue being responsive to community needs, demographic trends and technological changes.

Today's libraries are more than places of study and research; they are "civic places" that play a variety of roles as an integral part of the community. They are also centres of arts and culture–part of the creative, competitive city that **OurWinnipeg** promotes. And the imaginative exposure to other cultures and ideas presented through reading and library programs helps to build a more inclusive community.

Libraries are part of complete communities. They nurture a culture of life-long learning and literacy, and are valued partners to community organizations, government agencies, businesses and educational stakeholders.

DIRECTION 1: PROVIDE QUALITY, RESPONSIVE AND INNOVATIVE LIBRARY PROGRAMS AND SERVICES THAT EMPHASIZE LITERACY AND LIFE-LONG LEARNING AND THAT ENRICH ALL WINNIPEGGERS AND THEIR COMMUNITIES.

ENABLING STRATEGIES

- Provide Winnipeggers with equitable, convenient and cost-effective access to library materials in a variety of formats and languages.
- Based on best practices, performance measurement, appropriate partnerships and public feedback, provide library users with access to new and enhanced services through the use of technology.
- Support collections, services and programs that enhance quality of life and address the needs of Winnipeggers, including residents at risk, children, youth, seniors, members of the arts and culture community, newcomers, Aboriginal communities and literacy learners.
- Ensure that the strategic vision for library programming supports the principles of life-long learning, access to information and participation in the local cultural community.
- Develop partnerships to enhance programs offered to the public.
- Facilitate outreach services to citizens that are currently being underserved in high needs areas.
- Use technology to make library information and materials more accessible.
- Develop collections, services and programs in partnership with Winnipeg's Aboriginal community, literacy practitioners and multicultural organizations.
- Expand available materials by pursuing collection-sharing opportunities with other library systems and organizations.
- Assist Winnipeggers with their information needs by providing qualified, well-trained staff that reflect community diversity.

DIRECTION 2: PROVIDE LIBRARY FACILITIES THAT ARE SAFE, CONVENIENT AND ACCESSIBLE COMMUNITY PLACES.

ENABLING STRATEGIES:

- Strive to align library hours with community needs.
- Expand the library's internet presence.
- Conduct regular audits on the state of library facilities.

DIRECTION 3: MARKET AND PROMOTE THE COLLECTIONS, PROGRAMS AND SERVICES OF THE LIBRARY SYSTEM TO ENSURE MAXIMUM PUBLIC BENEFIT.

ENABLING STRATEGIES:

- Use a dynamic and flexible strategy to promote library services.
- Use technology to market the library to current and potential users.
- Develop appropriate promotional materials in a variety of languages to meet the changing diversity of the community.

02 A SUSTAINABLE CITY

Social, environmental and economic sustainability are essential to Winnipeg's long-term well-being. The City has a role to play in planning for sustainability, in continuing to value and respect our natural environment, and in supporting the conservation of our heritage resources.

Sustainability is part of how the City does business, reflected in policies and programs that respect and value the natural and built environments – protecting our city's natural areas and heritage resources. We act as a corporate role model for social, environmental and economic sustainability, and measure and report progress in key corporate and community sustainability areas.

The City of Winnipeg is taking a lead role in creating a sustainable community.

OurWinnipeg has been created with sustainability as an overarching principle; sustainability informs all of its directions and strategies. Every aspect of this plan has been crafted by carefully considering economic, environmental and social sustainability. **OurWinnipeg** is an Integrated Community Sustainability Plan. As a long-term plan, developed in consultation with the community, it provides direction for the city to realize sustainability objectives, including environmental, social and economic objectives.

Through **SpeakUpWinnipeg**, we've learned that Winnipeggers want their municipal government to be a leader, championing choices and opportunities to live in a sustainable way.

Pursuing this direction requires a new approach; an approach supported by detailed enabling strategies. The directions outlined in sections 02-1 and 02-2 are more fully described, with additional detail, in A ***Sustainable Winnipeg,*** *a Direction Strategy for* ***OurWinnipeg.*** *The two should be read together as companion documents rather than in isolation.*

WHAT IS SUSTAINABLE DEVELOPMENT?

According to the 1987 United Nations Brundtland Commission, the preeminent standard in the definition of sustainable development, it is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". While the term is most associated with its environmental implications, it has economic and social implications as well.

UN 1987 Report of the World Commission on Environment and Development, aka Brundtland Commission: http://www.un-documents.net/wced-ocf.htm

02-1 SUSTAINABILITY

THE FOUNDATION: LEADING BY EXAMPLE

Citizens look to their governments to demonstrate leadership, incorporating the values of the community into all aspects of their service provision. This is especially true of the municipal government level, as it has the most visible day to day impact on their lives. Leadership in sustainability is no different, and in fact may be more critical. Although citizens want to live in more sustainable ways, many are unsure how to do this in their daily lives or what new choices and ways of doing things are actually the best courses of action.

The City of Winnipeg will work to embed sustainability into internal decisions and actions and into public programs and polices to create a solid foundation for advancing sustainability on a city-wide basis.

KEY DIRECTIONS:

- Build a culture of sustainability within the Public Service through an ongoing Sustainable Workplace Initiative.
- Incorporate sustainable practices into internal civic operations and programs and services
- Promote citizen awareness of sustainability.
- Establish partnerships with communities, businesses and other public sector agencies to achieve joint goals towards a sustainable Winnipeg.
- Achieve prosperity through a city competitiveness strategy.
- Take action to sustain a vibrant and resilient Winnipeg.

(See: **A Sustainable Winnipeg, 05**)

WHY DOES SUSTAINABILITY MATTER TO CITIES?

Cities–especially in North America–consume a disproportionately high share of global resources; the more self-sufficient we can become, the more we can reduce our drain on regional, national and global networks. Both globally and locally, people are feeling the effects of climate change, rising energy prices and a growing disparity between rich and poor. Our decisions as a city don't just affect our current quality of life, they also affect future generations. Our decisions today determine the ability of those who come after us to enjoy and to afford living as Winnipeggers.

TRACK PROGRESS

Measurement is a new sustainability planning tool for Winnipeg, and is similar to initiatives underway in other, like-minded Canadian communities.

It's an exciting new direction. Measurement will support continuous improvement in sustainable City service delivery and dialogue about how to enable continued progress towards shared sustainability objectives. This is key to making sure Winnipeg is positioned as a leader in sustainability among Canadian cities.

KEY DIRECTION:

- Use and regularly report on a set of sustainability indicators, developed to meet best practices for sustainable development planning.

(See: **A Sustainable Winnipeg,** 06)

INTEGRATE SUSTAINABILITY INTO INTERNAL DECISION-MAKING

"Integrating sustainability" means that environmental, social and broader economic factors are incorporated into decision-making, action and performance together with more traditional financial factors. Communities are increasingly integrating sustainability into their key business processes for different reasons, whether to manage new risks, gain business opportunity or extend their positive impact in society.

Sustainability has provided the foundation for **OurWinnipeg.** Its four supporting Direction Strategies have been developed on this same foundation and through the same integrated planning process. For the first time, Winnipeg's transportation, water and waste infrastructure, land use and social planning processes have been conducted in concert, interweaving the principles and components of each discipline together while also resting on the three pillars of economic, environmental and social sustainability.

KEY DIRECTION:

- Strengthen existing integrated decision-making and planning mechanisms and build new mechanisms where required.

(See: **A Sustainable Winnipeg,** 07)

CREATE AND INVEST IN SUSTAINABILITY TOOLS

The greatest challenge in creating a dynamic and responsive Integrated Community Sustainability Plan lies in smoothly transitioning from planning to implementation and maintaining momentum beyond the first year.

KEY DIRECTION:

With guidance from the **Complete Communities, Sustainable Transportation** and **Sustainable Water and Waste,** develop and implement tools to support sustainability.

(See: **A Sustainable Winnipeg,** 08)

AN INTERCONNECTED COMMUNITY

A view of community as three concentric circles: the economy exists within society, and both the economy and society exist within the environment.

(See: **A Sustainable Winnipeg**)

02-2 ENVIRONMENT

Our environment is the foundation for our economic and social health, and collectively, we need to continue to take responsibility for it. Our actions should contribute to the protection of the natural environment locally, regionally and globally, both for our own well-being and for future generations.

DIRECTIONS:

- Reduce the environmental impact of our activities, through strategies such as planning for sustainable energy use and greenhouse gas reduction.
- Recognize and preserve Winnipeg's parks, green spaces and riverbanks as green oases in our urban setting.
- Set long range goals for solid waste diversion.
- Collaborate to ensure water and air quality.
- Provide safe and effective pest and weed control in City operations.
- Enable the protection of ecologically significant lands.
- Promote the use of rivers and riverbanks.
- Support waterway management.
- Protect and enhance the urban forest.

(See: **A Sustainable Winnipeg,** 09)

02-3 HERITAGE

Winnipeg has a rich and complex history. Our heritage resources are inseparably tied to our culture, identity, cultural perspective, collective consciousness and sense of place. In Winnipeg, heritage resources support and are represented by a distinct mix of cultures, ideas and values. This facet of our identity provides us with variety in neighbourhood design and architecture, expresses various social values, and provides an invaluable legacy of resources that are distinctly our own.

The conservation and reuse of existing buildings can also align with numerous sustainability objectives such as waste minimization, natural resource protection and compact urban form.

(See: **Complete Communities,** 13)

DIRECTION 1: PLAN FOR HERITAGE CONSERVATION.

ENABLING STRATEGIES:

- Develop, endorse and maintain a Heritage Conservation Management Plan.
- Provide an open, transparent and consistent heritage permit application and negotiation process.
- Support the provision of a robust package of heritage conservation incentives through agencies, partnerships and other governments to facilitate the conservation and/or adaptive reuse of designated heritage buildings.
- Integrate heritage planning with local area plans and strive to eliminate disincentives to conservation.

DIRECTION 2: CONSERVE, PROTECT AND CELEBRATE THE SIGNIFICANT HERITAGE RESOURCES THAT ILLUSTRATE THE BROAD RANGE OF WINNIPEG'S HERITAGE VALUES.

ENABLING STRATEGIES:

- Recognize the importance of a broad range of tangible and intangible heritage resources throughout the city that illustrate a unique sense of place and community pride.
- Identify, designate and protect the City's most significant heritage resources using a Historic Context Statement and a Thematic Framework for evaluation.
- Maintain an inventory of archaeological resources and guidelines for the excavation and protection of these resources.

DIRECTION 3: PROVIDE LEADERSHIP IN HERITAGE CONSERVATION THAT LINKS TO BROADER CIVIC GOALS OF ECONOMIC DEVELOPMENT, SUSTAINABILITY AND NEIGHBOURHOOD PLANNING.

ENABLING STRATEGIES:

- Strive to link heritage conservation to sustainable development initiatives, including economic, environmental and social initiatives.
- Work with other governments, community groups and building owners to conserve significant heritage resources.
- Support economic development and viability through support for heritage and cultural initiatives.
- Develop heritage stewardship policies that will allow the City to act as a leader in heritage conservation initiatives.
- Engage the community in developing long-term heritage resource stewardship strategies.
- Support cultural tourism opportunities with City-owned heritage assets, including historic sites and museums.
- Work with heritage stakeholders and other community partners in the establishment, coordination, and promotion of community heritage initiatives including public education and heritage awareness.

DIRECTION 4: CONSERVE DOWNTOWN'S RICH LEGACY OF HERITAGE RESOURCES THAT PROVIDE SIGNIFICANT AND SUSTAINABLE DEVELOPMENT OPPORTUNITIES.

ENABLING STRATEGY:

- Work with downtown community stakeholders to identify and support key projects and heritage conservation initiatives that encourage and support downtown living, and facilitate strategic economic and cultural initiatives.

DIRECTION 5: ENHANCE THE VIABILITY OF THE EXCHANGE DISTRICT NATIONAL HISTORIC SITE.

ENABLING STRATEGIES:

- Collaborate on the development of a renewed vision for the Exchange District as a vibrant area of conserved heritage that is an exciting place to live, work and visit.
- Develop and implement the Warehouse District Secondary Plan to guide the ongoing evolution of this critically important heritage district.
- Establish an Exchange District Interpretive Plan with other stakeholders and government partners.

DIRECTION 6: PLAN FOR THE SUSTAINABLE DEVELOPMENT OF HEALTHY NEIGHBOURHOODS BASED ON THEIR PARTICULAR HISTORIC IDENTITY AND CHARACTER.

ENABLING STRATEGIES:

- Work with community stakeholders to identify unique heritage identities and neighbourhood legacy elements.
- Include heritage values when developing plans for new and existing neighbourhoods.
- Encourage the sustainable reuse of existing building stock and historic infrastructure.

03 QUALITY OF LIFE

Municipal service areas generally involve the delivery of water and waste services; delivery of parks, recreational, cultural and library services; public safety; and the planning of communities and development to foster a safe clean, efficient and healthy environment.

Beyond being a "City that Works" and planning for sustainability, our city needs to offer a high quality of life in order to be competitive. Three important aspects of quality of life are: access to opportunity, the maintenance of vital, healthy neighbourhoods and being a creative city with vibrant arts and culture. All of these areas–opportunity, vitality and creativity–are critical to the overall well-being of our city.

Based on the Constitution of Canada and The City of Winnipeg Charter, the federal and provincial governments are responsible for the delivery of social programs and services–including health, education, housing and social assistance–to the citizens of Winnipeg. Cities, including the City of Winnipeg, have very limited mandates for social service programs and services. This is reflected in the significantly greater resources available to the senior levels of government in comparison to local government.

Despite their limited mandate, municipal governments are often on the 'front-lines' of numerous social service issues and concerns, for a couple of reasons. First, the City is the level of government closest to residents. Second, the City's boundaries reflect catchment areas of health authorities, school divisions and other organizations that work on issues of social well-being. As a result, municipal roles and responsibilities in dealing with social issues often seem blurred.

The City of Winnipeg does not have a mandate for the areas discussed in this section of the Plan. However, the City acknowledges their critical importance to the overall competitiveness of the city and to the personal well-being of our citizens. The City is committed to collaborating within its mandate with other governments and service providers in these areas. In many cases, progress on the directions included here will require further discussion and strategic planning with other levels of government and community stakeholders.

03-1 OPPORTUNITY

As Winnipeg grows, we do not want anyone to be left behind. Our success as a city depends on the well-being and contribution of all Winnipeggers. Working together, we can ensure that Winnipeg is a place where people–whether born in our city or having adopted it as their new home–want to stay for life and where people of all ages, abilities and cultures can find opportunity.

To be a competitive city, Winnipeg has been doing its part to foster inclusion and equity, support diversity and engage newcomers to our city. The ongoing involvement, participation and wellness of all of our diverse communities in shaping the future of Winnipeg is critical–especially for our growing communities such as Aboriginal Winnipeggers and International Newcomers. Providing opportunity for all is important to our city's competitiveness, and requires addressing poverty, so that all Winnipeggers have an opportunity to participate–socially and economically–in city life.

The City of Winnipeg recognizes that the culture, values and vision of Aboriginal people, as the original people of this land, are important to the history and to the future of the City. With a population of almost 70,000, Aboriginal Winnipeggers represent more than 10 per cent of our city's people. The Aboriginal community is vital to Winnipeg's economic, cultural and social fabric both now and into the future.

International newcomers are Winnipeg's largest source of population growth. International immigration to Winnipeg is steadily increasing, and newcomers now comprise about 18 percent of the city's total population. As Winnipeg enters a period of growth and change, the cultural diversity of our city is expected to increase. In order to grow sustainably, the City and its community partners will need to respond effectively to an increasingly diverse community, including recognizing the needs of people who come to Winnipeg having experienced war, genocide, colonization and displacement. As a collaborator, the City will seek to support community-led initiatives aimed at fostering equity and inclusion or opposing discrimination.

The City of Winnipeg is committed to creating an inclusive urban environment. Design that allows all people, regardless of age or ability, to participate in society is critical to our city's social, environmental and economic sustainability. An inclusive community promotes healthy living and independence and is the foundation for social and economic stability. Building environments that are accommodating and comfortable to a diverse range of people is central to the concept of complete communities.

DIRECTION 1: STRIVE TO USE MANDATED MUNICIPAL SERVICES AREAS, SUCH AS LIBRARIES AND RECREATION, AS OPPORTUNITIES TO FOSTER STRONG CROSS-CULTURAL RELATIONS THAT CONTRIBUTE TO HEALTHY COMMUNITIES.

ENABLING STRATEGIES:

- Working in partnership with community organizations, residents and other levels of government, use services and programs to foster cross-cultural relations within and between cultural communities.
- Maintain and share community demographic information as a strategic planning tool.
- Working in partnership with community organizations, residents and other levels of government, strive to provide multicultural recreation and/or social spaces in key locations.
- Continue to provide cultural, gender and sexual orientation sensitivity and awareness training for Public Service staff.

DIRECTION 2: PROVIDE EQUITABLE ACCESS TO MUNICIPAL PROGRAMS, SERVICES AND FACILITIES.

ENABLING STRATEGIES:

- Promote social development and inclusion through strategic alliances with service providers.
- Incorporate principles of Universal Design and age-friendly cities into the development and implementation of city services.
- Acknowledge and strive to address age, gender, ability and cultural barriers to improve access to City Services for all citizens.
- Strive to engage a diverse cross section of local stakeholders in planning initiatives.
- In partnership with the community, develop a comprehensive program to assist those living with low-incomes to participate in recreation and wellness opportunities.
- Support the provision of services and communication in age-friendly and alternative formats.
- Work to implement accessible City communications.

DIRECTION 3: WORK WITH COMMUNITY PARTNERS TO FOSTER AN INCLUSIVE AND EQUITABLE COMMUNITY.

ENABLING STRATEGIES:

- Support social inclusion and equitability in the general community and in City programs, services and activities.
- Support community-led initiatives aimed at fostering equity and inclusion or at opposing discrimination.

DIRECTION 4: WORK WITHIN MUNICIPAL SERVICE AREAS AS A COLLABORATOR ON POVERTY REDUCTION.

ENABLING STRATEGIES:

- Participate in a community-led poverty reduction strategy that involves a cross-section of residents, community organizations and all levels of government.
- Continue to provide fee assistance to recreation and library programming and services.
- Continue to use initiatives such as credit or grant programs to facilitate affordable housing in all areas of the city, housing rehabilitation in areas of reinvestment and infill housing in mature neighbourhoods.
- Encourage new and infill development, as well as the redevelopment of existing properties to incorporate affordable housing that is integrated with market housing, that provides opportunities to reduce transportation costs and that allows people to live, work and play in the same neighbourhood.
- Work with the housing industry, not-for-profit organizations and other levels of government to develop long-term funding strategies related to affordable housing.
- Work with residents, businesses, community organizations and schools to ensure compliance with neighbourhood livability standards
- Support community based projects and programs that promote sustainable neighbourhoods and healthy communities.

OURWINNIPEG INCLUDES ABORIGINAL PEOPLE

The City of Winnipeg recognizes the importance of the original peoples–the First Nations, Métis and Inuit–to the founding of our city. Each contributed culture, values and vision–contributions that will continue to be important to our shared future.

The Red and Assiniboine rivers are well travelled, with their use as major transport routes dating as far back as 4000 BCE. For millennia, Ojibwa, Cree, Assiniboine and Dakota nations lived alongside and travelled through these waterways. It is from where these two rivers meet that Winnipeg (Cree for 'muddy waters') emerged to become a vibrant fishing, trading and farming economy. The arrival of newcomers to this territory over a century ago saw the original peoples share these lands, rivers, and resources. It's a relationship that continues to this day.

In **OurWinnipeg**, The City of Winnipeg honours this relationship by recognizing the significant contributions of Aboriginal people while working to meet the common vision and needs articulated by all citizens, Aboriginal and non-Aboriginal alike. These include calls to action in areas like community consultation, safety, housing and transportation.

Today, the vibrant, diverse people who make up the larger Aboriginal community enrich and enliven the social fabric of Winnipeg: they remain vital to its economic and cultural future.

DIRECTION 5: ACKNOWLEDGE THAT ABORIGINAL WINNIPEGGERS BRING A DIVERSE RICHNESS OF CULTURES, TRADITIONS, LANGUAGES, TEACHINGS, VALUES, SKILLS AND PERSPECTIVES TO OUR CITY.

ENABLING STRATEGIES:

- Collaborate with Aboriginal communities to enhance current practices and policies to respect cultural differences.
- Collaborate with Aboriginal Winnipeggers to ensure that all Aboriginal residents have opportunities to live, work and play in our city.
- Work with community partners to raise the profile of Aboriginal culture in our community.

DIRECTION 6: FOSTER OPPORTUNITIES FOR ABORIGINAL WINNIPEGGERS, PARTICULARLY YOUTH, TO OBTAIN MEANINGFUL EMPLOYMENT BY BUILDING ON CURRENT CIVIC PRACTICES, PROCESSES AND COMMUNITY PARTNERSHIPS.

ENABLING STRATEGIES:

- Provide pre-employment and employment development opportunities within the civic system.
- Support community based organizations that provide employment based programs and supports for Aboriginal youth.
- Collaborate with Aboriginal community based organizations to develop a continuum of employment-based services to Aboriginal youth.
- Develop and implement mentorship and retention strategies to ensure Aboriginal youth stay engaged within our civic system through programs, services and employment.
- Work collaboratively with partners to provide training and professional development opportunities to Aboriginal youth.

DIRECTION 7: DEVELOP COMMUNITY-DIRECTED STRATEGIES TO SUPPORT QUALITY OF LIFE FOR OUR GROWING COMMUNITIES OF INTERNATIONAL NEWCOMERS.

ENABLING STRATEGIES:

- Use recreation and leisure, library, arts & culture and other Civic services to address social and recreational needs within our growing ethnocultural communities, working in partnership with community organizations, residents and other levels of government.
- Work collaboratively to identify and address barriers to service for newcomers.
- Maintain and share community demographic information as a strategic planning tool.
- In partnership with other service providers, promote initiatives to socially engage newcomers and to invite newcomers to participate in opportunities in their communities and throughout the city.

DIRECTION 8: INCLUDE AGE-FRIENDLINESS IN CITY OF WINNIPEG STRATEGIC PLANNING.

ENABLING STRATEGIES:

- Integrate the World Health Organization's principles of age-friendly cities into policies, strategies, guidelines and actions.

DIRECTION 9: COLLABORATE WITH DEVELOPERS, COMMUNITY ORGANIZATIONS AND OTHER PARTNERS TO FOSTER AN AGE-FRIENDLY AND ACCESSIBLE URBAN ENVIRONMENT.

ENABLING STRATEGIES:

- With guidance from **Complete Communities,** encourage age-friendly and accessible new development in existing neighbourhoods.
- Incorporate age-friendly and accessible features in the renovation and maintenance of City facilities.
- Encourage local area plans to apply principles of Universal Design and Age-friendly Cities.
- Promote partnerships and opportunities for shared learning with other levels of government, developers, universities, colleges and community organizations on best practices in accessible and age-friendly design.
- Promote exemplary age-friendly and accessible design through awards and demonstration projects.

(See: **Complete Communities**)

03-2 VITALITY

The creation and maintenance of vital neighbourhoods involves many players, of which the City of Winnipeg is one. Further work, sometimes in the form of neighbourhood-level strategies, will be required to ensure that the general directions and strategies noted here fit with local needs. The City is committed to collaborating with other levels of government and community stakeholders on this work.

Neighbourhood vitality describes complete communities that are safe, appropriately dense, walkable, have sustainable transportation and housing options and are well connected. They offer opportunities for residents of all ages and abilities to live, work and play. Opportunities for local food production or for connections to our food are increasingly seen as part of a vital and healthy neighbourhood. Vital neighbourhoods include greenspace, with opportunities to relax, reflect and connect with nature. A city that offers a variety of vital and healthy neighbourhoods is better able to attract and retain citizens and to be resilient in the face of change. In short, vital and healthy neighbourhoods are integral to the competitiveness and sustainability of our city.

Some neighbourhoods struggle to be complete because of the historic factors that created their particular form– the street patterns, land uses or building structures. Other neighbourhoods experience distress in transitioning from one form to another. In many areas, aging building stock is one of the most significant factors contributing to the need for revitalization and reinvestment.

While the economics of supply and demand help some older neighbourhoods naturally regenerate, rehabilitate or replace their buildings, these same economics limit renewal in other neighbourhoods. These neighbourhoods are often characterized by buildings in need of major repair, or properties that no longer meet appearance or safety property standards, and as the neighbourhood continues in distress, buildings become vacant and derelict. This cycle of decline ultimately affects the safety and livability of the community.

Volunteerism is acknowledged as an important attribute of vitality. Volunteerism helps build healthy, vibrant and sustainable communities. It also improves quality of life, promoting citizen involvement, social and civic responsibility and civic pride. These attributes contribute to making Winnipeg a preferred location for both businesses and individuals.

Everyone needs food to eat, but some parts of the food system have rewards beyond nutrition. Gardens, farmers' markets and community kitchens, for instance, may be a source of food, but their benefits exceed simple edible goods. The sense of belonging and the notion of personal involvement in the health of our communities is what attracts and retains most participants.

DIRECTION 1: STRIVE TO ELIMINATE DERELICT BUILDINGS.

ENABLING STRATEGIES:

- Identify, monitor and maintain an accurate and comprehensive inventory of vacant and derelict buildings, with emphasis placed on communities with higher concentrations of these properties.
- In partnership with other levels of government, develop and implement programs to address legal, social and economic issues that contribute to, or result in, buildings becoming derelict.
- Maintain an active approach to resolving by-law infractions regarding permits and property condition.
- Develop and apply a spectrum of strategies to enforce by-law compliance with orders that have been served due to property standards violations, including timely demolition when rehabilitation is not feasible.
- Partner with not-for-profit housing organizations to support the acquisition and redevelopment of vacant and/or derelict houses.
- Respond to community requests for enforcing livability property standards and derelict buildings in a cooperative and timely way.

DIRECTION 2: DELIVER A COORDINATED, INTEGRATED, AND SEAMLESS SERVICE RESPONSE TO ADDRESS COMMUNITY NEEDS AND PRIORITIES THAT CONTRIBUTE TO BUILDING HEALTHY COMMUNITIES.

ENABLING STRATEGIES:

- Apply an integrated neighbourhood service delivery model focused on meeting community needs and priorities. In this model, Neighbourhood Integrated Service Teams (NISTs) will focus on the assessment of community needs and priorities and provide coordinated services that support local vision.
- Deliver services in community-based facilities using partnerships to facilitate both access and the range of services delivered.

WHAT'S A NIST?

A Neighbourhood Integrated Service Team (NIST) is an interconnected team of City staff who will work together within each Community Characterization Area with community residents, neighbourhood networks, organizations and other levels of government to address local community needs and priorities. The NIST will facilitate a seamless and integrated service response to neighbourhood issues and contribute to building healthy communities.

DIRECTION 3: WORK IN PARTNERSHIP WITH COMMUNITIES TO IDENTIFY AND ADDRESS NEIGHBOURHOOD ISSUES.

ENABLING STRATEGIES:

- Participate in developing and implementing neighbourhood improvement strategies that encourage the creation and maintenance of complete communities.
- Ensure effective neighbourhood revitalization efforts through internal and external collaboration, partnerships and integrated work plans that measure performance.

(See: **Complete Communities,** 04-1A)

DIRECTION 4: MAINTAIN THE HEALTH AND SAFETY OF NEIGHBOURHOODS BY ENFORCING ANIMAL CONTROL BY-LAWS AND PROMOTING RESPONSIBLE PET OWNERSHIP.

ENABLING STRATEGIES:

- Maintain licensing and spay/neuter efforts to identify the animal population and help control over-population.
- Work with existing community animal welfare organizations to develop a shared vision and expand educational outreach efforts.
- Engage residents and community organizations on an ongoing basis to ensure that City animal control services are responsive and effective in addressing locally identified neighbourhood needs.

DIRECTION 5: SUPPORT EFFECTIVE PUBLIC HEALTH INSPECTION SERVICES.

ENABLING STRATEGIES:

- Work collaboratively and partner with other levels of government in order to provide consistent, effective and efficient public health inspection services.

DIRECTION 6: PROMOTE CLEANLINESS AND BEAUTIFICATION.

ENABLING STRATEGIES:

- Provide litter control and street cleanliness on all paved streets, alleys, sidewalks and City-owned properties.
- Partner with citizens and businesses to undertake programs that maintain clean and litter-free streets, alleys, sidewalks and private properties.
- Plant aesthetically pleasing vegetation such as flowers and ornamental grasses in public spaces — especially in social gathering places — throughout the city, and encourage citizens, businesses and community organizations to assist and enhance these efforts.

DIRECTION 7: RECOGNIZE AND SUPPORT THE ESSENTIAL ROLE THAT VOLUNTEERS AND VOLUNTEERISM PLAY IN BUILDING A HEALTHY AND VIBRANT WINNIPEG.

ENABLING STRATEGIES:

- Work with community partners in order to strengthen and recognize volunteerism in Winnipeg.
- Provide positive, meaningful and culturally appropriate experiences for individuals who volunteer with the City of Winnipeg.

DIRECTION 8: WORKING THROUGH COMMUNITY PARTNERSHIPS, RESPOND TO FOOD NEEDS AS IDENTIFIED BY COMMUNITIES.

ENABLING STRATEGIES:

- Collaborate on local food opportunities that are part of community development initiatives.
- Include food in planning for neighbourhood revitalization strategies.
- Within the City's mandate, pursue opportunities to support local food production.
- Develop planning tools to manage the sustainability of existing community gardens and to enable the creation of new permanent or temporary gardens.
- Maintain an inventory of City properties suitable for food production.

(See: **A Sustainable Winnipeg** 05, **Complete Communities,** 03-3, 03-4, 04, 08)

03-3 CREATIVITY

Winnipeg is a city of the arts. We are a city that expresses itself through arts, culture and creativity. We are a city that values its artists and its creative industries for their immeasurable contributions to our quality of life and for making this city a great place to live. **OurWinnipeg** will contribute to the establishment of Winnipeg as a city of choice for artists and creative industries, while conserving and protecting our heritage assets.

We live in an extraordinary cultural centre. Winnipeg is internationally renowned for its artistic and creative innovation and diversity. Locally, our sense of community and cultural diversity make Winnipeg a great place to live, work and play–especially for artists. The arts and creative industries contribute significantly to enhancing our economy, fostering connections and our city's sustainability.

The City of the Arts needs to be environmentally, economically and socially sustainable. As a knowledge-based industry, the arts and creative industries are inclined to exploring environmental issues, environmentally responsible practices and are inclined to developing intellectual resources more than physical ones. Economically, we need to not only support local arts and culture, but export it to the rest of the world. A sustainable City of the Arts has communities that have the capacity to express themselves. This capacity is built through opportunities to learn, share, participate in and produce arts and culture, especially for youth.

The City of Winnipeg recognizes that its role in the City of the Arts is one of stewardship. Working with partners, the City fosters creativity and expression by supporting the conditions and infrastructure that allow for a diversity of cultural and artistic practices.

WINNIPEG ARTS COUNCIL

The Winnipeg Arts Council (WAC) is a not-for-profit, arm's-length corporation established by the City of Winnipeg. Its mission is to develop the arts on behalf of the people of Winnipeg. WAC's mandate includes the management of the City's arts and cultural funding programs, managing and administering the City's Public Art Policy and Program, advising the City on cultural policy and presenting cultural plans from City Council's approval. As an arm's-length organization committed to artistic excellence and diversity, WAC has an integral role in advancing Winnipeg's international reputation as a City of the Arts. WAC will also be the lead partner in the development of a long-range strategic cultural plan for the city. For more information on WAC visit http://www.winnipegarts.ca.

DIRECTION 1: CONTINUE TO DEVELOP WINNIPEG'S UNIQUE ARTISTIC IDENTITY AND DIVERSITY OF EXPRESSION.

ENABLING STRATEGIES:

- Continue to support artistic integrity through arm's-length allocation of arts grants and management of a civic public art program.
- In partnership with arts stakeholders, develop and implement a long-range strategic cultural plan for the City.
- Encourage creativity and excellence in all aspects of cultural activities.
- Recognize artistic and cultural expression as a key component of sustainable and complete communities.
- Champion and support public art as a tool for placemaking and community identity, including encouraging the integration of art into new public spaces and public works projects and promoting and facilitating the incorporation of permanent or temporary art into existing public spaces and city-owned facilities, developments and major public works projects.

(See: **Complete Communities**)

DIRECTION 2: ACT AS A RESPONSIBLE STEWARD FOR CITY-OWNED MUSEUMS, ARCHIVES AND COLLECTIONS.

ENABLING STRATEGIES:

- Collaborate with museums and others on initiatives to enhance facility and collection sustainability.
- Maintain an ongoing, city-wide management system that secures existing archives and identifies and retains essential contemporary documents and databases for future reference and research.
- Support collaboration and networking related to cultural tourism.

DIRECTION 3: SUPPORT A WIDE RANGE OF ARTS AND CULTURAL FACILITIES.

ENABLING STRATEGIES:

- Collaborate to provide, support or encourage the development, maintenance and establishment of sustainable funding strategies of arts and cultural facilities of different scales appropriate to their context.
- Support the provision of equitable opportunities for all residents to participate in the arts through the development of accessible arts and cultural facilities.

DIRECTION 4: SUPPORT AND ENABLE MEANINGFUL COMMUNITY EXPRESSION.

ENABLING STRATEGIES:

- Build the capacity of communities to express themselves through a wide range of programs that engage people of all ages and abilities through arts and culture.
- Work in partnership with arts stakeholders to integrate art and cultural activities into recreation programs and facilities.
- Support a wide range of cultural facilities and services that reflect community diversity.
- In partnership with communities, create environments that reflect their distinct artistic and cultural values.
- Support and develop cultural activities that enrich and extend personal and community development.

DIRECTION 5: FOSTER LIFE-LONG ARTS LEARNING OPPORTUNITIES.

ENABLING STRATEGIES:

- Collaborate with community partners to provide opportunities for arts education at all ages and skill levels.
- Collaborate in community-led arts education opportunities, using existing City services and resources to enhance access to arts programming.
- Promote cross-cultural and inter-generational opportunities for arts activities and learning.
- Support opportunities to engage all children and youth in arts programming.
- Promote City-owned museums as a venue for education and for engaging children and youth.
- Explore opportunities to integrate art and culture into City operations.
- Pursue opportunities to make access to, and participation in, the arts more affordable and equitable.

DIRECTION 6: PROMOTE AWARENESS OF THE RICHNESS OF WINNIPEG'S ARTS AND CULTURE WITHIN AND OUTSIDE WINNIPEG.

ENABLING STRATEGIES:

- Promote artists, events, programs and facilities in partnership with Winnipeg arts and culture organizations, the Winnipeg Arts Council and Economic Development Winnipeg Inc.
- Develop the local, national and international reputation of Winnipeg as a City of the Arts
- Support the marketing of Winnipeg's internationally-renowned festivals, institutions and artists through partnerships.
- Support the film and commercial production industry by providing assistance with permitting, locations and coordination with City services.
- Through partnerships, promote opportunities that increase participation in the arts.

DIRECTION 7: GROW SUPPORT FOR CREATIVE INDUSTRIES AND ENTREPRENEURS.

ENABLING STRATEGIES:

- Recognize and support the role that entrepreneurs and small and medium-sized enterprises have in the creative economy.
- Pursue and encourage the development of creative, knowledge-based industries of all sizes.
- Pursue policies that recruit and maintain a creative workforce ready for current and emerging technologies.
- Support strategies that recognize and stimulate creative industries.
- Continue to develop and support the hard and soft infrastructure which sustains Winnipeg's creative industries and activities.

DIRECTION 8: ESTABLISH WINNIPEG AS A CITY OF CHOICE AND DESIRED DESTINATION FOR ARTISTS AND CREATIVE PROFESSIONALS.

ENABLING STRATEGIES:

- Explore and implement planning tools that make Winnipeg a more livable and desirable place for artists and creative professionals.
- Recognize the importance of living, working and presentation spaces for professional artists and arts organizations and support strategies to enhance their sustainability.

Untitled by Cliff Eyland, 2005. Public Art Commission. Location: Millennium Library, 251 Donald Street. Media: mixed media on wood. Photo: William Eakin. Source: Winnipeg Arts Council.

04 IMPLEMENTATION

OurWinnipeg is Winnipeg's Municipal Development Plan. It fulfills the requirement of section 224 of The City of Winnipeg Charter, under which the City of Winnipeg must, by by-law, adopt a development plan. **OurWinnipeg** supersedes By-law No. 7630/2000, adopted by City Council in 2001 as Plan Winnipeg: 2020 Vision.

The development plan sets out:

- the City's long-term plans and policies respecting its purposes, its physical, social, environmental and economic objectives, and sustainable land uses and development;
- measures for implementing the plan; and
- such other matters as the minister or council considers necessary or advisable.

OurWinnipeg meets these requirements of The City of Winnipeg Charter by including directions and strategies.

Additional directions and enabling strategies to implement **OurWinnipeg** and to measure progress are included in four supporting Direction Strategies.

The Plan represents a twenty-five year vision but emphasizes detailed implementation steps for the critical first years of the Plan.

04-1 OURWINNIPEG'S PRIMARY IMPLEMENTATION PATH: THE OURWINNIPEG ACTION PLAN

The City will implement **OurWinnipeg** through the **OurWinnipeg** Action Plan. Implementation will be accomplished in partnership with all City departments and the under the coordinating leadership of senior management. Directors of all City departments involved in physical and social development will be involved.

Action Plans will be created in an integrated way, involving departments, partners and the community as appropriate. More than a simple "to-do" list, Action Plans will include communications and outreach, which is critical to fostering strong collaborative working relationships, and will draw from measurement and continuous improvement loops, which is critical to effective decision making and action.

The Action Plan includes three core functions:

1. RELATIONSHIP BUILDING, OUTREACH AND MARKETING

Community, stakeholder and industry involvement in planning exercises will be encouraged as **OurWinnipeg** is implemented. This involvement will be supported by continuing the **SpeakUpWinnipeg** process and continued emphasis on public consultation processes for City initiatives and projects.

2. IMPLEMENTATION PLANS

Two aspects are needed for implementation plans: a strategic focus that pays mind to progress towards the vision and directions of **OurWinnipeg**, and a practical, operational emphasis that connects strategic thinking to ongoing operational planning.

Implementation plans will:

- Identify immediate and long term priority actions required to implement **OurWinnipeg** using short, medium and long-term planning horizons.
- Identify departmental and agency responsibilities in terms of primary and supporting roles relating to actions.
- Provide an implementation timeline.
- Be implemented through the City's budgeting process.
- Be updated, with results reported publicly.
- Be integrated with other strategic plans.

3. MONITORING, MEASURING AND CONTINUOUS IMPROVEMENT

Measurement tools will enable the City of Winnipeg to identify trends, document change over time and report on results. This information is critical both for public accountability and for effective budgeting and delivery of planning services. Changes over time can point to legitimate needs to revise the plan and respond to new growth or change.

Progress on implementation will be monitored through several kinds of measurement by:

- Partnering in a Sustainability Indicator System pilot project that tracks overall community sustainability outcomes (See: **A Sustainable Winnipeg**, 06).
- Applying a set of Neighbourhood Indicators that will be used to define and prioritize areas for reinvestment (See: **Complete Communities,** 04-1A).
- Regularly updating the urban structure based on land supply data and data from Neighbourhood Indicators and Sustainability Indicators (See: **Complete Communities,** 02).

Striving for sustainable innovation and benchmarking against best practices are integral parts of measurement and continuous improvement. This work, including the research, development and testing of new tools and approaches, will be an integral part of the Action Plan and the implementation of **OurWinnipeg.**

04-2 RESPONSIBILITY FOR IMPLEMENTATION

City Council is responsible for approving **OurWinnipeg,** for any subsidiary plans, policies, programs and actions to implement the plan, and for any possible future amendments to the plan. City Council has the authority to approve activities that will implement **OurWinnipeg** and to approve associated budgets.

City Council can direct the Public Service to prepare the subsidiary plans and policies that are needed for ongoing implementation. The Public Service, together with various City agencies, arm's-length organizations and engaged community partners, is responsible for undertaking the programs and activities that help to implement **OurWinnipeg.**

The Province of Manitoba must approve **OurWinnipeg** before it can be adopted by Council. The Province has been an active and valued contributor to the planning process.

Section 235 of The City of Winnipeg Charter provides that the passing of a development plan by-law "does not require council, any person, or any department or agency of the government, to undertake a proposal contained in the by-law, but public works, undertakings and development in the city must be consistent with..." the development plan.

04-3 SUBSIDIARY PLANS

Implementing **OurWinnipeg** and its Direction Strategies requires an integrated approach. **OurWinnipeg** will be implemented through subsidiary plans, policies, strategies, guidelines, programs and actions–especially the four supporting Direction Strategies:

- **A Sustainable Winnipeg**
- **Complete Communities**
- **Sustainable Transportation**
- **Sustainable Water and Waste**

04-4 BUDGET

OurWinnipeg and its supporting Direction Strategies will be used by the Public Service to develop strategies and budget proposals, coordinated through Action Plans. When adopted by Council, these Action Plans and budgets will provide clear direction to City departments in the preparation of their service plans, service delivery decisions, and intergovernmental or partnership activities.

04-5 AMENDMENTS

The City cannot issue building or development permits for any development applications that do not conform with **OurWinnipeg**. However the City understands that **OurWinnipeg** must be flexible and responsive over time. By allowing the opportunity to consider amendments we can respond to changing circumstances and the evolving marketplace while at the same time remaining consistent with the overall goals and objectives of the Plan.

The City will consider proposed amendments to **OurWinnipeg** in accordance with The City of Winnipeg Charter and the Development Procedures By-law. Changes to the supporting Direction Strategies will be considered by Council through regular City by-law amendment procedures or other processes, as required.

OurWinnipeg amendments to facilitate a proposed development may be made only after the Public Service and City Council carefully consider whether the development maintains the overall goals and objectives of **OurWinnipeg,** meets the City's other long term plans and is compatible with surrounding land uses.

OurWinnipeg and its supporting Direction Strategies provide a framework to guide development and growth decisions in the City of Winnipeg for at least the next five years. In accordance with Section 226 of The City of Winnipeg Charter, City Council must begin a review of the Plan at least once within five years after adopting it, and if required to do so by an order of the provincial minister who administers the Charter.

Periodically, changes to Complete Communities' urban structure ("urban structure") may be necessary or advisable. In order for Council to make any of the following changes to the urban structure, Council needs to amend OurWinnipeg as well as Complete Communities:

- Changing any land from the "Rural and Agricultural" designation to another designation;
- Changing any land from the "Airport Area" designation to another designation;
- Changing any land from another designation to the "Airport Area" designation.

In order for Council to make any other change to the urban structure, Council needs to amend only Complete Communities.

In the event of a change to the boundaries of The City of Winnipeg, Council needs to amend Complete Communities to change the urban structure accordingly and amend OurWinnipeg accordingly.

Amended 130/2013

GLOSSARY

ACCESSIBILITY (see: 'Universal Design')

ACTIVE TRANSPORTATION

Any human-powered mode of transportation such as cycling, walking, skiing and skateboarding. While the main emphasis is on travel for a specific purpose, it does not exclude recreational travel.

ADAPTIVE REUSE

Adaptive Reuse is the change in use (and often structure) of a building whose original use is no longer needed. This is typically done with old industrial and warehouse buildings, but also happens with more modern buildings.

ADOPTED PLAN

A plan adopted by a governing body that is incorporated as a by-law.

AFFORDABLE HOUSING

Affordable housing costs less than 30 per cent of before-tax household income. For renters, shelter costs include rent and any payments for electricity, fuel, water and other municipal services. For owners, shelter costs include mortgage payments (principal and interest), property taxes, and any condominium fees along with payments for electricity, fuel, water and other municipal services. It includes housing provided by the private, public and not-for-profit sectors as well as all forms of housing tenure. (Source: CMHC Housing Observer 2009, pp 15, 81)

AGE-FRIENDLY / AGE FRIENDLY CITIES

A community that provides support and opportunities in eight areas: outdoor spaces and buildings, transportation, housing, respect and inclusion, social participation, civic participation and employment, communication and information and community supports and health services. An age-friendly city adapts its structures and services to be accessible to and inclusive of people of all ages with varying needs and capacities.

ALTERNATIVE TRANSPORTATION

Modes of transportation that are alternatives to travel by a single occupancy vehicle, including riding transit, walking, cycling, and carpooling.

AREA STRUCTURE PLAN

(See also 'Secondary Plan' and 'Local Area Plan') An Area Structure Plan is a detailed plan having the status of a by-law which includes a statement of the City's policies and proposals for the development, redevelopment or improvement of a specific area of the city.

ASSET MANAGEMENT

An integrated approach involving planning, engineering and finance to effectively manage existing and new municipal infrastructure to maximize benefits, reduce risk and provide satisfactory levels of service.

AUTHORITY

An organization authorized by Winnipeg City Council to manage a public service.

BENCHMARKING
The search for industry best practices which lead to superior performance.

CALL TO ACTION FOR OURWINNIPEG
The first report of the OurWinnipeg initiative, released in draft form in November 2009. It summarizes what the City of Winnipeg heard from April 2009 to October 2009 through SpeakUpWinnipeg, identifies a vision, guiding directions and proposes a series of short-term actions the City will take to get started on priorities identified through community input.

CAPITAL REGION/MANITOBA'S CAPITAL REGION
Refers to the City of Winnipeg and a number of surrounding municipalities – the City of Selkirk, the Town of Stonewall, and the Rural Municipalities of Cartier, East St. Paul, Headingley, Macdonald, Ritchot, Rockwood, Rosser, St. Andrews, St. Clements, St. Francois Xavier, Springfield, Tache, and West St. Paul.
More information is available online through Manitoba Intergovernmental Affairs:
http://www.gov.mb.ca/ia/capreg/

CENSUS METROPOLITAN AREA (CMA)
Area consisting of one or more adjacent municipalities surrounding an urban core. To be part of the CMA, adjacent municipalities must have a high degree of integration with the central urban area, as measured by community flows.

CENTRE
Centres are areas of concentrated activity, often located at the convergence of significant transportation routes.

CITY OF WINNIPEG'S PUBLIC ART PROGRAM
Develops projects in public spaces, facilitates community-based projects, holds workshops and organizes forums and other public events.

CLIMATE CHANGE
A change in the state of the climate that can be identified using statistical tests by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer.

CLUSTERING
Geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region. Clusters arise because they increase the productivity with which companies can compete.

COMMERCIAL (SEE ALSO 'RETAIL')
Commercial and/or retail includes: grocery & food (e.g. grocery stores, restaurants), general merchandise (e.g. recreation, departments stores, financial services, personal services) and transportation (e.g. car show rooms, gas stations).

COMMUNITY CHARACTERIZATION AREAS
Areas that follow the boundaries of identified neighbourhoods. These defined based on population and natural community boundaries, such as transportation routes, rivers and differing areas of land use.

COMMUNITY DEMOGRAPHIC INFORMATION
Information about the people living in a community such as age, ethnicity, culture, housing or socio-economic status.

COMMUNITY DEVELOPMENT
Activities that improve the capacity of communities to act, interact and express themselves.

COMMUNITY GARDENS
Places where neighbours gather to grow produce and plants. Such gardens provide inexpensive, fresh food and provide an opportunity for community interaction and neighbourhood improvement.

COMMUNITY KITCHENS
Community led resource centre providing knowledge and experience in nutritional planning and food preparation skills.

COMMUNITY
A group of people with similar or shared culture, concerns or geography.

COMPACT GROWTH/COMPACT DEVELOPMENT/ COMPACT NEIGHBOURHOODS/COMPACTLY/COMPACT URBAN FORM (SEE ALSO "HIGH DENSITY")
A term used to describe development that uses less land than conventional development.

COMPLETE COMMUNITY
Complete communities are places that both offer and support a variety of lifestyle choices, providing opportunities for people of all ages and abilities to live, work, shop, learn and play in close proximity to one another.

COMPLETE COMMUNITIES CHECKLIST
A non-regulatory evaluation tool that provides a consistent and comprehensive guide to 'Complete Communities' objectives. Its purpose is to facilitate a collaborative conversation with developers and inform the development application and approval process. It includes a scoring system that will improve the development process.

CREATIVE INDUSTRIES
The creative industries utilize creativity, production, manufacturing, distribution, marketing and support activities to make products that result from innovation and imagination.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED (pronounced "sep-ted") is a crime prevention strategy surmising that the incidence and fear of crime can be reduced through better design. For example, windows facing the sidewalk will make the sidewalk safer than if it were a brick wall, since they provide more "eyes on the street."

DENSITY/DENSIFICATION

In a planning context, density usually refers to the number of dwelling units, square metres of floor space, or people per acre or hectare of land.

DEVELOPMENT PLAN

A development plan sets out the goals, policies and guidelines intended to direct all physical, social, environmental and economic development in a city now and into the future. All other plans and council decisions must conform to it. In Manitoba, the Planning Act requires all municipalities to prepare a development plan. Development plans are also known as official plans, comprehensive plans or general plans.

DERELICT BUILDING/PROPERTY

A dwelling or non-residential building that is not in compliance with the derelict building by-law.

DIRECTION STRATEGY

A supporting strategy for OurWinnipeg created at the discretion of The City of Winnipeg. Proposed direction strategies include Complete Communities, Sustainable Transportation, Sustainable Water and Waste and A Sustainable Winnipeg.

DISTRICT

An area of the city defined by particular geography, character or other factors.

DIVERSION (WASTE)

Refers to changing the destination of waste material from landfills or incineration to recycling, composting, or reuse.

DOWNTOWN

The central area of the city (see figure 01a, Urban Structure Map).

ECONOMIC DEVELOPMENT

Any effort or undertaking which aids in the growth of the economy.

ECONOMIC DEVELOPMENT WINNIPEG

Economic Development Winnipeg Inc. is an arm's-length, public-private partnership led by a private sector board with core funding from the City of Winnipeg and the Province of Manitoba. Their mandate is to market the city in a sustainable, long-term approach in order to provide services that facilitate economic development and tourism opportunities for Winnipeg.

EDUCATION
Education includes life-long activities that impart knowledge or skills, enrich life, and enhance the ability to provide meaningful social and economic contributions to the family and community.

ENTITLEMENT FIRST NATIONS
(See 'Treaty Land Entitlement')

EXCHANGE DISTRICT INTERPRETIVE PLAN/STRATEGY
A comprehensive framework for interpreting the history of the Exchange district.

EXTENDED HOUR ACTIVITY
Extended hour activity refers to having activities, including shopping, entertainment and restaurants available past regular working hours, generally in the downtown area.

FARMERS' MARKETS
Places where farmers and consumers gather in a local place to access a variety of fresh produce and food products, to meet one another and sometimes to share knowledge about local food production processes.

GOODS MOVEMENT
The transportation of goods (freight or commodities) by road, rail or air.

GREEN DEVELOPMENT/GREEN BUILDING
Development or design that considers the broad environmental, economic and social impacts of design. Green Development considers the community-wide and regional implications of development and land use, prioritizing green building concepts and technologies in order to reduce environmental impact.

GREENFIELD/GREENFIELD DEVELOPMENT
Used in construction and development to reference land that has never been used (e.g. green or new), where there is no need to demolish or rebuild any existing structures.

GREEN HOUSE GAS (GHG) EMISSIONS
Gases (e.g. carbon dioxide, methane, nitrous oxide) that are released into the atmosphere from human induced and natural occurrences. These gasses trap heat from the sun within the atmosphere, causing a greenhouse effect.

HARD AND SOFT INFRASTRUCTURE
Hard infrastructure is the physical assets such as roads, bridges, pathways, water and sewer treatment facilities and community facilities necessary for our daily environmental, social and economic lives. Soft infrastructure refers to non-physical supports such as education and training, programs, services and healthcare.

HEALTHY COMMUNITY

A community that is continuously creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential.

HERITAGE CONSERVATION MANAGEMENT PLAN

A City of Winnipeg plan, developed through consultation with the public, that is intended to maximize the potential of Winnipeg's community heritage assets.

HISTORIC CONTEXT STATEMENT

A framework for understanding and evaluating a historical resource. The significance of a resource is judged and explained through information about patterns and trends that define community history. Each resource is considered in the context of the underlying historical influences that have shaped and continue to shape the area. Historic context may be organized by theme, geographic area, or chronology, and is associated with a defined area and an identified period of significance.

IMPLEMENTATION TOOLS

Specific planning, marketing, fiscal or other tools designed to assist in the application of planning policies. Examples are zoning, partnerships and incentives.

INTENSIFICATION

A term that refers to the development of a site at higher densities than what currently exists. This includes the development of a vacant/underutilized site (including greyfields and brownfields) or the expansion/conversion of an existing building.

INCLUSIVE/EQUITABLE COMMUNITY

An inclusive and equitable community is a place where we all belong, are empowered and feel welcome. It means all citizens can participate, enjoy their home with ease, travel with comfort and be educated, volunteer, work or recreate in their own community.

INFILL/INFILL DEVELOPMENT

A type of development occurring in established areas of the city. Infill can occur on long-time vacant lots, or on pieces of land with existing buildings, or can involve changing the land use of a property from one type of land use to another.

INFRASTRUCTURE DEFICIT

The difference between the capital needs of an organization and the funding available to address the organization's infrastructure asset management requirements.

INTEGRATED COMMUNITY SUSTAINABLE PLAN (ICSP)

Developed in consultation with the community, an ICSP is a long-term plan that provides directions for realizing sustainable objectives.

INTERGENERATIONAL
An activity or initiative that involves people from different generations.

INTERNATIONAL NEWCOMERS/ NEWCOMERS
People who have arrived from other communities, with the intention of making Winnipeg their new home. "International newcomers" refers specifically to those who have come from other countries.

INTEGRATED PLANNING
Defined as a holistic view of strategic planning that acknowledges the interrelated and inter-dependent reality of complex urban environments.

LAND USE
The various ways in which land may be used or occupied.

LOCAL AREA PLANNING
A spectrum of tools that guide the development of a site or area, including issue or area-specific design guidelines, high-level policy 'handbooks,' Planned Development Overlays (PDOs), Local Area Plans and others.

LIFE-CYCLE COST ANALYSIS/METHODOLOGY
A method for assessing the sum of all recurring and one-time costs over the lifespan of a product, structure or system. These costs include the capital, operating, maintenance, and upgrades costs plus the remaining value at the end of the useful life of the product, structure or system.

MAINTENANCE (OF INFRASTRUCTURE)
The set of activities required to keep a component, system, infrastructure asset or facility functioning as it was originally designed and constructed.

MAJOR REDEVELOPMENT SITES
Large, functionally obsolete or underutilized lands, such as former industrial areas. They are often located adjacent to existing communities along rail lines, major corridors or rapid transit corridors. Although existing infrastructure is often insufficient for immediate redevelopment, these areas present opportunities for strategic mixed use infill and intensification in existing urban areas.

MATURE COMMUNITIES
Winnipeg's early suburbs, mostly developed before the 1950s. Key features are a grid road network with back lanes and sidewalks, low to moderate densities, and a fine grained mix of land uses along commercial streets. Many of these communities have a full range of municipal services.

MIXED-USE DEVELOPMENT/MIX OF USES
The development of a tract of land, building or structure that includes two or more different land uses, including residential, office, retail or light industrial.

MOBILITY
Mobility refers to the efficient movement of people and goods in the urban environment.

NEIGHBOURHOOD

A residential area with an appropriate mix of housing types, convenience type commercial facilities, and where appropriate, schools or park facilities.

NEIGHBOURHOOD INTEGRATED SERVICE TEAM (NIST)

An interconnected team of City staff who will work together within each Community Characterization area with community residents, neighbourhood networks, organizations and other levels of government to address local community needs and priorities. The NIST will facilitate a seamless and integrated service response to neighbourhood issues and contribute to building healthy communities.

NEW COMMUNITY

New Communities are large land areas on the edge of the City identified for future urban development. These areas are not currently served by a full range of municipal services. Many of these lands were previously designated as Rural Policy Area in Plan Winnipeg 2020.

OURWINNIPEG

Replaces Plan Winnipeg 2020 Vision as the city's development plan (see: Development Plan) once it is adopted by City Council and approved by the province.

PEDESTRIAN ORIENTED

See Walkable

PLACEMAKING

The process of creating public spaces in the city that are unique, attractive and well-designed to promote social interaction and positive urban experiences.

PLAN WINNIPEG 2020 VISION

Plan Winnipeg 2020 Vision is the City of Winnipeg's current long-range development plan (see Development Plan). Adopted in 2001, it was intended to guide all development in the city henceforth for the next twenty years. OurWinnipeg (see OurWinnipeg) replaces Plan Winnipeg as the city's development plan.

PLURALISTIC/PLURALITY/PLURALISM

When a mix of different cultural, ethnic, religious and/ or other groups live in a society while maintaining unique cultural identities.

POVERTY

Poverty means people do not have income adequate for basic human needs such as clean water, nutrition, health care, clothing and shelter and therefore lack sufficient resources to participate successfully in the social and economic life of their community.

PRECINCTS/PLANNING PRECINCTS

Planning Precincts divide New Communities into logical fractions in order to ensure that planning for New Communities is comprehensive, orderly and complete.

PROVINCIAL LAND USE POLICIES (PLUPS)

Policies enacted by the Province to guide the use of land and resources, and to encourage sustainable development. The policies provide direction for a comprehensive, integrated and coordinated approach to land use planning for all local authorities.

PUBLIC ART

Artworks created for, or located in part of a public space and/or accessible to the public. Public art includes works of a permanent or temporary nature located in the public realm and created in any medium.

PUBLIC REALM

The public realm is the shared component of the built environment that the public has free access to, such as sidewalks, streets, plazas, waterfronts, parks and open spaces.

RAPID TRANSIT

A form of urban public transportation with higher than normal capacity and higher than average speed, sometimes separated from other traffic in underground tunnels, above-ground bridges or separate right-of-ways. Rapid transit vehicles can include buses, light rail vehicles and trains.

RECENT COMMUNITIES

Recent Communities are areas of the city that were planned between the 1950s and the late 1990s. They are primarily low and medium residential with some retail. The road network is a blend of modified grid and curvilinear, often without sidewalks or back lanes. These are typically stable residential communities with limited redevelopment potential over the next 30 years.

RECREATION

Recreation is all those things that a person or group chooses to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying.

REINVESTMENT AREA

Reinvestment Areas are parts of the city that may have a desirable character, but show signs of disinvestment and decline and would benefit from modest infill, redevelopment and/or other projects. OurWinnipeg does not identify specific Reinvestment Areas but supports the development of criteria to classify them.

SAFETY

Freedom from the occurrence or risk of injury, danger or loss.

SCHOOL RESOURCE OFFICER (SRO) PROGRAM

A proactive community-based crime prevention initiative established in 2002. SRO programs connect police officers with students in schools to teach crime prevention, safety education and conflict resolution skills. Officers are also there to provide advice, counseling and mediation services.

SECONDARY PLAN

A term that has been used to describe a detailed statutory plan which includes a statement of the City's policies and proposals for the development, redevelopment or improvement of a specific area of the city. Some examples include, the Osborne Village Neighbourhood Plan and the Waverley West Area Structure Plan.

SECONDARY SUITES/ ACCESSORY RESIDENTIAL UNITS

A secondary dwelling unit established in conjunction with and clearly subordinate to a primary dwelling unit, whether a part of the same structure as the primary dwelling unit or a detached dwelling unit on the same lot.

SPEAKUPWINNIPEG

The City of Winnipeg Charter requires the City, when reviewing its development plan (see Development Plan), to seek input from the public. SpeakUpWinnipeg refers to the public involvement process used for OurWinnipeg. The process encompassed varied possibilities for participation, from online discussions to focus groups and dialogue surrounding drafts and strategies.

SPECIALTY HOUSING

Housing with adaptable or flexible design elements to accommodate specific needs and target populations. It would include housing for people with various ability and age levels including physical, sensory, cognitive, mental health and cultural uniqueness. Transitional housing is another key element of specialty housing.

SUSTAINABLE/SUSTAINABILITY

According to the 1983 United Nations Brundtland Commission, the preeminent standard in the definition of sustainable development, it is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." While the term is most associated with its environmental implications, it also has economic and social implications as well.

UN 1983 Report of the World Commission on Environment and Development, aka the Brundtland Commission: http://www.un-documents.net/wced-ocf.htm

SUSTAINABLE TRANSPORTATION

Allows the basic access needs of individuals and societies to be met safely and in a manner consistent with human and ecosystem health, and with equity within and between generations. It is affordable, operates efficiently, offers choice of transport mode, and supports a vibrant economy.

SUSTAINABILITY INDICATORS

Measurement tools that help the City of Winnipeg clarify its progress toward the attainment of its vision of social/cultural, economic and environmental sustainability. Sustainability indicators must be relevant, easy to understand, reliable and based on accessible data.

TEMPORARY GARDENS

Gardens established as an interim use on city owned property that is not slated for immediate development or sale

THEMATIC FRAMEWORK FOR THE EVALUATION OF WINNIPEG'S HISTORIC RESOURCES

A thematic framework organizes and defines historical themes that identify significant sites, persons and events. Historical themes provide a context within which heritage significance can be understood, assessed and compared. Historical themes are identified when a thematic history is prepared.

TRANSFORMATIVE AREAS

Specific areas within the city that provide the best opportunity to accommodate significant growth and change. These areas include Downtown, Mixed Use Centres, Mixed Use Corridors, Major Redevelopment Sites and New Communities.

TRANSIT ORIENTED DEVELOPMENT

Moderate to higher density compact mixed-use development, located within an easy five to ten minute (approximately 400m to 800m) walk of a major transit stop. TOD involves high quality urban development with a mix of residential, employment and shopping opportunities, designed in a pedestrian-oriented manner without excluding the automobile. TOD can be new construction or redevelopment of one or more buildings whose design and orientation facilitate the use of public transit and active transportation modes.

TRANSIT

See Public Transportation.

TRANSPORTATION MASTER PLAN (TMP)

A multimodal transportation model that fully integrates transportation and land use planning. Alternate settlement patterns and transportation plans/services may be tested against their ability to achieve the goals of a sustainable transportation policy.

UNIVERSAL DESIGN

A term coined by architect Ron Mace of the University of North Carolina to encompass seven basic principles of good design: equitable use, flexible use, simple and intuitive use, perceptible information, tolerance for error, low physical effort and size and space for approach and use. It can be applied to a place, service or product. The principles are key ingredients to accessibility within a complete community and social sustainability within an urban environment. Universal Design characteristics maximize accessibility for a wide range of people from infancy to older ages with a variety of physical, sensory or cognitive abilities.

URBAN DESIGN

The complete arrangement, look and functionality of any area(s) within a town, city or village.

URBAN FORM

The three dimensional expression of buildings, landscapes and urban spaces.

URBAN STRUCTURE

A spatial articulation of city building objectives based on land use, physical layout and design.

VACANT BUILDING

A building that is not being used or occupied.

VISITABILITY

Visitability is a concept that provides zero grade entry into a home and allows someone with or without a mobility impairment to visit the home and use a main floor washroom.

WALKABILITY/WALKABLE

Walkability is a measurement of how conducive a place is to walking. This includes the physical nature of a place and other factors, such as safety and perceived enjoyment. Walkability is influenced by several factors including proximity to one's destination (for example work or school), the quality of pedestrian facilities, availability of parks and public spaces, urban density, mixture of uses and the presence of a defined urban centre.

WINNIPEG ABORIGINAL YOUTH STRATEGY

The goal of this strategy, passed by City Council in 2008, is to increase the participation of Aboriginal youth in the overall City system; which includes programs, services and employment. The Strategy supports the efforts of Aboriginal based community services that are culturally relevant and accessible to Aboriginal youth.

ZONING

Zoning classifies of a city's land into specific "zones" that regulate the use, size, height, density and location of buildings and activities permitted in them. These zones are set out in zoning by-laws, as required in Winnipeg, by the City of Winnipeg Charter Act (see City of Winnipeg Charter).

This is Exhibit "Y" referred to in the
Affidavit of Alan A. Borger sworn
before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

COMPLETE COMMUNITIES

An OurWinnipeg™ Direction Strategy

Winnipeg

PUBLIC SERVICE CONTRIBUTORS

The Complete Communities Direction Strategy includes contributions from across the Public Service, including:

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WINNIPEG TRANSIT

Dave Wardrop, Bill Menzies, Bjorn Radstrom

COMPLETE COMMUNITIES

WINNIPEG'S GUIDE TO LAND USE AND DEVELOPMENT

Complete Communities is one of four Direction Strategies supporting **OurWinnipeg**. It represents more than two years of research and analysis about what should be part of a 'state of the art' land use and development plan.

At the direction of City Council and in order to provide the solid framework to inform the strategy, significant research and analysis was taken to fill what was a significant gap of basic information in important areas, such as:

- What is the state of our current land supply?
- What type and level of growth can we expect?
- What are the best practices to achieve balanced, sustainable growth?
- How do we support the creation of complete communities?

Additionally, nationally and internationally renowned experts in areas such as urban economics, planning and design were consulted to help further inform **Complete Communities** and its accompanying guidelines, plans and handbooks.

The result, an innovative, practical "playbook" guiding land use and development in Winnipeg was born from this background work and an intensive, 6 month drafting process that involved a significant cross-section of Winnipeg's Public Service with support from a variety of stakeholders.

Complete Communities sets Winnipeg on a new path. New tools and approaches will foster development that establishes Winnipeg as an urban leader– a city of unique, sustainable and complete communities.

THE PREPARATION OF THIS SUSTAINABLE COMMUNITY PLAN WAS CARRIED OUT WITH ASSISTANCE FROM THE GREEN MUNICIPAL FUND, A FUND FINANCED BY THE GOVERNMENT OF CANADA AND ADMINISTERED BY THE FEDARATION OF CANADIAN MUNICIPALITIES. NOTWITHSTANDING THIS SUPPORT, THE VIEWS EXPRESSED ARE THE PERSONAL VIEWS OF THE AUTHORS, AND THE FEDERATION OF CANADIAN MUNICIPALITIES AND THE GOVERNMENT OF CANADA ACCEPT NO RESPONSIBILITY FOR THEM.

HOW TO USE THIS DOCUMENT

EACH SECTION ON THE URBAN STRUCTURE (SEE FIGURE H) BEGINS WITH A VISION AND/OR HIGH LEVEL DESCRIPTION OF THE APPLICABLE URBAN STRUCTURE COMPONENT AND THEN MOVES TO THE DETAILS OF HOW THEY ARE TO BE IMPLEMENTED. THE SECTIONS ARE ORGANIZED ACCORDING TO FIGURE H.

KEY DIRECTION (figure a)

Each section has a key direction. It is meant to summarize the main thrust of the section and like a goal, it provides a description of the results that the City is hoping to achieve. It is from this direction that the rest of each section is based.

VISION (figure b)

An inspirational statement regarding how the area will evolve.

DESCRIPTION (figure c)

This is the main body of the section. It outlines the characteristics of the area, how it fits into the Urban Structure and may outline examples of that part of the Urban Structure.

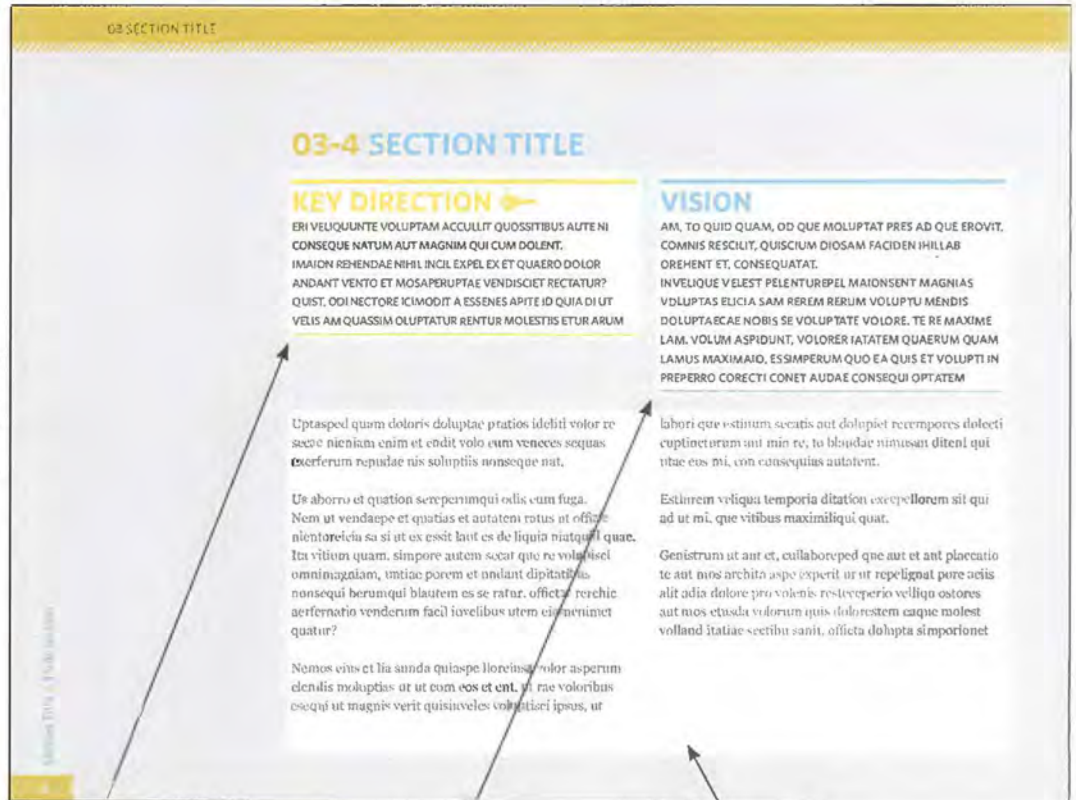


figure a

figure b

figure c

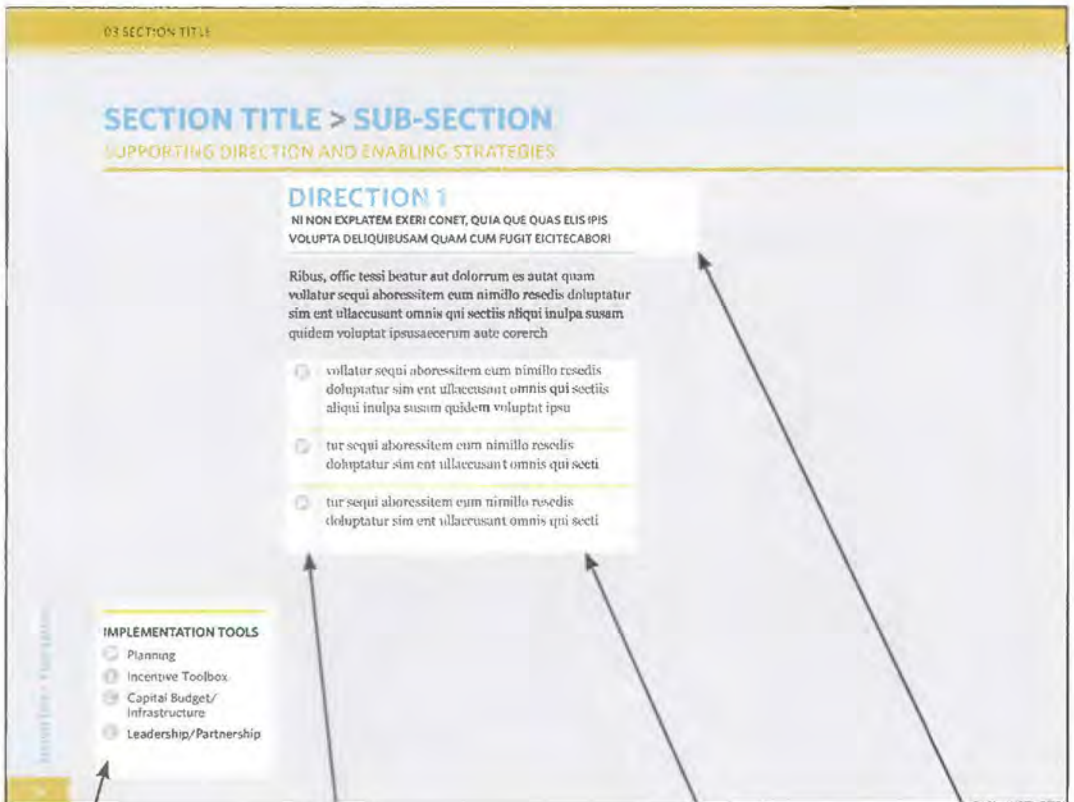


figure g figure f figure e figure d

IMPLEMENTATION TOOLS (figure g)

- **Planning**
- **Incentive Toolbox**
- **Capital Budget/Infrastructure**
- **Leadership/Partnership**

SUPPORTING DIRECTIONS (figure d)

Supporting Directions are based on the Key Directions and describe the City's objectives concerning the component of the Urban Structure in more detail.

ENABLING STRATEGIES (figure e)

The enabling strategies come from each supporting direction. They are the strategies that will guide the City to fulfilling the directions for each component of the Urban Structure.

TOOLS (figure f)

Each enabling strategy has been assessed as to how they can be implemented. There are four categories of tools: Planning, Incentives, Capital Budget/Infrastructure, and Leadership/Partnership. Where an enabling strategy will use one or more tools, their corresponding symbols will be shown next to the strategy.

The details of the specific tools and actions that will be used to implement the enabling strategies have not been specified in this paper. They will be further defined through the Complete Communities Toolbox and through future work plans. (see Implementation Section)

GLOSSARY

Complete Communities is a technical document which uses terms that may not be familiar to all users. For that reason, there is a comprehensive glossary at the back of the document to help the reader better understand and use the document.

THROUGHOUT THE DOCUMENT YOU WILL FIND GRAPHICAL CUES FOR QUICK REFERENCE AND NOTES REFERRING YOU TO OTHER DOCUMENTS FOR FURTHER INFORMATION. THIS SECTION WILL GIVE YOU A QUICK VIEW OF THE DOCUMENT'S STRUCTURE AND DETAIL THESE CUES AND REFERENCES TO HELP YOU NAVIGATE THROUGH IT.

DOCUMENT STRUCTURE

INTRODUCTION	THE INTRODUCTION PROPOSES A VISION OF COMPLETE COMMUNITIES AND OUTLINES THE SHIFT TO ACCOMMODATING GROWTH AND CHANGE IN WINNIPEG BASED ON AN URBAN STRUCTURE. IT ALSO EXPLAINS HOW THIS DOCUMENT IS RELATED TO OTHER PLANNING DOCUMENTS AND TO **OURWINNIPEG** IN PARTICULAR.	
URBAN STRUCTURE	PROVIDES A VISION FOR THE ARRANGEMENT OF LAND USES WITHIN THE CITY.	
	TRANSFORMATIVE AREAS: DOWNTOWN CENTRES & CORRIDORS MAJOR REDEVELOPMENT SITES NEW COMMUNITIES	TRANSFORMATIVE AREAS ARE THOSE AREAS OF THE CITY THAT PROVIDE THE BEST OPPORTUNITY FOR GROWTH AND CHANGE.
	AREAS OF STABILITY: MATURE COMMUNITIES RECENT COMMUNITIES	AREAS OF STABILITY REFER TO AREAS THAT WILL ACCOMMODATE MODERATE GROWTH AND CHANGE THAT FITS WITH THE EXISTING FORM AND CHARACTER OF ITS LOCATION.
	OTHER: EMPLOYMENT LANDS COMMERCIAL LANDS PARKS, PLACES AND OPEN SPACES RURAL AND AGRICULTURAL	THESE AREAS CAN BE FOUND THROUGHOUT THE CITY IN BOTH TRANSFORMATIVE AREAS AND AREAS OF STABILITY.
	SPECIAL DISTRICTS: AIRPORT AREA ABORIGINAL ECONOMIC DEVELOPMENT ZONES CAPITAL REGION	SPECIAL DISTRICTS ARE AREAS WHERE THE CITY HAS LIMITED OR NO JURISDICTION, BUT IS IN A POSITION TO PARTNER WITH STAKEHOLDERS IN THE FUTURE DEVELOPMENT OF THESE LANDS.
	URBAN STRUCTURE SUPPORTS: URBAN DESIGN HERITAGE CONSERVATION	THESE SUPPORTING SECTIONS ARE NOT RELATED TO ANY ONE AREA OR TYPE OF AREA OF THE CITY. THEY ARE INTENDED TO BE APPLIED THROUGHOUT THE CITY BASED ON WHERE THEY ARE APPLICABLE TO A PARTICULAR NEIGHBOURHOOD, COMMUNITY, OR COMPONENT OF THE URBAN STRUCTURE.
IMPLEMENTATION	THE IMPLEMENTATION SECTION DESCRIBES HOW THE COMPLETE COMMUNITIES DIRECTION STRATEGY WILL BE IMPLEMENTED.	

figure h

TABLE OF CONTENTS

01 INTRODUCTION

Complete Communities is one of four Direction Strategies among a series of detailed studies, strategies and guides supporting **OurWinnipeg**. Its primary focus is to describe Winnipeg's physical characteristics and lay out a framework for the city's future physical growth and development by introducing an urban structure. An urban structure is a spatial articulation of city building objectives. It guides the city's future realization, identifying and defining its physical components–not as they are today, but as they are envisioned.

Through **SpeakUpWinnipeg**, Winnipeggers have told us they are increasingly committed to and looking for environmentally, socially and economically sustainable solutions. They have been clear about wanting healthy and sustainable communities— communities where people of every age and ability have the opportunity to live, work, shop, learn and play within their own neighbourhood.

OurWinnipeg has been additionally informed by background research and analysis showing that the city will grow and change considerably over the coming decades. By 2031, our city is expected to grow by more than 180,000 people and add more than 65,000 jobs— a level of growth Winnipeg hasn't seen in decades. This translates into the need for more than 83,000 new dwelling units— equivalent to the addition of a city the size of Regina— in just 20 years with less than 13 years of land supply. Our projected population growth is outpacing our supply of new land for development, and for the first time in our history, we face a critical land shortage.

Growth without sufficient land doesn't have to be a crisis. It can be an opportunity to be proactive and innovative about how we grow, allowing us to address the following questions in a new way:

- How are we going to sustainably accommodate growth and change?
- How can we capitalize on growth while making sure our city stays livable, affordable and desirable?
- How can we make sure that all Winnipeggers benefit from this growth?
- How can we maintain and enrich what we value while finding room for a growing population?

In response to the clear direction provided by Winnipeggers through **SpeakUpWinnipeg**, informed by recommendations from background research in areas such as employment lands, commercial lands, residential lands and the Downtown, and necessitated by our considerable growth projections over the coming years, **OurWinnipeg** will prioritize building Complete Communities and accommodating growth and change in a sustainable way. This will be done by balancing growth in new and existing communities with intensification in certain areas of the city—namely, Centres and Corridors, Major Redevelopment Sites and Downtown.

The Vision Statement and principles for the **Complete Communities** establish its rationale and articulate the preferred direction in moving forward. The Vision and principles were developed by representatives from the City of Winnipeg Water & Waste, Public Works, Transit, Community Services, Planning, Property & Development Departments, City of Winnipeg Police Services and the Province of Manitoba.

OVERALL VISION

THE CITY OF WINNIPEG IS PLANNED AND DESIGNED BASED ON A LOGICAL URBAN STRUCTURE THAT FOCUSES GROWTH AND CHANGE TO ENHANCE EXISTING ASSETS, TO CREATE COMPLETE COMMUNITIES AND COMPLETE EXISTING COMMUNITIES, AND TO ENSURE A SOCIALLY, ENVIRONMENTALLY AND ECONOMICALLY SUSTAINABLE FUTURE THROUGH THE INTEGRATION OF TRANSPORTATION PLANNING, LAND USES, BUILT FORMS AND URBAN DESIGN.

PRINCIPLES

Stemming from the vision are six principles. They function as a guiding framework for **Complete Communities**:

1 Creating complete communities and completing existing communities— enhancing their existing infrastructure and assets in ways that make most amenities for daily living universally accessible — will be key to making our city attractive and competitive.

2 Growth is to be focused on areas that will respond best to city building objectives— including social, economic and environmental sustainability. A criteria-based approach, which may include a variety of tools, will be utilized.

3 **OurWinnipeg** supports a pedestrian and transit friendly environment by integrating public infrastructure, land uses and built form to encourage higher residential densities and building-type variation, where practical and feasible.

4 **OurWinnipeg** builds on existing assets, including natural heritage features (rivers, urban forests, and parks), cultural heritage features (the historic villages and heritage buildings and structures), built form (mature neighbourhoods and Downtown), community focal points (facilities, open spaces and main streets), and the existing pattern of streets. The existing character and form will not change for a significant portion of the city.

5 **OurWinnipeg** builds on future, planned-for assets, such as rapid transit systems and CentrePort.

6 The collaborative implementation of **OurWinnipeg** will be inclusive, transparent, accessible and meaningful for everyone.

COMPLETE COMMUNITIES

Winnipeg is fortunate that it can historically be described as a community of communities; it is made up of many distinct and unique neighbourhoods, all woven together by a rich community spirit. Promoting the completion of Winnipeg's existing communities and guiding the creation of new complete communities will be paramount in making sure that the city is a sustainable and vibrant place to call home for generations.

WHAT IS A COMPLETE COMMUNITY?

Complete communities are places that both offer and support a variety of lifestyle choices, providing opportunities for people of all ages and abilities to live, work, shop, learn and play in close proximity to one another.

CHARACTERISTICS OF COMPLETE COMMUNITIES

Complete Communities provide options for accessing services, amenities and community resources by ensuring that most of the daily necessities of life— services, facilities, and amenities— are readily accessible.

Complete Communities provide options for mobility by facilitating a range of transportation options. In many instances, modes of transportation will differ from one part of the city to another based on the area's context. Alternative modes of transportation should be encouraged where they can provide convenient and realistic travel choices.

Complete Communities celebrate diversity and provide housing options that accommodate a range of incomes and household types for all stages of life.

Complete Communities provide options for local employment, recognizing that not everyone will live near their place of employment. While Downtown, airport lands and designated employment zones will continue to be the centres of employment in the City of Winnipeg, a complete community should entail a mix of uses that will provide the option of employment close to home.

Communities are living, dynamic and unique entities that evolve and change over time. The concept of complete communities is directly applicable to every part of the city, but recognizes the unique aspects that differentiate one community from another. Reflecting on the level of completeness of communities is a key step to developing, exploring, and comparing ideas for improving them.

IS COLD WEATHER A BARRIER TO COMPLETE COMMUNITIES?

The short answer is no. Whether it's rain (Portland, OR and Vancouver, BC), extreme heat (Miami, FL and San Diego, CA) or snow (Montreal QC and Ottawa, ON)— cities can adapt to their unique climates.

Winnipeg's cold weather climate creates a host of benefits. However, it also poses a number of challenges that we must overcome in order to best handle the demands of the weather and to fully utilize the winter season as an important community asset.

By applying planning and design approaches that respond to our unique climate, Winnipeg can mitigate some of the discomfort and inconveniences of winter. This positive approach can also benefit the attitudes of residents, and bolster the community's ability to attract new businesses and residents

Recognizing this, cities such as Minneapolis and Edmonton— whose climates are similar to Winnipeg– have also been prioritizing Complete Communities in their recent development plans.

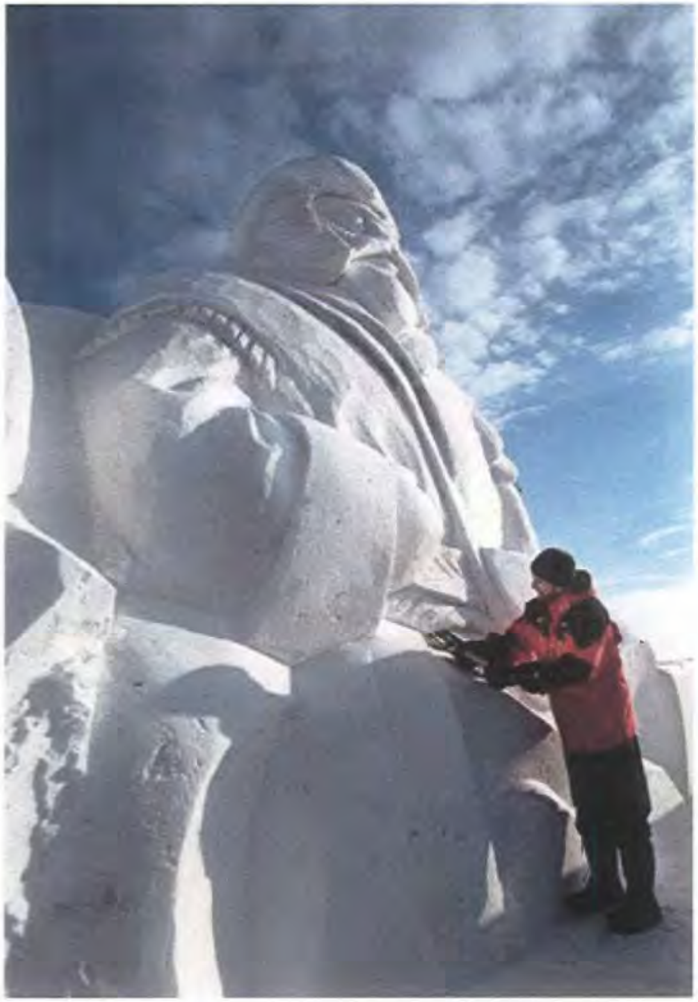


Photo: Economic Development Winnipeg

COMPLETE COMMUNITIES

THESE ILLUSTRATIONS SHOW SOME POSSIBLE COMPONENTS OF COMPLETE COMMUNITIES

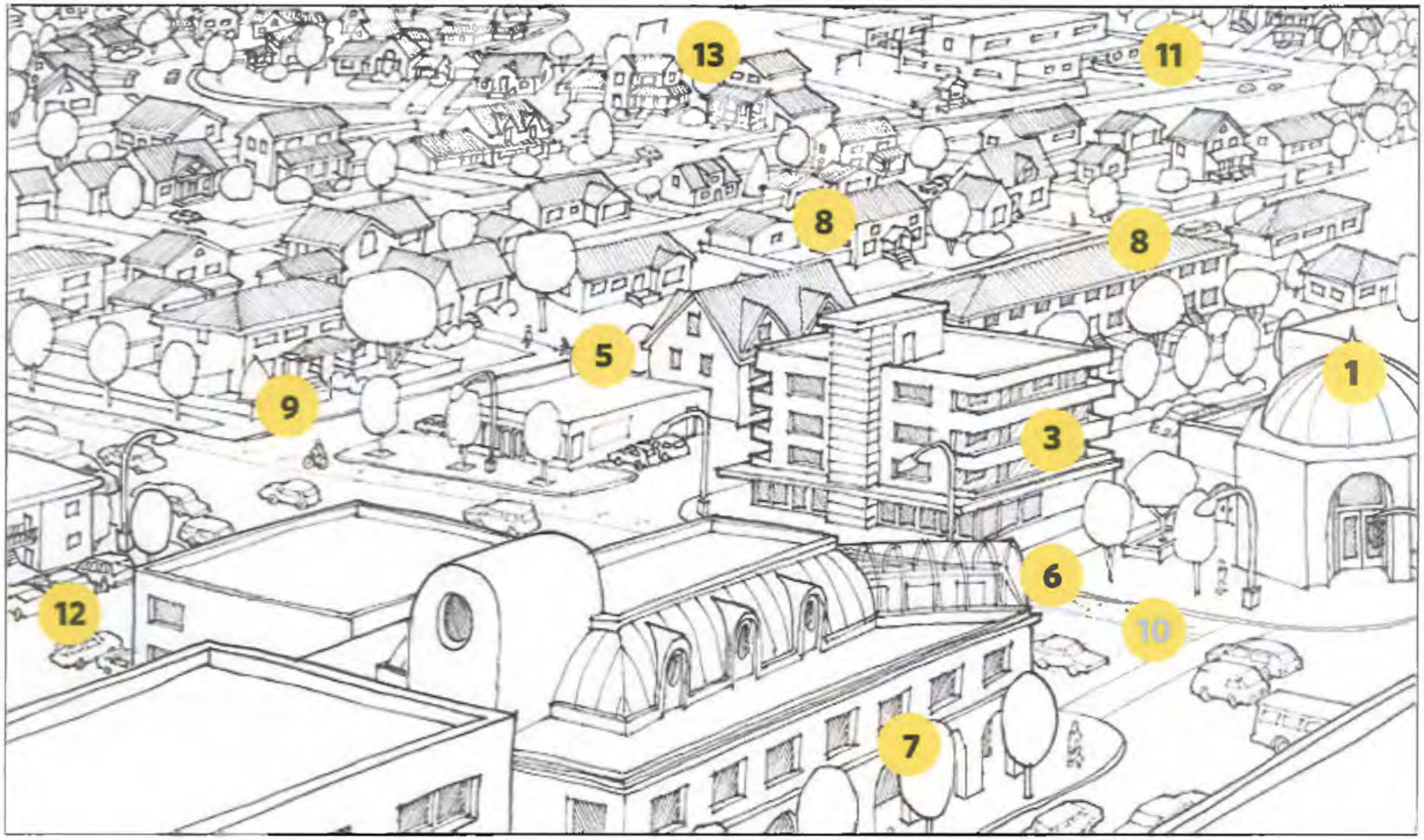


figure 01a

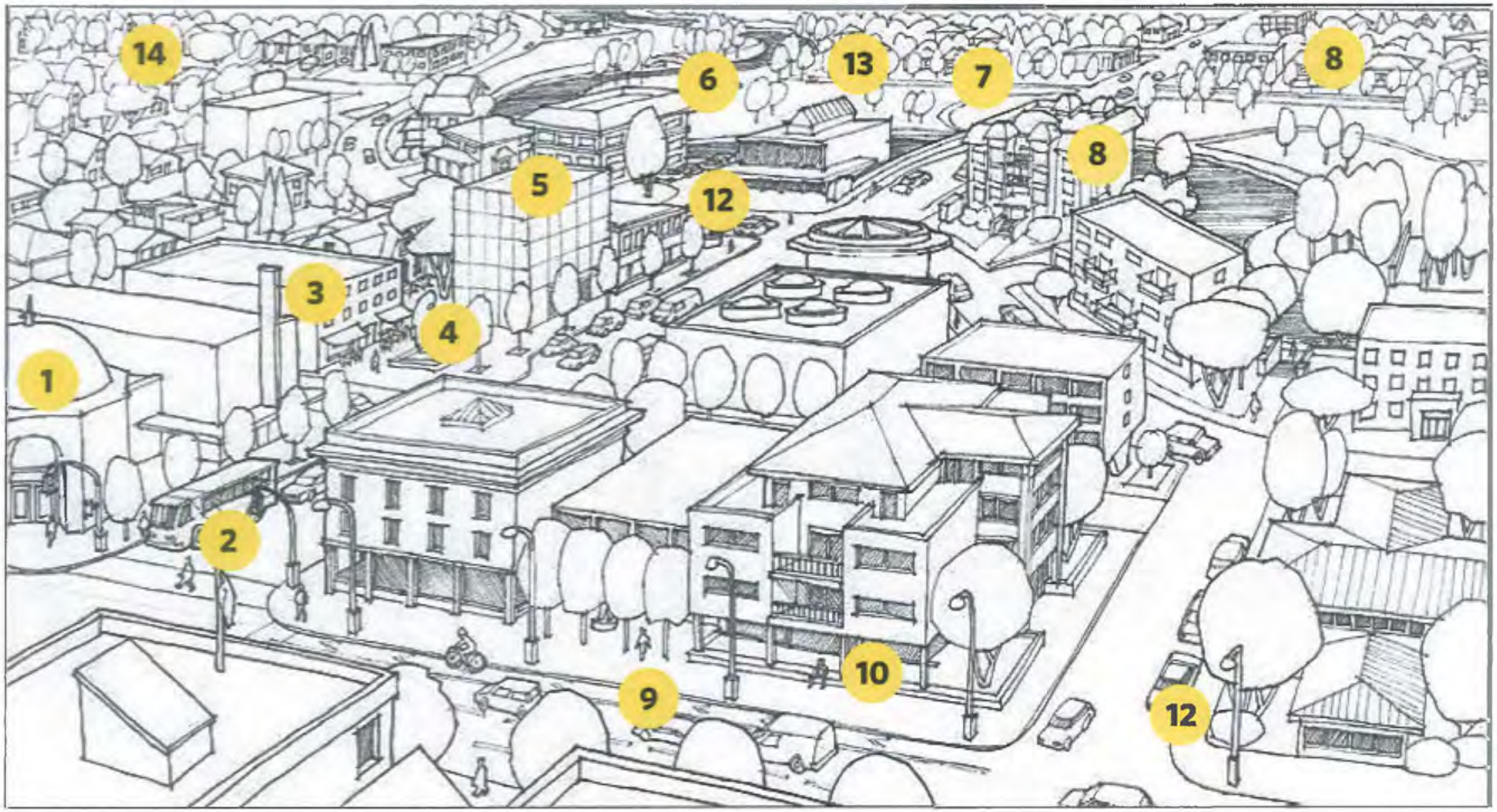


figure 01b

1. Preservation of heritage sites
2. High frequency transit
3. Mixed developments–housing, retail, public space, etc.
4. Promotion of arts and culture
5. Local employment options
6. Connected transit, pedestrian, bike routes.
7. High quality local spaces
8. Housing options/ affodability
9. Complete streets–cars, bikes, pedestrians
10. Safe and accessible
11. Schools
12. Parking
13. Parks
14. Urban forest

REFERENCES

While comprehensive in scope and detail, **Complete Communities** is designed to work in conjunction with all of **OurWinnipeg's** supporting documents to create a complete package of resources and directions.

For that reason, **Complete Communities** directs the reader to other supporting documents at the beginning of each section. The reader should be cognizant of these additional documents to ensure a complete understanding of each section.

The following is the comprehensive list of documents referenced throughout **Complete Communities**.

OURWINNIPEG

OurWinnipeg is an integrated community sustainability plan for the City of Winnipeg. In addition to **Complete Communities**, there are four other documents providing its direction:

- **Sustainable Transportation**
- **Sustainable Water & Waste**
- **A Sustainable Winnipeg**
- **Call to Action for OurWinnipeg**

Taken together, these provide the detail supporting **OurWinnipeg**. In order to paint a complete picture of our city's future, each document draws on the others for support.

GUIDING DOCUMENTS

A number of guiding documents have been completed (or will need to be created) to guide the implementation of **OurWinnipeg**:

Existing / Council Endorsed

- Active Transportation Action Plan
- Ecologically Significant Natural Lands Strategy

Drafted

- CentrePlan Development Framework (2008) / Background Study

Many others are underway or will be initiated to support implementation of **OurWinnipeg**. These documents will be brought forward upon completion for Council consideration.

- Downtown Parking Strategy
- Downtown Residential Development Strategy
- Heritage Conservation Management Plan
- Infill Development Guidelines for Multiple-Family Developments in Low Density Neighbourhoods
- Local Area Planning Handbook
- Parks, Places and Open Spaces Management Plan
- Transit Oriented Development Handbook
- Urban Design Strategy

02 THE URBAN STRUCTURE

OurWinnipeg is based on an urban structure— a spatial articulation of city building objectives. It guides the city's future realization, identifying and defining its physical components, not as they are today, but as they are envisioned.

An urban structure differentiates between areas of the city based on their period of growth and descriptive characteristics. This approach recognizes the uniqueness of different neighbourhoods and areas of the city, providing the basis for accommodating growth and change in a way that is sensitive to context.

While there will inevitably be growth and change throughout the city, there are specific areas that provide the best opportunity to do so in an environmentally, socially and economically sustainable way. The Urban Structure identifies these as Transformative Areas.

OURWINNIPEG TRANSFORMATIVE AREAS

- **Downtown**
- **Mixed Use Centres**
- **Mixed Use Corridors**
- **Major Redevelopment Sites**
- **New Communities**

Apart from Transformative Areas, moderate growth and change can be accommodated within what the Urban Structure identifies as Winnipeg's Areas of Stability. These neighbourhoods present some of the best opportunities to accommodate infill development. They also increase the range of housing for families and individuals within areas that take advantage of existing infrastructure such as transit and amenities, local retail, schools, parks and community services.

OURWINNIPEG AREAS OF STABILITY

- **Mature Communities**
- **Recent Communities**

URBAN STRUCTURE HIERARCHY

In some instances, property may be located within more than one area of the urban structure. When areas of the urban structure overlap, the policies of both shall apply. However, if policies conflict, the following hierarchy shall be used to determine which area policies take precedence.

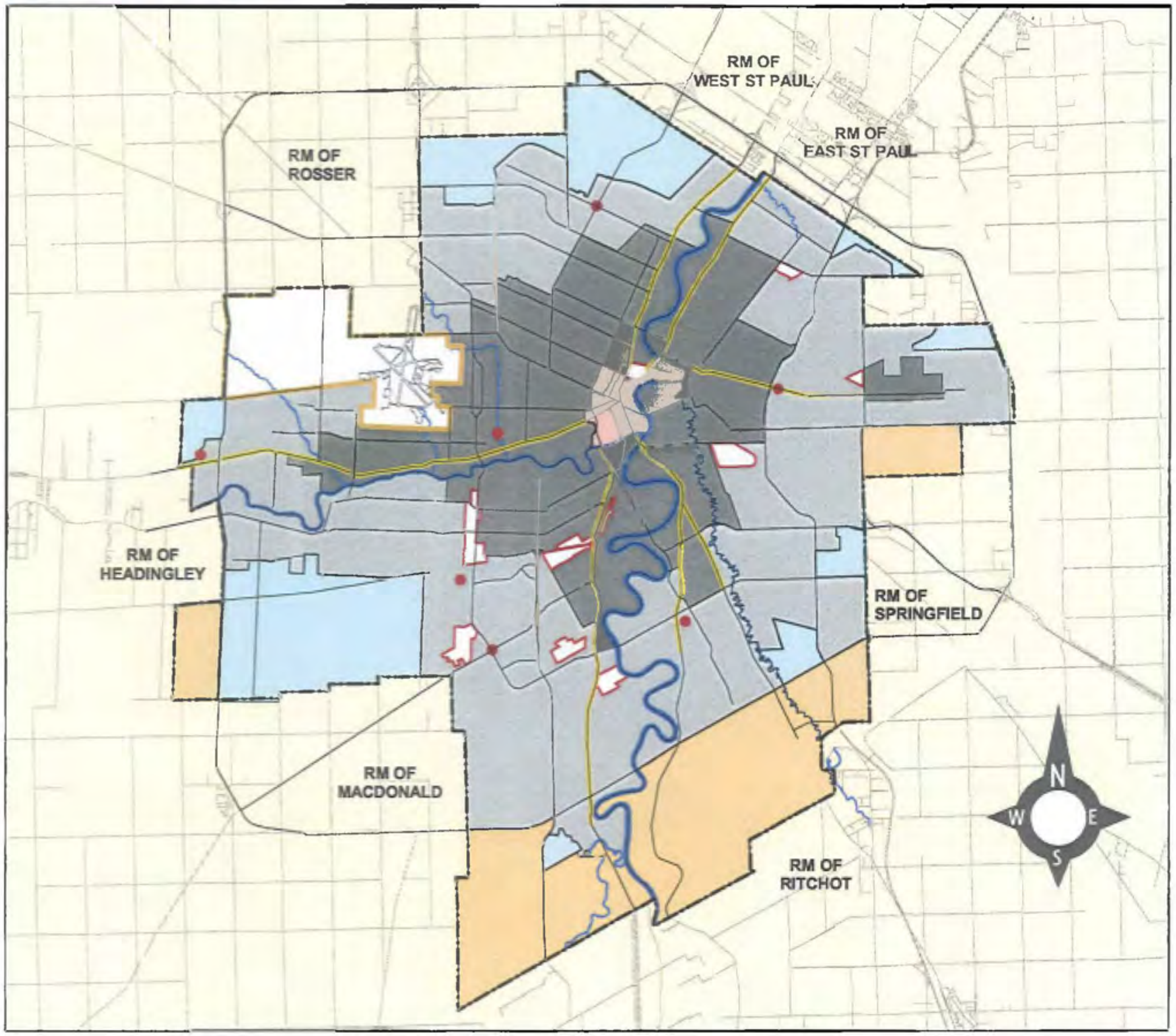
AREA SPECIFIC

A. Airport Area, Aboriginal Economic Development Zones, Rural and Agricultural Areas
B. Transformative Areas*
   1. Major Redevelopment Sites
   2. Downtown
   3. New Communities
   4. Centres and Corridors
C. Parks, Places and Open Spaces, Employment Areas
D. Areas of Stability

AREA WIDE

*Within Transformative Areas, policies are designed to be complimentary. However, if policies conflict, area policies shall take precedence in the order shown here.

URBAN STRUCTURE



LEGEND

- Downtown
- Major Redevelopment Sites
- New Communities
- Regional Mixed Use Centre
- Regional Mixed Use Corridor
- Mature Communities
- Recent Communities
- Rural and Agricultural
- Airport Area

figure 02a
Winnipeg's urban structure.
Amended 66/2013, 86/2013

0 2 4 6 8 10
Kilometers

Regular updates to the urban structure based on actual changes "on the ground" will keep it current and ensure that it contributes to the overall OurWinnipeg vision and directions.

Compared to past practices, this approach puts more emphasis on the following areas:

- Linking land use directly to transportation.
- Identifying areas for growth and change with the greatest capacity to handle that change.
- Encouraging mixed use and increased density in most new development.
- Promoting sustainable and accessible urban design.
- Enhancing public transit options and an accessible, connected network of bike and pedestrian trails.
- Planning that continuously responds to changing market conditions through best practice research.
- Facilitating demonstration projects throughout the city.
- Working upfront and collaboratively with partners.
- Providing flexible tools for implementation.
- Monitoring and measuring results to respond to changing conditions (dynamic, not static).

Additionally, **Complete Communities** emphasizes that Downtown is Winnipeg's preeminent complete community. Winnipeg's Downtown will continue to provide the largest concentration of jobs, the best multimodal transportation connections and an increasing residential population. As such, Downtown forms a critical component of this Direction Strategy, essentially a Downtown plan as part of the larger document.

This approach recognizes changes that are already underway in our city, such as rapid transit and active transportation. It also identifies new approaches to continue to grow in a sustainable way in the coming years. In these ways, the urban structure will advance a sustainable urban form.

TOOLS AND DEMONSTRATION PROJECTS

OurWinnipeg will be a dynamic plan as it identifies a range of tools, incentives and actions that the City can use to implement directions and strategies over time. As identified in Section 14, Implementation, these include incentive-based and planning tools as well as partnerships and marketing. One newly identified tool is a Complete Communities Checklist, a non-regulatory evaluation tool that will facilitate a collaborative conversation with stakeholders about new development proposals. The paper additionally identifies specific opportunities to work with partners in demonstrating the viability and attractiveness of certain approaches, such as mixed use development, via pilot projects throughout the city. As these projects are unveiled, they will bring to life the ideals of **OurWinnipeg** and will help Winnipeggers to "see the possibilities."

WHAT ARE TOOLS?

In order to implement **Complete Communities**, a number of tools may be used. There are four categories of tools:

- **Planning** - Planning tools may include such things as zoning, local area plans, guidelines, and background studies.
- **Incentive** - Incentives are primarily non-fiscal related, such as a streamlined approval process, but may also include limited fiscal related incentives, such as tax increment financing.
- **Capital Budget/Infrastructure** - Capital Budget/Infrastructure refers to either soft or hard infrastructure that the City may need to provide or maintain.
- **Leadership/Partnership** - Leadership/Partnership refers to the need for leadership and collaboration within the organization as well as within other levels of government, citizens, and other stakeholders.

The details of these tools will be defined through the development of the implementation toolbox and future work plans **(see: 14 Implementation).**

TRANSFORMATIVE AREAS

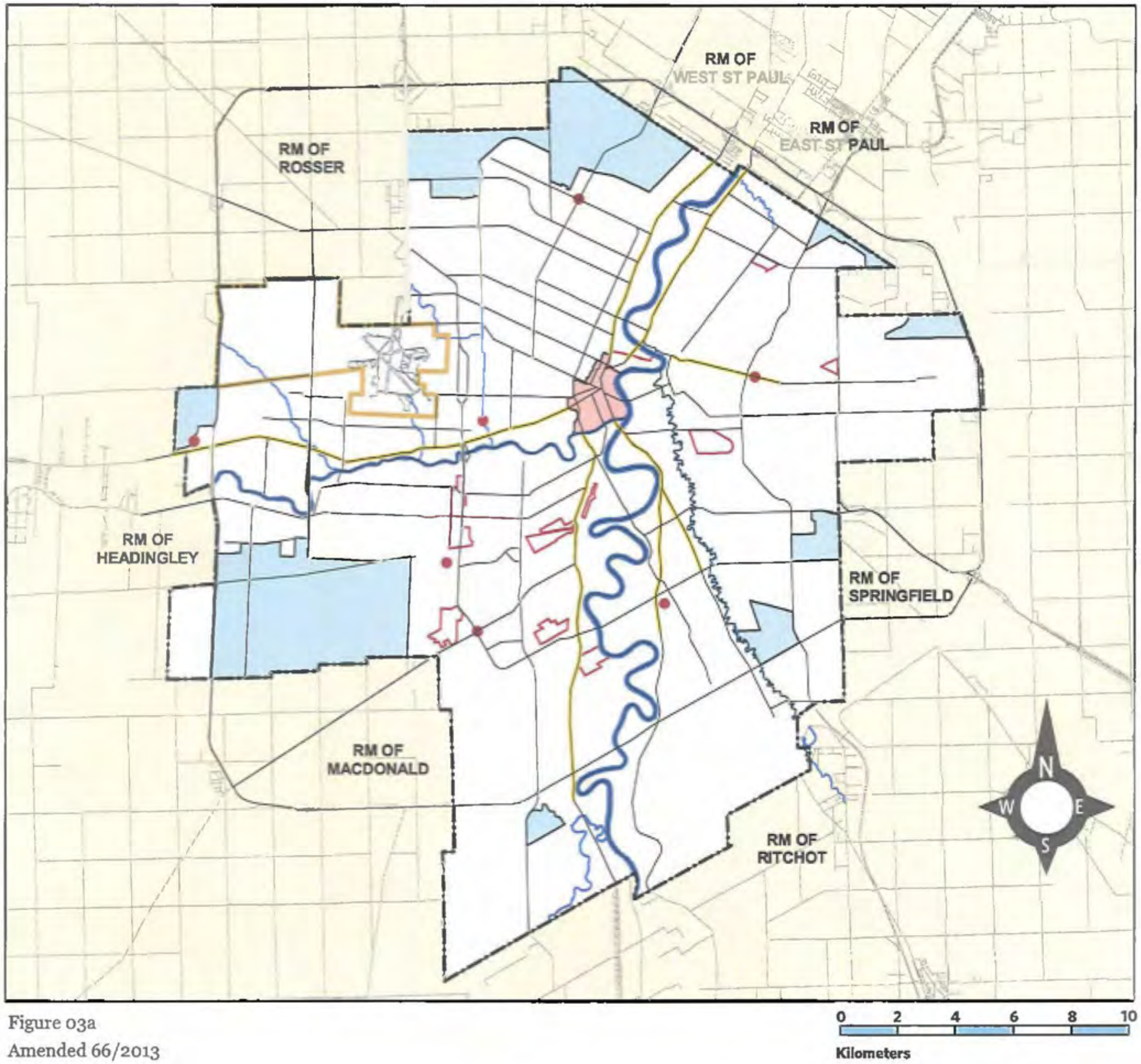


Figure 03a
Amended 66/2013

LEGEND

Downtown

Major Redevelopment Sites

New Communities

Regional Mixed Use Centre

Regional Mixed Use Corridor

03-1 OURDOWNTOWN

OURDOWNTOWN - ALWAYS A PRIORITY

Our Downtown is the entertainment, cultural and economic heart of our city and our window to the world. Downtown fulfills many functions: It has the largest employment concentration with the City's highest density office development complemented by a strong service and retail component. It offers the broadest range of unique arts, entertainment and cultural opportunities and the City's most significant heritage amenities. Furthermore, it is emerging as an important high-density, mixed-use residential community with both long-standing and emerging neighbourhoods. Downtown is also the focal point for the city's multi-modal transportation network.

As it accommodates future growth, Downtown offers one of the best opportunities to create complete, mixed-use, higher-density communities in a way that promotes sustainable practices. Downtown intensification and redevelopment makes efficient use of land and makes the best use of existing infrastructure. It provides for options that enable active transportation alternatives. Downtown's transformation will reflect its importance as the city's pre-eminent complete community. In so doing, Downtown will offer an unparalleled urban environment and a high quality of life for all who choose to live, work, visit, learn, play and invest there.

DOWNTOWN

Figure 03b

03-1a ORGANIZING DOWNTOWN

OURDOWNTOWN

This section will be supported by the following document:

- **CentrePlan Development Framework (2008) / Background Study**

KEY DIRECTION

PURSUE A FOCUSED DISTRICT, DESTINATION AND CLUSTER APPROACH TO DEVELOPMENT DOWNTOWN THAT WILL SEEK TO:

- PROVIDE MORE PREDICTABILITY AND OPPORTUNITY FOR INVESTMENT.
- INCREASE THE VARIETY OF COMPLEMENTARY EXPERIENCES AND OPPORTUNITIES.
- HELP ACHIEVE A CRITICAL MASS OF PEOPLE-ORIENTED ACTIVITY THAT IS VITAL TO ONGOING ECONOMIC SUCCESS.

Downtown provides the best opportunity for development that has a wide mix of uses (residences, offices, services, entertainment, retail). Through this mix of uses, it is able to achieve 'completeness'— an environment where many daily needs can be accessed more conveniently and sustainably. Historically, a number of distinct districts, destinations and clusters have evolved Downtown, each with its unique character and identity and each with its unique strengths and opportunities. These districts, destinations and clusters can be made 'complete' while contributing to Downtown's collective vibrancy. The physical transformation of the existing built form (buildings, streets, spaces, amenities) will further define and enhance these districts, destinations and clusters.

TRANSFORMATIVE AREAS > OURDOWNTOWN > ORGANIZING DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

FURTHER DEFINE AND ENHANCE THE IDENTITY AND CHARACTER OF DOWNTOWN'S UNIQUE DISTRICTS, DESTINATIONS AND CLUSTERS.

- P L — Formally identify Downtown's unique districts, destinations and clusters, and characterize them as distinct and complementary for the purpose of Downtown growth and development planning.
- P — In consultation with local stakeholders, establish development criteria and enabling guidelines that support focused public and investment goals for each district, destination and cluster.

DIRECTION 2

PROMOTE INTENSIFICATION AND HIGH-DENSITY MIXED USE DEVELOPMENT WITHIN DOWNTOWN IN A WAY THAT SUPPORTS AND COMPLEMENTS ITS UNIQUE DISTRICTS, DESTINATIONS AND CLUSTERS.

- P I L — Create favourable conditions and opportunities for desired development in identified districts, destinations and clusters in the Downtown.
- P L — Ensure that streamlined regulatory processes and effective implementation tools are in place to support the development goals desired for each identified district, destination and cluster.

DIRECTION 3

ESTABLISH NODES AND CORRIDORS THAT COMPLEMENT DOWNTOWN'S DISTRICTS, DESTINATIONS AND CLUSTERS BY SERVING AS KEY GATEWAYS AND MEETING PLACES AND FOCUSING ON PEDESTRIAN-ORIENTED, ACTIVE USES.

- P — Identify desired nodes and corridors for each of Downtown's districts, destinations and clusters.
- P — Focus investment to support the creation or reinforcement of nodes and corridors in order to enhance the 'sense of place' associated with Downtown's districts, destinations and clusters through such means as CPTED, streetscape design, wayfinding signage, universal access, public art and lightscaping where practical and affordable.
- P I L — Establish benchmarks and corresponding incentives for investment to achieve the amenities and design standards associated with each area-specific node and corridor that can be measured.
- I L — Proactively market and promote development opportunities associated with each defined area to the development community that can be measured and based on results.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-1b PLACES TO LIVE DOWNTOWN

OURDOWNTOWN

This section will be supported by the development of additional implementation documents including:

- **Downtown Parking Strategy**

KEY DIRECTION

PROMOTE AND ENABLE A MIX OF RESIDENTIAL DEVELOPMENT OPTIONS AS PART OF A MIXED-USE STRATEGY DOWNTOWN, SEEKING TO:

- **ACCOMMODATE THE RESIDENTIAL NEEDS OF A LARGE CROSS-SECTION OF THE POPULATION.**
- **ESTABLISH A NUMBER OF THRIVING 'COMPLETE' COMMUNITIES DOWNTOWN.**
- **ATTRACT ADDITIONAL COMMERCE TO THE AREA, LEADING TO ACTIVE-AND SAFER-DOWNTOWN STREETS.**

Downtown is home to two long established residential neighbourhoods—the neighbourhood south of Broadway and the neighbourhood around Central Park—together with a number of scattered recent and established residential neighbourhoods. Population projections for the next 25 years support the need to accommodate significant residential growth Downtown. This residential development will see higher densification where appropriate within established neighbourhoods while promoting residential expansion by establishing complete communities. This is consistent with many successful Downtowns throughout North America, having enhanced their status as 'employment centres' by adding a comprehensive set of amenities that can support and sustain a significant residential population. Residential growth Downtown will leverage existing community assets—intensifying residential use amidst the city's richest concentration of cultural and community assets and civic infrastructure.

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF DOWNTOWN LIVING FOLLOWING COMPLETE COMMUNITY PRINCIPLES

1

2

Photo Illustration: Urban Advantage

TRANSFORMATIVE AREAS > OURDOWNTOWN > PLACES TO LIVE DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE AND ENABLE SUSTAINABLE, HIGH-DENSITY RESIDENTIAL DEVELOPMENT IN STRATEGIC LOCATIONS DOWNTOWN.

P I L — Facilitate the redevelopment of vacant or underutilized properties in defined areas in support of increased residential and mixed-use development.

P I L — Develop a downtown parking strategy to facilitate the redevelopment of surface parking lots in defined areas in support of residential and mixed-use development.

P I L — Facilitate the adaptive reuse of viable and underutilized heritage building space in defined areas, with particular emphasis on the Exchange District, in support of increased residential and mixed-use development.

P — Ensure that streamlined regulatory processes and effective implementation tools are in place to support residential development goals in defined Downtown areas.

P I L — Continue to employ incentives to facilitate housing and housing rehabilitation based on market-driven needs that can be measured and based on results.

P L — Set favourable conditions for new and infill development, as well as redevelopment of existing properties.

P L — Set favourable conditions for the development of student-oriented housing in close proximity to, or in conjunction with Downtown learning institutions.

L — Target an average annual increase in Downtown residential housing units, and monitor progress against this target as well as the percentage of all new housing units that are accommodated within the Downtown.

L — Maintain safe housing through information, inspection and where necessary, by-law enforcement.

P — Incorporate design safety elements such as universal access, lighting, sightlines, building security and landscaping in all new residential redevelopments.

P I L — Encourage complimentary services in the Downtown in order to support the Downtown residential population.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 2

SUPPORT THE EVOLUTION OF EXISTING DOWNTOWN RESIDENTIAL NEIGHBOURHOODS INTO SUSTAINABLE, SAFE AND COMPLETE COMMUNITIES.

P I C L — Facilitate the provision of public and/or private neighbourhood based amenities in higher-density residential neighbourhoods such as public spaces, pedestrian improvements, streetscaping, CPTED and recreational amenities.

P I L — Facilitate neighbourhood based commercial and retail development in conjunction with residential densification in existing residential neighbourhoods.

DIRECTION 3

PROMOTE THE COMPLETENESS OF ESTABLISHED DOWNTOWN NEIGHBOURHOODS WHILE SUPPORTING INTENSIFICATION AND DENSIFICATION WHERE APPROPRIATE.

P L — Define appropriate goals and targets for redevelopment and intensification.

P I C L — Facilitate the intensification of residential development and the provision of amenities and support services as deemed necessary toward the fulfillment of complete communities.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-1c PLACES TO WORK AND LEARN DOWNTOWN

OURDOWNTOWN

KEY DIRECTION

FACILITATE THE EXPANSION OF EMPLOYMENT AND EDUCATION OPPORTUNITIES DOWNTOWN, SEEKING TO:

- **REINFORCE DOWNTOWN'S ROLE AS A HUB FOR BUSINESS, FOR LEARNING, FOR GOVERNMENT AND FOR COMMERCIAL ACTIVITY.**
- **CAPITALIZE UPON DOWNTOWN'S STRATEGIC ADVANTAGES.**

Growth projections for the next 25 years support the need to accommodate significant commercial, employment and institutional growth Downtown. Transformation will reinforce Downtown's status as the city's premier employment centre while enhancing its role in the provision of education and life-long learning. Further development will be supported in accordance with the defined Downtown district concept and will build upon background research. Defined commercial and institutional clusters will be enhanced in concert with new residential development to increase the amount of 'people' activity hours— a crucial factor to sustaining economic success in the accompanying service sector. Downtown employees and students will be recognized as key demographic groups in terms of creating the critical mass of people required to support commercial and retail development Downtown
at all hours.

Photo: Harv Sawatzky

TRANSFORMATIVE AREAS > OURDOWNTOWN > PLACES TO WORK AND LEARN DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE DOWNTOWN AS THE LOCATION OF CHOICE FOR NEW OFFICE SPACE DEVELOPMENT FOR BOTH THE PRIVATE AND PUBLIC SECTORS.

P I L Facilitate the transformation of under-utilized properties and accommodate projected commercial and employment growth in defined Downtown areas, taking into account highest and best use principles and foreseeable market-based economic conditions.

L Work with senior levels of government to ensure that Downtown is a location of choice for government offices and staff.

L Ensure that streamlined regulatory processes and effective implementation tools are in place to support employment development goals in defined Downtown areas.

P I C Ensure that Downtown is the location of choice for new office space development through initiatives such as market gap analysis, relevant incentive tools, and focused complementary public realm and transportation improvements.

DIRECTION 2

FACILITATE THE GROWTH OF POST-SECONDARY CAMPUSES DOWNTOWN.

P L Work with post-secondary institutions and local stakeholders to facilitate desired growth plans in defined Downtown areas.

P I L Accommodate growth and promote extended hour, pedestrian-oriented economic activity Downtown by setting favourable conditions for the development of student-oriented housing in existing residential districts or in close proximity to Downtown learning institutions.

DIRECTION 3

PROMOTE DOWNTOWN ECONOMIC DEVELOPMENT THROUGH RETENTION, RECRUITMENT, INCUBATION AND DEVELOPMENT STRATEGIES.

L Collaborate with stakeholders to prioritize Downtown economic development initiatives and partnerships based on Downtown's unique advantages as the city's primary employment centre.

L Support new employment and commercial services in defined areas by collaborating with agency partners and stakeholders to focus on business retention, recruitment, incubation, and expansion.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-1d PLACES TO RELAX AND ENJOY DOWNTOWN

OURDOWNTOWN

This section will be supported by the development of additional implementation documents including:

- **Parks, Places and Open Spaces Management Plan**

KEY DIRECTION

SUPPORT THE EXPANDED PRESENCE OF ARTS AND CULTURE, SPORTS, ENTERTAINMENT AND LEISURE THROUGHOUT DOWNTOWN TOGETHER WITH COMPLEMENTARY SERVICES AND ATTRACTIONS, SEEKING TO:

- **DRAW MORE PEOPLE AND CREATE MORE EXTENDED HOUR ACTIVITY STRATEGICALLY THROUGHOUT DOWNTOWN.**
- **ESTABLISH DOWNTOWN AS A PLACE OF VIBRANCY AND CELEBRATION.**

Downtown will continue to develop as the arts, culture, entertainment, sports, and leisure hub of the city. Downtown transformation will seek to formally define accessible and connected districts, destinations and clusters where citizens and visitors can gather to socialize and celebrate, to shop and dine and to be entertained and inspired. Downtown will provide the environment within which arts and culture can flourish and will be the city's choice location for a variety of entertainment and leisure opportunities in a manner that is respectful of the residential population. Complementary, specialty retail and dining establishments will be strategically clustered to complete the street-level experience and promote extended hour pedestrian activity. Public spaces will be enhanced to provide a safe and welcoming environment, whether on a weekday or weekend, during the day or at night.

Photo: Brent Bellamy

TRANSFORMATIVE AREAS > OUR DOWNTOWN > PLACES TO RELAX AND ENJOY DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

REINFORCE DOWNTOWN AS THE CITY'S PREMIER CENTRE FOR ARTS AND CULTURE.

L Work with partners, groups and agencies to facilitate diverse, high-quality arts, entertainment and cultural programming in defined Downtown districts in order to promote extended hour activity and vibrancy in the Downtown that respects residential areas.

DIRECTION 2

PROMOTE AND SUPPORT THE ANIMATION OF DOWNTOWN THROUGH CELEBRATORY EVENTS, CONCERTS AND FESTIVALS.

L Collaborate with stakeholder partners to support the expansion of year-round programming and events taking place in public Downtown venues.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

TRANSFORMATIVE AREAS > OURDOWNTOWN > PLACES TO RELAX AND ENJOY DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 3

REINFORCE DOWNTOWN AS A HUB FOR MAJOR ENTERTAINMENT AND LEISURE ATTRACTIONS, WHILE ACCOMMODATING SMALLER SCALE OPPORTUNITIES THAT RESPECT AND COMPLETE DOWNTOWN RESIDENTIAL DISTRICTS.

P I L — Identify existing entertainment, arts, culture and retail clusters that can be enhanced or further developed as major destinations. That is, build upon the success of ventures such as the MTS Centre, The Forks, the Millennium Library and the Museum of Human Rights by facilitating development of new restaurants, night clubs, and other complementary entertainment activities in their immediate vicinity.

P I L — Facilitate favourable conditions for public and private investment through the assembly of vacant properties or surface parking lots in defined districts where required. Support a strategic, economically viable, and focused approach to these investment opportunities with the goal of creating clustered destinations with multiple and complementary attractions.

P I C L — Work with development and promotion agencies to create and aggressively market unique and sustainable entertainment, arts, culture and complementary/specialty retail districts and clusters Downtown.

P L — Introduce design guidelines that promote the use of distinct signage and storefront animation in identified entertainment clusters.

P I C L — Support 'specialty' retail attraction strategies with the goal of increasing supply, demand and extended hour retail activity based on the differing market needs of each defined Downtown district.

C — Support the enhancement of existing retail establishments in defined areas by investing in pedestrian-friendly improvements to the public realm that will enhance safe, comfortable and convenient access.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-1e HIGH-QUALITY PLACES DOWNTOWN

OURDOWNTOWN

KEY DIRECTION

PROMOTE EXEMPLARY URBAN DESIGN DOWNTOWN WITH THE INTENT OF PRODUCING HIGH QUALITY PUBLIC PLACES (DISTRICTS, DESTINATIONS AND CLUSTERS) THAT:

- **HAVE THEIR OWN UNIQUE IDENTITY AND A CLEAR, UNDERSTANDABLE IMAGE.**
- **ARE CONVENIENT AND FUNCTIONAL, EASY TO GET TO AND MOVE THROUGH AND SAFE.**
- **ARE ATTRACTIVE AND SHOWCASE DESIGN EXCELLENCE.**

Downtown transformation will include a commitment to high quality urban design. Design of the public realm will work hand in hand with the design of private developments. Both will be driven by the common desire to help define and support districts, destinations and clusters in ways that are exciting, yet economically practical. The aim is to create attractive, welcoming and distinct places. Urban place-making will be supported by the need to accommodate the densest level of development and the highest level of services and pedestrian activity. Because these public spaces will be used so intensely, a high level of quality will be crucial. Driven by the high standards of urban design, Downtown places will showcase a rich collection of existing natural and heritage assets, incorporate public art and reflect the highest standards of accessibility.

This section will be supported by the development of additional implementation documents including:

- **Parks, Places and Open Spaces Management Plan**
- **Urban Design Strategy**

TRANSFORMATIVE AREAS > OURDOWNTOWN > HIGH-QUALITY PLACES DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE EXEMPLARY URBAN DESIGN IN DOWNTOWN DEVELOPMENT PROJECTS.

- I L — Formally recognize and support exemplary urban design.
- P C L — Support the introduction of design elements, such as wayfinding signage, views and landmarks into development projects to distinguish and enhance character and 'sense of place.'
- P L — Develop distinct identity and design elements that reflect the development goals of each defined Downtown district.
- P L — Enhance the level of certainty for private investors and accelerate development approval through a streamlined design review process.

DIRECTION 2

PURSUE HIGH QUALITY URBAN DESIGN IN A MANNER THAT CONSERVES, ENRICHES, AND SHOWCASES THE RICH COLLECTION OF HERITAGE RESOURCES DOWNTOWN.

- L — Draft a **Heritage Conservation Management Plan** (Underway) to support heritage resources as a component of high quality urban design.

DIRECTION 3

INVEST IN HIGH-QUALITY DOWNTOWN PUBLIC SPACES THAT ATTRACT PEOPLE AND PROMOTE PRIVATE SECTOR INVESTMENT.

- C — Prioritize investments in the public realm that support wayfinding and orientation and enhance the unique character and sense of place associated with each defined Downtown district.
- P C L — Ensure that investment in public spaces supports year-round, people-oriented activity and integrates connections to other complementary amenities, destinations and points of interest.
- I C — Prioritize investment in public spaces that directly support existing and new high density mixed-use development and/or destinations that attract city-wide audiences.
- L — Foster new and ongoing partnerships with third-parties to promote extended hour safety, vibrancy and enjoyment by enhancing maintenance, programming and complementary commercial activity in public spaces.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 4

CONTINUE TO INTEGRATE PUBLIC ART IN THE DOWNTOWN.

L — Promote Downtown as a priority location for showcasing public art, including performing arts and time-limited or temporary art exhibits and installations.

P C — Commit to the incorporation of public art elements into Downtown streetscapes and public works.

P C — Facilitate the incorporation of public art into renewal projects in the public realm, both in the natural and built environments.

DIRECTION 5

CREATE PEDESTRIAN SPACES THAT EFFECTIVELY ACCOMMODATE ALL AGES AND ABILITIES.

C L — Ensure that capital maintenance projects in the public realm incorporate accessibility features.

I L — Facilitate partnerships that advance accessibility improvements to both private and public facilities.

P C L — Create a consistent set of accessible streetscape elements.

P I C L — Create pedestrian spaces that effectively accommodate all ages and abilities.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-1f GETTING FROM PLACE TO PLACE DOWNTOWN

OURDOWNTOWN

This section will be supported by the following documenst:

- **Sustainable Transportation**
- **Active Transportation Action Plan**

And the development of additional implementation documents including:

- **Downtown Parking Strategy**
- **Transit Oriented Development Handbook**

KEY DIRECTION

FACILITATE THE MOVEMENT OF PEOPLE AND GOODS BOTH WITHIN DOWNTOWN AND TO IT FROM ELSEWHERE IN THE CITY BY FOCUSING PRIMARILY ON AN ENHANCED ARRAY OF TRANSPORTATION OPTIONS,

An effective and efficient transportation system is a key component of a healthy Downtown. A good transportation network, both within Downtown and between it and the rest of the city is also an important tool for economic development. Several major streets, such as Portage Avenue and Main Street, link large sections of the city to Downtown and accommodate many downtown-oriented public transit routes. Cycling lanes are also emerging on select Downtown streets.

The transportation network in the Downtown will include a wide range of mobility options by facilitating all modes of transportation, where feasible. The desire is to support active transportation solutions, to strategically manage vehicle traffic and public parking requirements, to further increase pedestrian traffic in commercial and retail areas and to support the efficient movement of commercial goods and services. To that end, strategies will promote the movement of people and goods in a manner that reduces Green House Gas emissions and promotes sustainability. This transformation will be guided over the coming years by the city's comprehensive **Sustainable Transportation** Direction Strategy and **Downtown Parking Strategy.**

Photo: Ruehle Design

TRANSFORMATIVE AREAS > OURDOWNTOWN > GETTING FROM PLACE TO PLACE DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PRIORITIZE PEDESTRIAN-ORIENTED TRANSPORTATION GENERALLY, WITH PARTICULAR ATTENTION TO SPECIFIC DOWNTOWN CORRIDORS.

P C Promote walking as a mode of preference within Downtown by focusing investment in pedestrian improvements along routes that:

- promote direct and efficient connectivity between defined districts, destinations and clusters.
- readily incorporate design features to enhance comfort, safety and security through environmental design (CPTED) and universal design standards.
- complement or enhance established pedestrian routes and weather-protected walkway system.
- contribute to the continuity of pedestrian-oriented, street-level activity.

DIRECTION 2

SUPPORT ACTIVE TRANSPORTATION AND PUBLIC TRANSIT TO AND WITHIN DOWNTOWN.

P C Provide dedicated cycling lanes on specific Downtown roadways that are most conducive to safe and efficient usage year round and that can incorporate bicycle security and parking either on a temporary or permanent basis as required.

P C Support the viability of rapid transit as a Downtown connector by prioritizing and facilitating the development of safe, comfortable, accessible and vibrant pedestrian-oriented station and stop environments.

P Ensure that the river system continues to be incorporated in connectivity options within, to and from Downtown year round.

L Recognize the role of private operators of sustainable transportation options in providing supplementary Downtown transportation.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

TRANSFORMATIVE AREAS > OURDOWNTOWN > GETTING FROM PLACE TO PLACE DOWNTOWN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 3

THROUGH THE CITY'S SUSTAINABLE TRANSPORTATION STRATEGY AND THROUGH THE DEVELOPMENT OF A DOWNTOWN PARKING STRATEGY (UNDERWAY), SUPPORT PARKING DOWNTOWN FROM A STRATEGIC ECONOMIC DEVELOPMENT AND TRAFFIC DEMAND MANAGEMENT PERSPECTIVE.

P L — Provide for on-street parking as required in conjunction with existing and planned economic development opportunities Downtown and as recommended in the city's **Sustainable Transportation** Direction Strategy and the creation of a **Downtown Parking Strategy** (Underway).

P I C L — Support viable alternatives to Downtown surface parking as recommended through the city's **Sustainable Transportation** Direction Strategy and through the development of a **Downtown Parking Strategy** (Underway) in order to:

- reduce the amount of surface parking Downtown.
- accommodate projected Downtown residential, commercial and employment growth.
- work with downtown agencies/stakeholders to create new opportunities for higher-density mixed use development projects.
- increase economic activity in and around strategically located, mixed-use public parking structures.
- provide a continuity of pedestrian-oriented services and amenities at street level.
- integrate with other modes of Downtown transportation to enhance connectivity

P L — Discourage the introduction of any new surface parking or stand alone auto oriented services, such as drive-throughs or gas stations.

L — Evaluate the effectiveness of strategic actions in influencing modal splits toward more sustainable transportation options by monitoring trends in active/alternative transportation activity Downtown, as recommended in the city's **Sustainable Transportation** Direction Strategy.

P L — Work with partners to incorporate transportation demand management approaches, such as car sharing and bike parking into new developments.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 4

SUPPORT THE EFFICIENT MOVEMENT OF COMMERCIAL GOODS AND SERVICES TO, FROM AND WITHIN DOWNTOWN.

P C L Support recommendations identified in the city's **Sustainable Transportation Strategy** regarding the efficient movement of goods and services to, from and within Downtown.

DIRECTION 5

OPTIMIZE THE EFFICIENCY OF EXISTING TRANSPORTATION INFRASTRUCTURE DOWNTOWN.

C L Explore and pursue the indroduction of efficiency improvements to existing traffic flow technologies and transporation systems downtown.

Photo: Dan Harper Photography

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership
- O Other

03-2 CENTRES AND CORRIDORS

This section will be supported by the following document:

- **Sustainable Transportation**

And the development of additional implementation documents including:

- **Active Transportation Action Plan**
- **Heritage Conservation Management Plan**
- **Parks, Places and Open Spaces Management Plan**
- **Transit Oriented Development Handbook**

KEY DIRECTION

FOCUS A SIGNIFICANT SHARE OF GROWTH TO CENTRES AND CORRIDORS IN A MANNER THAT:

- PROVIDES COMPACT, MIXED-USE, HIGH-QUALITY URBAN DEVELOPMENT.
- CONCENTRATES PEOPLE AND JOBS IN AREAS WELL-SERVED BY THE PRIMARY TRANSIT SERVICE, LOCATED CLOSE TO TRANSIT STOPS.
- CONCENTRATES URBAN DEVELOPMENT IN A BUILT FORM THAT HELPS TO OPTIMIZE EXISTING INVESTMENT, MUNICIPAL INFRASTRUCTURE, AND FACILITIES.
- ENCOURAGES A BUILT FORM THAT SUPPORTS A PEDESTRIAN-FRIENDLY ENVIRONMENT WHILE INCORPORATING CLIMATE-SENSITIVE SITE AND BUILDING DESIGN.

VISION

CENTRES AND CORRIDORS WILL BE VIBRANT, PEDESTRIAN-FRIENDLY DISTRICTS, WITHIN WALKING DISTANCE OF YOUR HOME. THEY WILL AFFORD YOU THE OPPORTUNITY TO BUY GROCERIES, ENJOY A MEAL, OR DO SOME WINDOW SHOPPING IN YOUR NEIGHBOURHOOD. THEY WILL PROVIDE THE OPTION TO CHOOSE FROM A VARIETY OF DIFFERENT HOUSING TYPES-FROM APARTMENTS, TO SINGLE-FAMILY HOMES, TO TOWNHOUSES-AS YOUR HOUSING NEEDS CHANGE, WITHOUT LEAVING THE NEIGHBOURHOOD WHERE YOU FEEL FAMILIAR AND WHERE YOU HAVE BUILT SOCIAL NETWORKS.

Winnipeg is entering a projected period of significant long-term population growth. Centres and Corridors will serve to accommodate a portion of this growth both by promoting intensification and by providing high-quality urban environments with cohesive community development.

Ultimately, these areas will work together, forming an integrated network of active community areas that are connected through multiple transportation options.

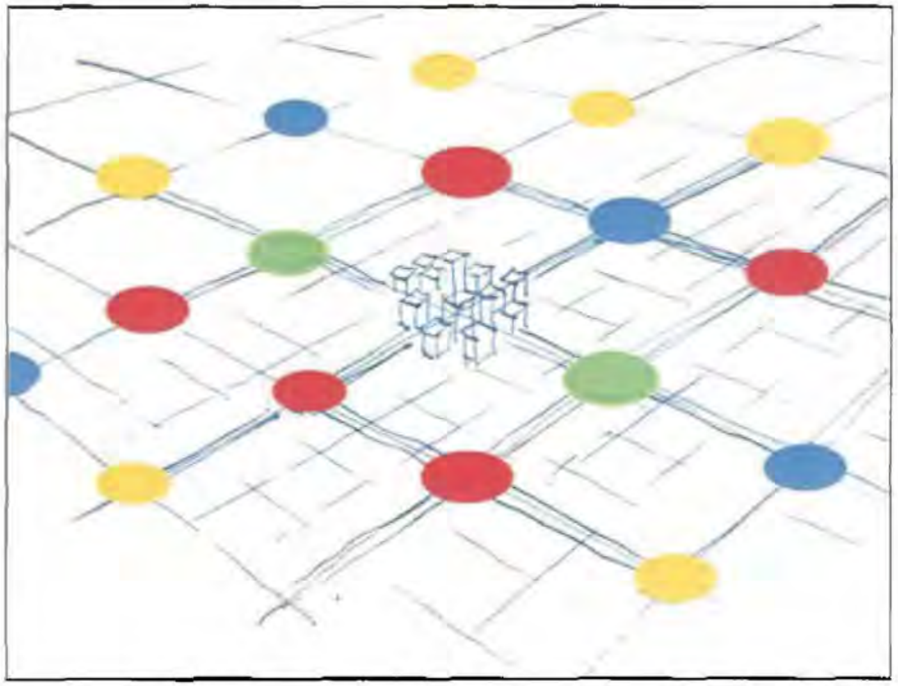
Focusing intensification efforts on these clearly defined areas will help accomplish several objectives:

- Build a critical population mass, creating vibrancy while supporting local amenities
- Link land use with transportation and mobility.
- Accommodate Winnipeg's projected growth in a sustainable way.
- Increase predictability and reduce the impact of new development and increased traffic in Areas of Stability.
- Increase certainty for the development industry.

While Centres & Corridors vary in form and size they share a common set of characteristics, including their connection to the city's street network, opportunities for mixed use, a high level of transit service and ready access to goods and services.

CHARACTERISTICS OF CENTRES AND CORRIDORS

- A meeting place that includes high-quality gathering spaces and activity areas.
- Convenient access to goods and services.
- A high-level of transit access.
- Well-connected to the street network.
- Opportunity areas for a range of uses, such as commercial, employment and higher density residential.



TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

DEVELOP CENTRES AND CORRIDORS AS FOCAL POINTS, CHARACTERIZED BY A MIX OF USES, HIGHER DENSITY DEVELOPMENTS, OPPORTUNITIES FOR GATHERING AND OTHER SOCIAL INTERACTION AND A HIGH-LEVEL OF ACCESSIBILITY THROUGH MULTIPLE MODES OF TRANSPORTATION.

P I Provide a mix of employment, higher-density residential opportunities, retail and service uses that support the needs of and respect the context of adjacent communities.

P Support a range of housing opportunities in terms of type, tenure, unit size.

P Support active uses (such as retail and services) at street level and office and housing on the upper levels of multi-storey developments.

P Encourage urban design and/or form-based strategies that help define the character of Centres and Corridors through clarifying the massing and height of buildings, setbacks, appropriate open space areas and appropriate parking design and locations.

P Encourage the tallest buildings and highest densities close to major transit stops and stations.

P Encourage the transition of development towards the outer edges of each Centre and Corridor that is sensitive to the scale, massing, height, form and character of the surrounding area.

P C Encourage the development of recreation and community service facilities in these areas in a way that respects the desired form and character of the centre or corridor.
(See Section 07, "Parks, Places and Open Spaces")

P Mitigate the potential impacts of new development on neighbouring streets, parks and properties.

P Promote high-quality plazas, parks and streetscapes as focal points and networks that are connected to the greater community.

P C L Focus improvements to the public realm, including pedestrian elements, such as street trees, street furniture, wide sidewalks and bicycle parking and public art.

P Support development that is sensitive to conserving historically significant features and resources.

L Encourage environmentally friendly design and construction.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

P I L Promote innovative parking strategies and high intensity developments, including locating parking lots to the rear of developments, encouraging the development of underground parking or parking structures and encouraging the preservation and/or planting of trees and other types of vegetation within and around surface parking lots.

P C Ensure multi-modal connectivity. (See **Sustainable Transportation** Direction Strategy).

P Support development in accordance with Universal Design and Crime Prevention Through Environmental Design (CPTED) policies.

Bike Rack on Broadway designed by Paul Robles
Public Art Commission created in collaboration with the Downtown BIZ
Location: Broadway and area
Media: steel and automotive paint
Photo: William Eakin

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-2a CENTRES

CENTRES AND CORRIDORS

KEY DIRECTION

CENTRES WILL FUNCTION AS KEY STRATEGIC AREAS THAT PROVIDE A MIX OF USES, ALLOWING FOR FURTHER INTENSIFICATION OF THESE USES OVER TIME, WHILE SERVING AS VIBRANT GATHERING SPACES THAT SUPPORT THE DAILY ACTIVITIES OF LOCAL RESIDENTS.

In order to fully realize our goal of Complete Communities, it is necessary to develop and refine Winnipeg's various mixed use Centres. These areas are to be understood as hubs of localized activity offering a variety of housing options, activities, services and employment opportunities. They are pedestrian friendly areas connected by multimodal transportation options.

In order to maintain and build on the strengths of already existing vibrant and unique centres, this will require paying close attention to the mix of uses, together with the form and design of these centres.

Centres are divided into three types, corresponding to their intended scale of development intensity. Ordered from most to least intensely developed, they are:

1. **Regional Mixed Use Centres**
2. **Community Mixed Use Centres**
3. **Neighbourhood Mixed Use Centres**

03-2b CORRIDORS

CENTRES AND CORRIDORS

KEY DIRECTION

BY INTENSIFYING DEVELOPMENT WITH A MIX OF USES, CORRIDORS WILL BECOME DESTINATIONS WHILE CONTINUING TO SERVE AS PRIMARY TRANSPORTATION ROUTES FOR RESIDENTS.

Corridors serve as city routes, connecting neighbourhoods and transporting people, goods and services. Because travel within Winnipeg is almost entirely accommodated along these Corridors, they should be designed to maximize transportation options. While continuing to accommodate automobile traffic, they should enable efficient, effective public transit and safe convenient options for active transportation.

Corridors also serve the additional purpose of accommodating a mix of uses, functioning as vibrant urban places for Winnipeggers to live, work and play. Given their prominence in daily life, Corridors are ideal for transformative change. Through their residential, employment and commercial intensification, people will be able to access a greater number of goods and services with one trip.

By expanding the number and range of amenities and housing options within existing neighbourhoods, intensifying mixed use development along Corridors will help to complete communities.

There are three main types of corridors, corresponding to their intended scale of development intensity. Ordered from most to least intensely developed, they are:

1. **Regional Mixed Use Corridors**
2. **Community Mixed Use Corridors**
3. **Neighbourhood Mixed Use Corridors**

In addition to intended scale of development intensity, corridors differ in their type of connection. Regional mixed use corridors link regional mixed use centres with Downtown, while smaller scale corridors connect communities and neighbourhoods to the rest of the urban fabric.

There is also a special, fourth type of corridor:

4. **Rapid Transit Corridors**

Rapid Transit corridors follow rapid transit lines and are characterized by nodal development at transit stations.

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > CORRIDORS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

FOCUS A BROAD MIX OF RESIDENTIAL, EMPLOYMENT AND RETAIL DEVELOPMENT WITHIN STRATEGIC LOCATIONS ALONG CORRIDORS.

Corridors will serve as destinations for both local and regional populations. In order to accomplish this, Corridors will have to provide areas for intensification with a variety of uses. This new development should not be evenly distributed along the corridor. Instead, development should cluster around defined centres, maximizing multi-modal transportation opportunities.

P L Promote corridors as a link between neighbourhood, community and regional scale centres.

P Promote the highest levels of intensification at significant intersections. Between each centre, lower intensities of commercial, residential and mixed use development are appropriate.

DIRECTION 2

WHERE APPROPRIATE, DEVELOP CORRIDORS IN ACCORDANCE WITH TRANSIT ORIENTED DEVELOPMENT PRINCIPLES.

While Corridors are located along public transit lines of varying frequency, development along high frequency transit corridors should conform to principles of Transit Oriented Development. This will promote an efficient transit system and well designed, vibrant urban places centred around transit stations.

P Develop a TOD handbook that will guide development, in accordance with Transit Oriented Development (TOD) principles, in locations where corridors have either rapid transit or High Frequency Transit

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF A NEIGHBOURHOOD MIXED USE CORRIDOR FOLLOWING COMPLETE COMMUNITY PRINCIPLES

Photo Illustration: Urban Advantage

03-2c REGIONAL MIXED USE CENTRES

CENTRES AND CORRIDORS

Regional Mixed Use Centres are intensely developed, city-wide or regional attractions. They are well-served by public transit and can contain mixed use development, including residential and specialized employment, commercial or cultural services.

In **Plan Winnipeg 2020,** most Regional Mixed Use Centres were identified as "Areas of Regional Commercial and Mixed-Use Concentration." Currently, many of these areas contain predominantly single-use development, such as shopping malls or major commercial sites. Although single-uses such as retail and commercial will continue to anchor many of these centres, the opportunity for infill, greyfield development increases the potential to introduce a mix of development types. The transition to completed Regional Mixed Use Areas will not be immediate; some areas may take a generation before they finally evolve into the desired developed form.

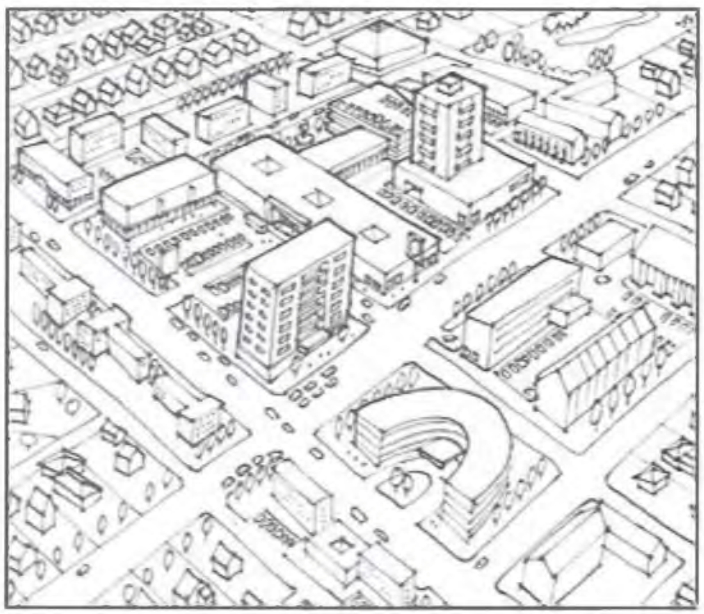
Regional Mixed Use Centres are envisioned as typically having the highest density and building heights and broadest range of land uses outside of Downtown. They are located strategically across the city and most will play an integral role in forming key transit centres (see **Sustainable Transportation** Direction Strategy). To support transit-oriented development, Regional Mixed Use Centres should be developed to incorporate patterns of density gradation, where higher density uses are located in their centre closest to major transit stops. There will then be a transition to lower density uses, moving away from the centre. (See figure 03c on following page)

Regional Mixed Use Centres accommodate both the greatest number of people and the greatest density and mix of uses among the three types of Centres. This makes it especially important that their development creates a high-quality street environment and is attractive to residents and visitors alike.

In order to do this, the City will take a collaborative approach, using a series of tools that can bring clarity in expressing specific visions for each Regional Mixed Use Centre. These tools should enable and encourage a mix of uses, both guiding appropriate built form and public improvements according to each Regional Mixed Use Centre's desired outcome.

CHARACTERISTICS OF REGIONAL MIXED USE CENTRES

- Capable of major transformative change
- Located strategically throughout the city to balance employment and population density
- Able to efficiently support rapid transit and high-frequency transit service through a mix of high density development (residential, commercial and office)
- Well connected by Regional or Community Corridors and located at major intersections
- Have adequate land-base and infrastructure to support expansion, a mix of uses, and change through collaboratively planned intensification
- City-wide or regional destinations
- Large site area typically 100 acres or more



DENSITY GRADATION

from highest-density (retail, offices, apartments, townhouses, lofts) in the town centre where most transit services are located, to lower density (townhouses and single family homes) further away.

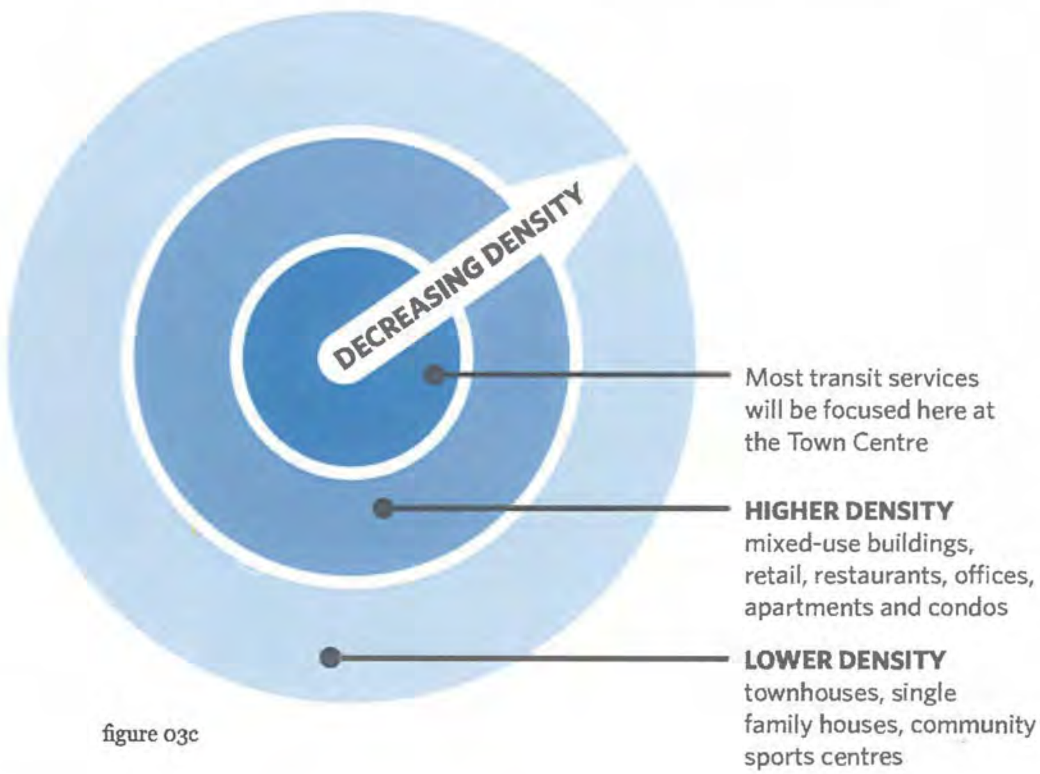


figure 03c

OURWINNIPEG

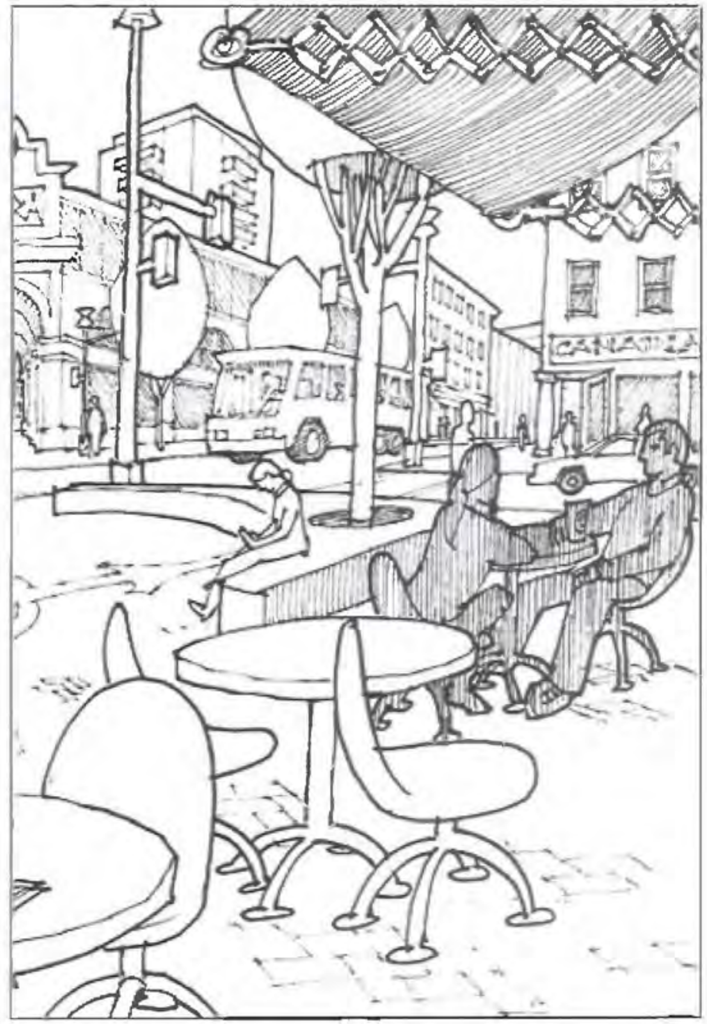
REGIONAL MIXED USE CENTRES

- **Polo Park Area**
- **McPhillips & Leila Area**
- **Regent and Lagimodiere Area**
- **St. Vital Centre Area**
- **Kenaston and McGillivary Area**
- **Kenaston & Sterling Lyon Area**
- **Portage Avenue West at Racetrack Road** (emerging)

CRITERIA FOR ESTABLISHING A NEW REGIONAL MIXED USE CENTRE

To facilitate orderly planning and confirm marketplace alignment in order to allow for new Regional Mixed Use Centres to be developed, the proponent must provide the following background information in support of their application:

- Demographic and socio-economic analysis of Winnipeg and the area.
- Both social and economic benefit/cost analysis of the development.
- Market analysis.
- Development impact analysis.
- Transportation Impacts.
- Assessment of infrastructure conditions and capacities.
- Fiscal impact analysis.



SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF A REGIONAL MIXED USE CENTRE FOLLOWING COMPLETE COMMUNITY PRINCIPLES

Photo Illustration: Urban Advantage

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > REGIONAL MIXED USE CENTRES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE AND GUIDE THE TRANSFORMATION OF EXISTING REGIONAL MIXED USE CENTRES THROUGH A PROACTIVE AND COLLABORATIVE PROCESS.
(SEE SECTION 14, "IMPLEMENTATION.")

P Support high-frequency transit service by encouraging higher density residential and higher intensity commercial and mixed uses within the centre of the development. These will be focused on major transit stops.

P C L Create strong, multi-modal and transportation linkages from each Regional Mixed Use Centre to Downtown, other Centres, Corridors, Parks and major attractions.

P Promote development within the Polo Park Regional Centre consistent with the Airport Vicinity Protection Area Planned Development Overlay.

P Establish local goals and objectives for each Regional Mixed Use Centre while taking into account its relationship to: **OurWinnipeg**, **Sustainable Transportation** Direction Strategy, Downtown, Redevelopment Areas, Corridors and other Centres. This could include minimum and maximum density and employment targets.

DIRECTION 2

ADDRESS THE NEED FOR NEW REGIONAL MIXED USE CENTRES BY SUPPORTING THE DEVELOPMENT OF MIXED-USE, HIGHER DENSITY RESIDENTIAL, TRANSIT-SUPPORTIVE REGIONAL DESTINATIONS.

P The development of new Regional Mixed Use Centres will require a comprehensive and collaborative planning process.
(See section 14, "Implementation.")

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

REGIONAL MIXED-USE CENTRES

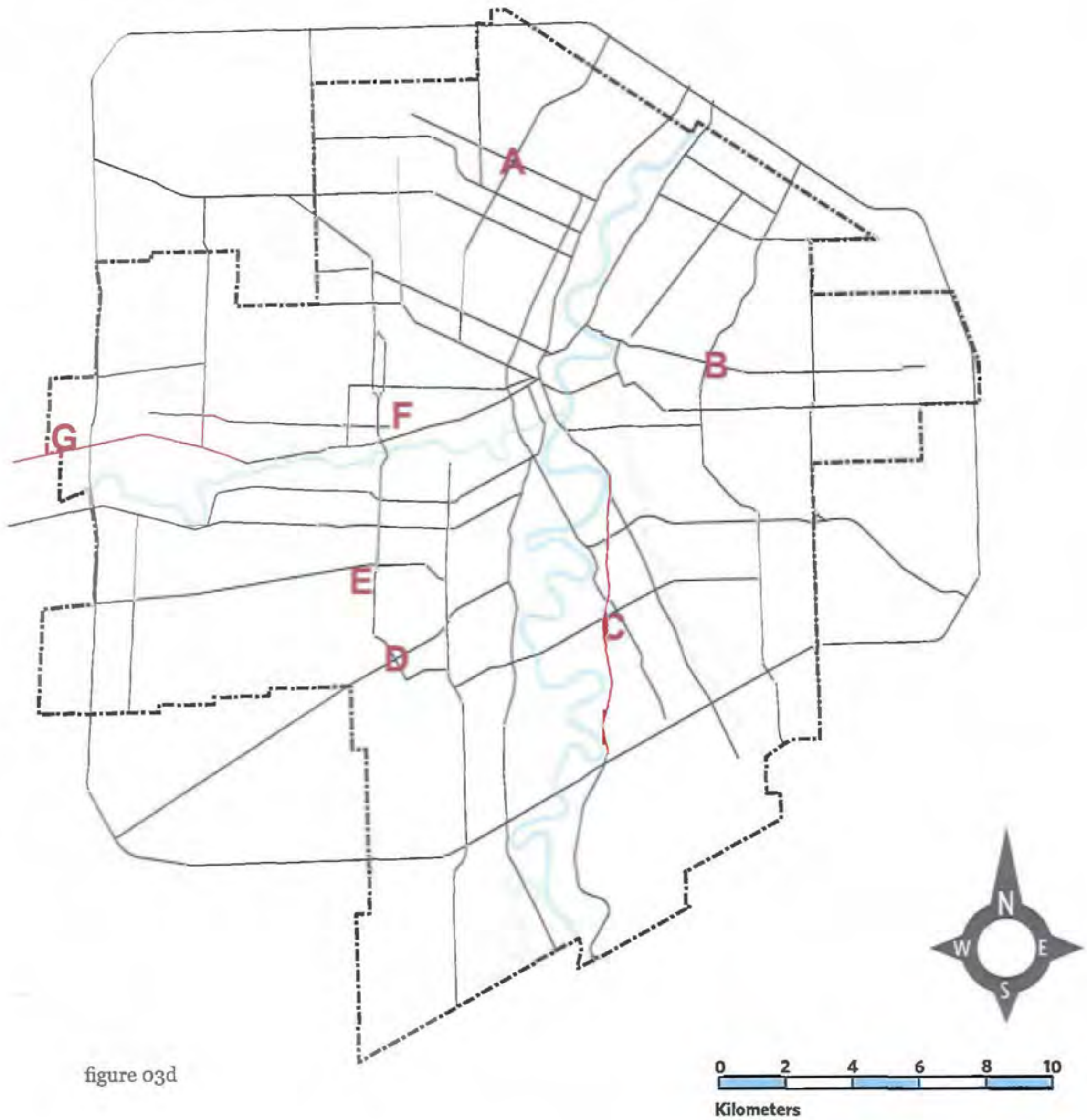


figure 03d

LEGEND

A
McPhillips and Leila Area

B
Regent and Lagimodiere Area

C
St. Vital Centre Area

D
Kenaston and McGillivary Area

E
Kenaston and Sterling Lyon Area

F
Polo Park Area

G
Portage Avenue West at Racetrack Road (emerging)

03-2d REGIONAL MIXED USE CORRIDORS

CENTRES AND CORRIDORS

Regional Mixed Use Corridors are specifically designated, major regional arterial roads intended to serve as a link between Downtown and one or more Regional Mixed Use Centres or major activity areas.

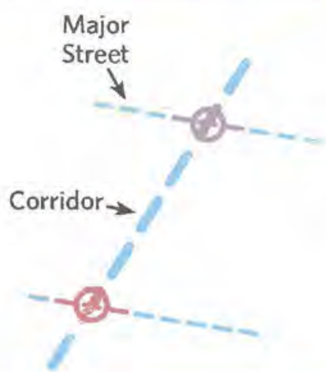
OURWINNIPEG

REGIONAL MIXED USE CORRIDORS

- **Pembina Highway**
- **Portage Avenue**
- **Main Street**
- **Henderson Highway**
- **St. Mary's Road**
- **St. Anne's Road**
- **Nairn/Regent Avenue West**

It is anticipated that the level of intensification will not be consistent along the full length of regional mixed use corridors and that higher levels of intensification will take place at intersections with other key streets and transit routes. Transitions between areas of intensification and the surrounding areas need to be carefully addressed, from high-density mixed use development along the corridor to the lower density and less mixed use development within adjacent areas. These areas will likely transform incrementally as a result of the existing urban form, business types and varied ownership patterns.

INTENSIFICATION FOCUSED AT KEY INTERSECTIONS ALONG CORRIDOR



CHARACTERISTICS OF REGIONAL MIXED USE CORRIDORS

- Moderate to high volume retail and commercial roadways.
- High frequency transit corridors offering high frequency and direct transit service to major Centres.
- Connected to Downtown.
- Contain multi-block sections where development is oriented to the street.
- Significant routes of entry into the city and to downtown (most are currently designated as image routes).
- Located strategically throughout the city, helping to balance jobs and population.
- Built on existing concentrations of jobs and/or population.
- Have sufficient opportunities to support long-term expansion through comprehensively planned intensification.

The form and function of Regional Mixed Use Corridors should be anticipated proactively, in advance of individual applications, in order to fully realize their development potential. To this end, a number of planning tools can be used to help envision their eventual shape, such as corridor studies. (See Section 14, "Implementation")

REGIONAL MIXED-USE CORRIDORS

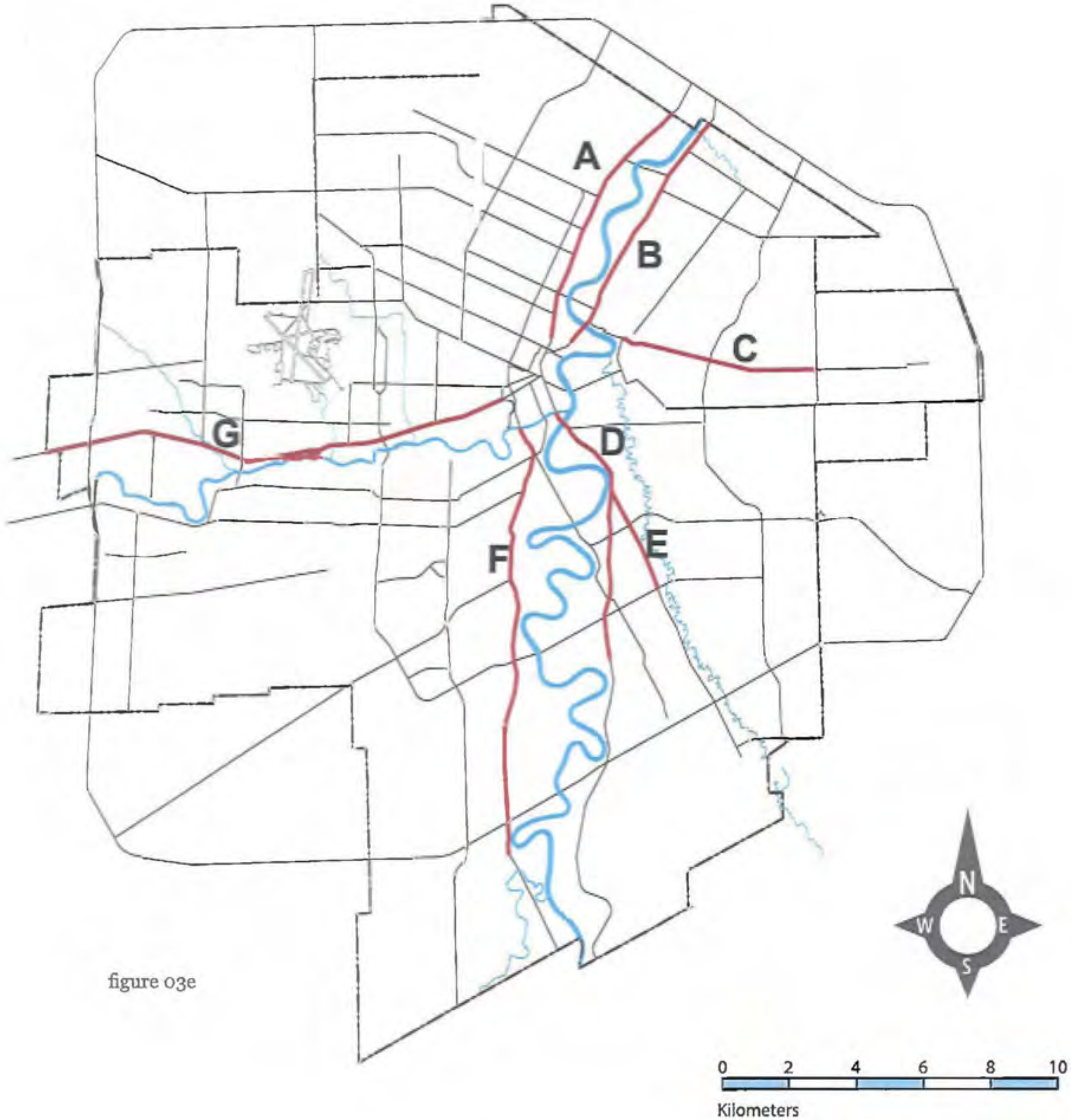


figure 03e

LEGEND

A
Main Street

B
Henderson Hwy

C
Nairn Avenue/Regent Avenue

D
St. Mary's Road

E
St. Anne's Road

F
Pembina Hwy

G
Portage Avenue

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > REGIONAL MIXED USE CORRIDORS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE DEVELOPMENT ALONG REGIONAL MIXED USE CORRIDORS THROUGH VARIOUS TOOLS. (SEE SECTION 14, "IMPLEMENTATION").

P Identify and capitalize on development and redevelopment opportunities through corridor level planning, streamlined regulatory processes and other tools.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF A REGIONAL MIXED USE CORRIDOR FOLLOWING COMPLETE COMMUNITY PRINCIPLES

Photo Illustration: Urban Advantage

03-2e COMMUNITY MIXED USE CENTRES

CENTRES AND CORRIDORS

Community Mixed Use Centres are characterized as destinations that can serve multiple neighbourhoods and generally contain a significant employment base. They are areas that are already capable of providing high frequency transit or that can be readily adapted to do so through moderate infill and intensification with a mix of uses.

Some Community Mixed Use Centres are currently vacant or underutilized sites. These particular sites will play a key role in accommodating some of the anticipated increase in commercial demand in Winnipeg.

Community Mixed Use Centres will have higher density development and a broad range of land uses, though their density and scale of development will be lower than Regional Mixed Use Centres. But like them, it will be important that development creates a high-quality street environment and is attractive to residents and visitors alike.

SOME EXAMPLES OF OURWINNIPEG COMMUNITY MIXED USE CENTRES

- **Grant Park Mall Area**
- **Unicity**

CHARACTERISTICS OF COMMUNITY MIXED USE CENTRES

- Destinations serving multiple communities.
- Contain areas of commercial development that support the local neighbourhood and the greater community.
- Provide infill development opportunities that can be anchored by existing or new commercial development.
- Have the ability to efficiently support high-frequency transit service through a mix of higher density development (residential, commercial and office).
- Well-connected by corridors and located at major intersections.
- Have land-base and infrastructure sufficient to support expansion, a mix of uses and change through comprehensively planned intensification.

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF A COMMUNITY MIXED USE CENTRE FOLLOWING COMPLETE COMMUNITY PRINCIPLES


1


2


3


4

Photo Illustration: Urban Advantage

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > COMMUNITY MIXED USE CENTRES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

IDENTIFY COMMUNITY MIXED USE CENTRES AS HIGHER DENSITY DESTINATIONS SUPPORTED BY MULTI-MODAL TRANSPORTATION OPTIONS.

Encourage moderate to high density housing and higher intensity commercial and mixed use development focused on sustainable transportation.

P C Create strong multi-modal linkages from each Community Mixed Use Centre to Downtown, other Centres, Corridors, Parks and major attractions.

P Establish local goals and objectives for each Community Mixed Use Centre while taking into account its relationship to: **OurWinnipeg**, **Sustainable Transportation** Direction Strategy, Downtown, Redevelopment Areas, Corridors and other Centres. This could include minimum and maximum density and employment targets.

DIRECTION 2

PROMOTE AND GUIDE THE DEVELOPMENT OF COMMUNITY MIXED USE CENTRES THROUGH A PROACTIVE AND COLLABORATIVE PLANNING PROCESS.

P In order to establish a new Community Mixed Use Centre a proactive and collaborative planning process will be required. (See Section 14, "Implementation")

IMPLEMENTATION TOOLS

P Planning
I Incentive
C Capital Budget/ Infrastructure
L Leadership/Partnership

03-2f COMMUNITY MIXED USE CORRIDORS

CENTRES AND CORRIDORS

Community Mixed Use Corridors act as "main streets" for one or more neighbourhoods, providing a strong social function. They often have strong historical connections to their communities, have assumed significant transportation functions over time, are served by frequent and direct transit and typically support a mix of uses within a pedestrian-friendly environment. Some have become regional attractions because of unique services or character, while others serve a more local population base.

Community Mixed Use Corridors provide opportunities for moderate levels of intensification of both population and employment over time. Intensification efforts could include an increased proportion of clustered, multiple storey buildings with retail and commercial services at grade level.

Community Mixed Use Corridors are also appropriate adjacent to transit routes in New Communities, where they can be used to focus different types and densities of housing and to function as local destination hubs.

SOME EXAMPLES OF OURWINNIPEG COMMUNITY MIXED USE CORRIDORS

- **Corydon Avenue**
- **Selkirk Avenue**
- **Osborne Street**

CHARACTERISTICS OF COMMUNITY MIXED USE CORRIDORS

- Act as a main street to one or more neighbourhoods.
- Within an area that is supported by an intensity of people and jobs to support local retail and commercial services.
- Contain multi-block sections where development is oriented to the street and existing development patterns are conducive to supporting higher density, mixed use pedestrian environments.
- Contain urban design features that make them accessible, safe and attractive for pedestrians and cyclists.
- Contain public and private facilities, amenities and other community services within reasonably close proximity.
- Well served by frequent transit service and direct routes to nearby Regional Mixed Use Centres.
- Existing public infrastructure has the capacity or potential to accommodate growth.

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > COMMUNITY MIXED USE CORRIDORS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE THE ENHANCEMENT OF EXISTING AND THE ESTABLISHMENT OF NEW COMMUNITY MIXED USE CORRIDORS.

Community Mixed Use Corridors provide the opportunity to complete communities; areas of mixed use will largely be concentrated here. In order to accommodate the city's anticipated increases in residential, commercial and employment densities, Community Mixed Use Corridors will experience a fairly significant amount of change: existing corridors will be enhanced and new corridors will be built in New Communities as community hubs.

P I — Promote the enhancement of existing Community Mixed Use Corridors through moderate intensification.

P — Promote the establishment of Community Mixed Use Corridors in New Communities.

P I C L — Identify Community Mixed Use Corridors that require significant reinvestment and develop tools and incentives to promote reinvestment in them.

DIRECTION 2

PROMOTE SMALL-SCALE, FINE-GRAINED DEVELOPMENT THAT IS RESPONSIVE TO THE SURROUNDING COMMUNITY CONTEXT.

Because Community Mixed Use Corridors evolved mainly to serve local needs, development tends to be small-scale and fine-grained. This is conducive to creating vibrant, pedestrian-friendly environments and should be promoted. By preserving existing structures that support this vision, development can both maintain existing character while providing affordable commercial spaces for small businesses.

P I — Promote the conservation of traditional commercial storefronts where practical.

P — Consider the use of tools such as Planned Development Overlay Districts (PDO's) to promote contextually appropriate development.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-2g NEIGHBOURHOOD MIXED USE CENTRES

CENTRES AND CORRIDORS

Winnipeg is a community of communities. Before the City of Winnipeg amalgamation in 1972, Winnipeg was a series of separate municipalities, each with its own distinct character and many with their own mixed-use, walkable business districts which served as the cores of these communities. Today, we have the opportunity to build upon these areas, which include:

- **Regent Avenue East** (Downtown Transcona)
- **Provencher Boulevard** (Old St. Boniface)
- **Pembina Highway** (Old St. Norbert)
- **St. Mary's Road** (Old St. Vital)

Many of these districts continue to be vibrant focal points for their neighbourhood. Changing market-trends and incompatible and auto-oriented development have eroded the pedestrian character of others, causing them to lose their vibrancy over time.

Neighbourhood mixed use centres are one of the key building blocks with which Winnipeg can achieve greater sustainability. They are appropriate for accommodating residential intensification over time, scaling uses and development appropriate to the local community context, character and need. They are suitable locations for developing community facilities, offices and retail together with higher density housing forms that may not be currently available in the neighbourhood. Concentrating on minor to moderate intensification in these centres helps support higher-frequency transit and completes Winnipeg's community of communities.

CHARACTERISTICS OF NEIGHBOURHOOD MIXED USE CENTRES

- Have a historic, pedestrian-oriented commercial function.
- Have a higher intensity and mix of development than that characterized by the rest of the neighbourhood.
- Are well connected by corridors and located at major local intersections.
- Have the ability to efficiently support mid to high frequency transit service through a mix of mid to high density development (residential, commercial and office).
- Have adequate land-base and infrastructure to support intensification, a mix of uses, and change.

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > NEIGHBOURHOOD MIXED USE CENTRES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

RECOGNIZE AND ESTABLISH NEIGHBOURHOOD CENTRES IN AREAS THAT ARE WELL CONNECTED BY CORRIDORS, AND PRESENT THE BEST OPPORTUNITIES FOR MID TO HIGH FREQUENCY TRANSIT.
(SEE SUSTAINABLE TRANSPORTATION DIRECTION STRATEGY)

P — Work with local neighbourhood stakeholders to determine local goals, objectives and boundaries for each Neighbourhood Mixed Use Centre and to determine the most appropriate planning tools suited to meeting local goals and objectives.

DIRECTION 2

PROMOTE NEIGHBOURHOOD MIXED USE CENTRES AS ATTRACTIVE, PEDESTRIAN-FRIENDLY PLACES.

P — Encourage moderate intensification through the development of a mix of uses and a broad range of ground-oriented and mid density housing.

P I C L — Reinvest in Neighbourhood Mixed Use Centres, managing and devoting care and attention to their urban form and streetscapes, including local heritage.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-2h NEIGHBOURHOOD MIXED USE CORRIDORS

CENTRES AND CORRIDORS

Neighbourhood Mixed Use Corridors are local collector streets that accommodate retail and mixed use forms in small clusters with low to medium density housing located between the clusters. In contrast to Community Mixed Use Corridors, these Corridors tend to be located within the neighbourhood level and allow for specific neighbourhood focal points serving the local population.

SOME EXAMPLES OF OURWINNIPEG NEIGHBOURHOOD MIXED USE CORRIDORS

- **Academy Road**
- **Westminster Avenue**
- **Watt Street**
- **McGregor Street**
- **Elizabeth Road**

CHARACTERISTICS OF NEIGHBOURHOOD MIXED USE CORRIDORS

- Oriented internally to the neighbourhood.
- Generally minor arterials or local collectors, linking neighbourhood focal points to larger Corridors and destinations outside of (or adjacent to) the immediate neighbourhood.
- Primarily residential with intermittent commercial uses clustered at intersections
- Commercial uses are generally small-scale retail sales and services, serving the immediate neighbourhood.
- Provide feeder route access to the broader primary transit network.

TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > NEIGHBOURHOOD MIXED USE CORRIDORS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE ORDERLY, MINOR INTENSIFICATION OF NEIGHBOURHOOD MIXED USE CORRIDORS THAT IS IN CHARACTER WITH THE SURROUNDING NEIGHBOURHOOD.

Most Neighbourhood Mixed Use Corridors exist primarily as low-to-medium density residential strips with intermittent clusters of commercial development. Minor intensification of commercial or medium density residential development along Neighbourhood Mixed Use Corridors should occur within or adjacent to these clusters.

P Promote the location of new development within existing clusters of commercial or multiple family developments.

P Support the minor intensification of Neighbourhood Mixed Use Corridors keeping in character with the surrounding neighbourhood.

Photo: Campbell and Chipman Photography

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

03-2i RAPID TRANSIT CORRIDORS

CENTRES AND CORRIDORS

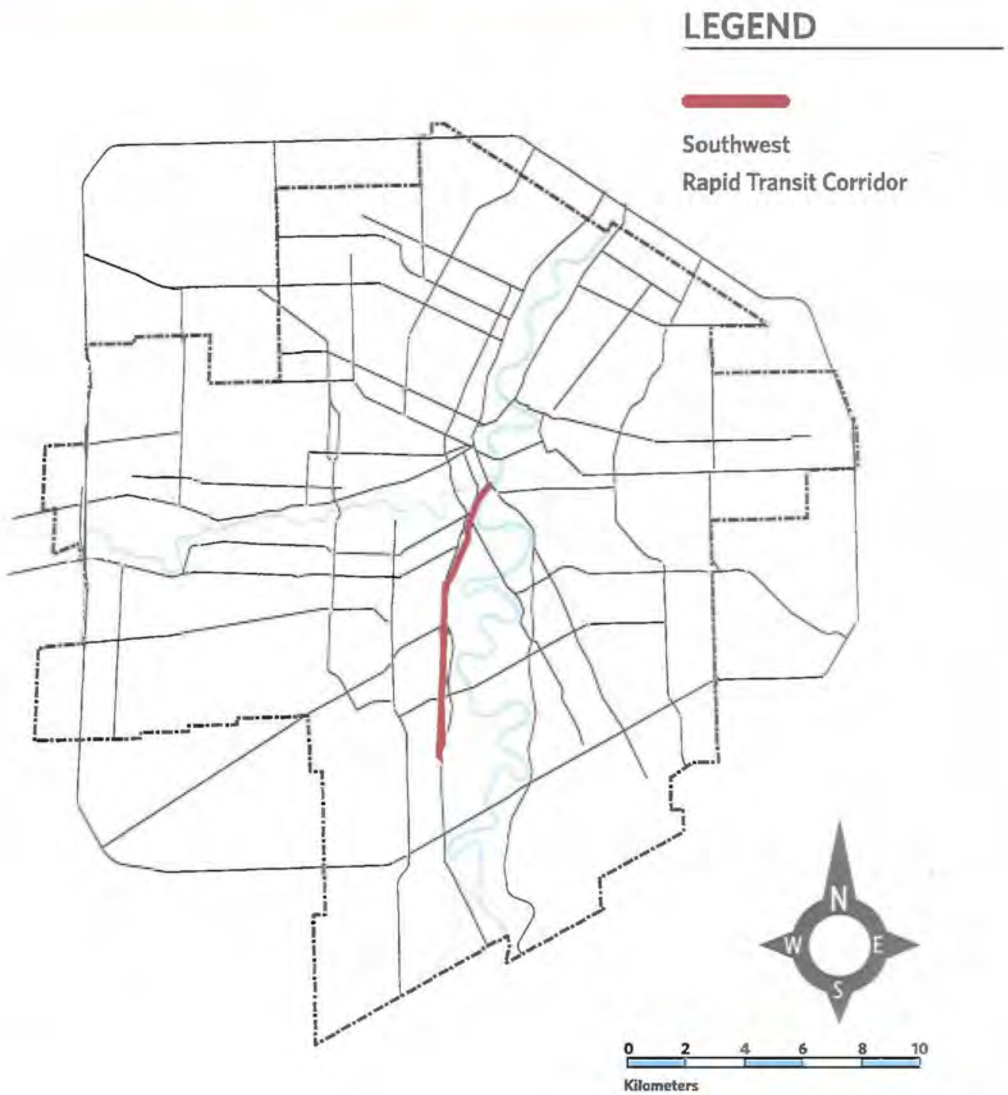
Rapid Transit Corridors are rights of way designed specifically and exclusively for use by rapid transit. They provide fast, efficient links between centres of development where transit can travel at a higher rate and make fewer stops than on mixed modal roadways.

Experience from other cities has shown that the expansion of rapid transit in Winnipeg will change land use and intensification around transit stations along the Corridor. These stations will be the primary focus for development along the Rapid Transit Corridors and will provide strategic opportunities for growth, intensification, and redevelopment in accordance with Transit Oriented Development (TOD) principles.

CHARACTERISTICS OF RAPID TRANSIT CORRIDORS AND TRANSIT ORIENTED DEVELOPMENT

- Nodal rather than linear development.
- Medium to high density development that is greater than the community average.
- A mix of uses.
- Compact, high quality pedestrian-oriented environment.
- An active, defined centre.
- Innovative parking strategies
- Rapid Transit Stations.

SOUTHWEST RAPID TRANSIT CORRIDOR



TRANSFORMATIVE AREAS > CENTRES AND CORRIDORS > RAPID TRANSIT CORRIDORS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE TRANSIT ORIENTED DEVELOPMENT (TOD) TO ACCOMMODATE GROWTH AND CHANGE AT CENTRES ALONG RAPID TRANSIT CORRIDORS THROUGH INTEGRATED LAND USE, TRANSPORTATION AND INFRASTRUCTURE PLANNING.

Successful infill development at centres along rapid transit corridors is dependent on integrated land use, transportation and infrastructure planning. Economically sustainable and viable rapid transit is dependent on sufficient ridership, which in turn is determined almost exclusively from the land use characteristics of the areas they connect. Conversely, the dense, mixed-use, pedestrian-oriented urban form that characterizes TOD can not occur without the presence of transit and connections with other transportation modes and networks. TOD cannot occur without the proper infrastructure and servicing in place to enable higher density development. Capitalizing on strategic opportunities for infill development and redevelopment along rapid transit corridors requires an integrated and proactive approach.

- P C L — As directed through the **Sustainable Transportation** Direction Strategy, support an integrated land use and transportation planning process along Rapid Transit Corridors.
- P C — Identify and capitalize on development and redevelopment opportunities through corridor level planning & analysis.

DIRECTION 2

PROMOTE TRANSIT-SUPPORTIVE LAND USE AND URBAN FORM AT CENTRES ALONG RAPID TRANSIT CORRIDORS.

The type and quality of transit service that can be supported in a community is largely determined by the surrounding land use and urban form.

Transit supportive land uses and urban form is required for infill development to support transit ridership. Ultimately, new development adjacent to rapid transit requires creating or reinforcing a high quality urban design within a transit supportive, pedestrian-oriented urban form.

- P — Promote transit supportive development, land use and urban form consistent with TOD principles at centres along Rapid Transit Corridors by creating a Winnipeg TOD Handbook.
- P — Promote minimum density standards for development at centres along Rapid Transit Corridors.
- P C — Promote high quality pedestrian-oriented environments, particularly in public spaces, such as sidewalks and transit stations.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 3

PROMOTE TRANSIT ORIENTED DEVELOPMENT AT CENTRES ALONG RAPID TRANSIT CORRIDORS THROUGH INCENTIVES AND INNOVATIVE APPROACHES WHERE REQUIRED.

Successful implementation of TOD involves both taking advantage of supportive real estate market trends and promoting the market in new directions. Winnipeg should utilize a variety of tools and approaches to support TOD. A combination of these approaches may promote a series of desirable outcomes, such as higher density, more amenities, better use of parking, calming of streets, improvements to the public realm and greater affordability than would be financially feasible otherwise in a traditional market driven project.

P I L — Implement Innovative Parking Strategies and Approaches.

P — Incorporate environmentally friendly, green design and construction principles to help meet the City's sustainability objectives.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership
- O Other

03-3 MAJOR REDEVELOPMENT SITES

This section will be supported by the following documents:

- **Sustainable Transportation**
- **Sustainable Water & Waste**

And by the development of additional implementation documents including:

- **Active Transportation Action Plan**
- **Ecologically Significant Natural Lands Policy**
- **Heritage Conservation Management Plan**
- **Infill Development Guidelines for Multiple-Family Developments in Low Density Neighbourhoods**
- **Local Area Planning Handbook**
- **Parks, Places and Open Spaces Management Plan**
- **Transit Oriented Development Handbook**

KEY DIRECTION

MAJOR REDEVELOPMENT SITES WILL PROVIDE TRANSFORMATIVE OPPORTUNITIES FOR THE DEVELOPMENT OF COMPLETE COMMUNITIES WITH SIGNIFICANT RESIDENTIAL AND EMPLOYMENT DENSITIES AND ATTRACTIVE URBAN DESIGN, CAPITALIZING ON VACANT OR UNDERUTILIZED SITES WITHIN THE EXISTING URBAN FABRIC.

Areas that once thrived under particular land uses in the past may not be needed for those purposes today. Some of these underused sites have significant strategic value, since they can capitalize on existing infrastructure through intensification.

These Major Redevelopment Sites are either located within or adjacent to existing communities, and this proximity makes them highly valuable. While in many cases, there are challenges to their redevelopment, such as the potential requirement for infrastructure upgrades, fractured land ownership and possible contamination, Major Redevelopment Sites present large-scale opportunities to enhance Winnipeg's urban fabric by repurposing obsolete land uses as new developments.

OURWINNIPEG

MAJOR REDEVELOPMENT SITES

- **South Point Douglas**
- **Fort Rouge Yards**
- **Parker Lands**
- **Taylor Lands**
- **Sugar Beet Lands**
- **Old Southwood Golf Course**
- **Kapyong Barracks**
- **Public Markets**
- **Ravelston and Plessis**
- **Palliser**
- **Tuxedo/Lafarge**

Major Redevelopment Sites are advantageous, because they can draw on existing and nearby infrastructure. They can utilize existing roads, underground pipes and sewers. They can connect with nearby schools, community centres, libraries and other city amenities. They are prime locations for intensification, given their proximity to public transit and their ability to plug into the existing street network. In some cases, their redevelopment can have the added benefit of cleaning up derelict parcels of land, contributing to both the cleanliness and safety of adjacent neighbourhoods. They also provide a significant boost to the city's tax base by optimizing parcels of land that currently under-perform.

Given their location within existing communities, specifically their ability to capitalize on existing infrastructure and services, the City must maximize the

MAJOR REDEVELOPMENT SITES

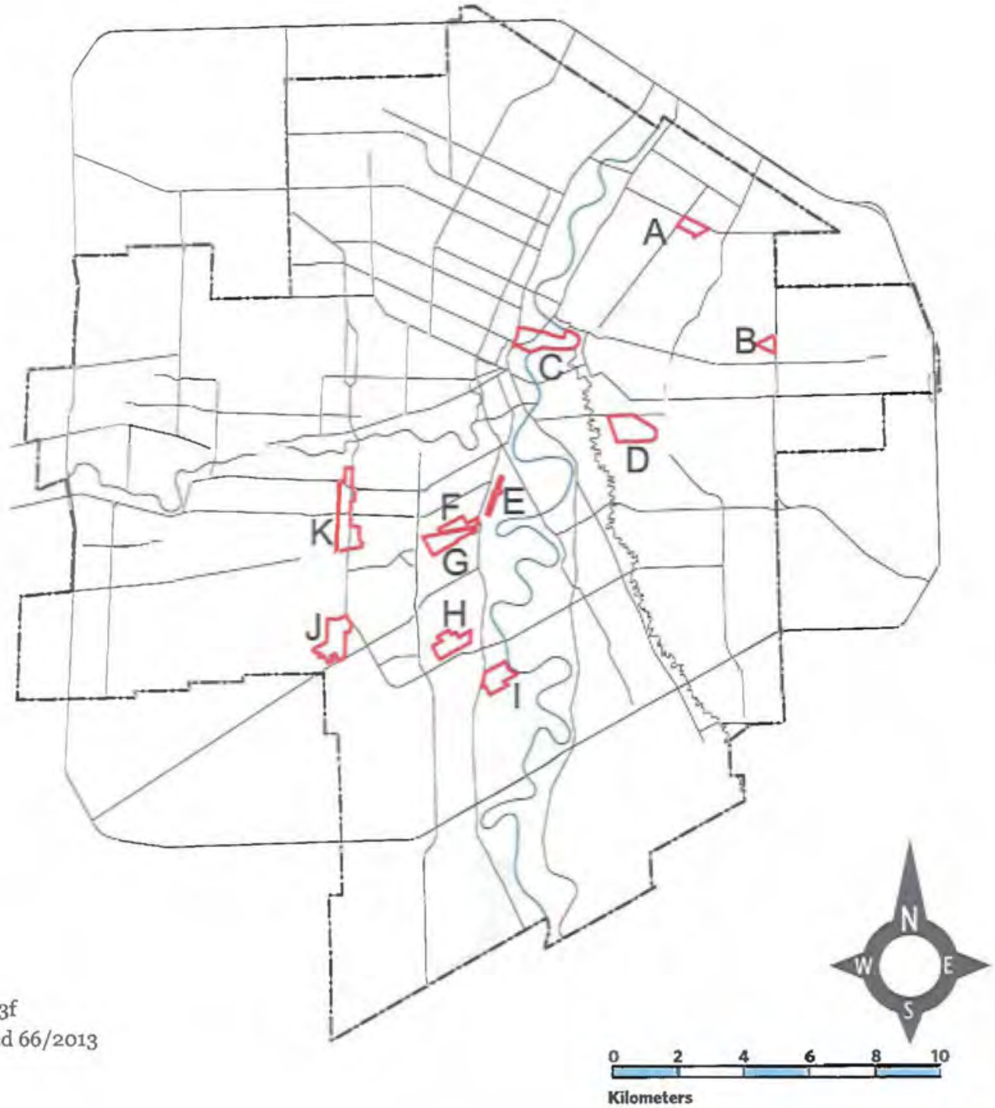


figure 03f
Amended 66/2013

LEGEND

A
Palliser

B
Ravelston and Plessis

C
South Point Douglas

D
Public Markets

E
Fort Rouge Yards

F
Taylor Lands

G
Parker Lands

H
Sugar Beet Lands

I
Old Southwood Golf Course

J
Tuxedo/Lafarge Lands

K
Kapyong Barracks

potential of Major Redevelopment Sites. Densities must be high enough to justify investment in infrastructure upgrades, potential remediation initiatives and to establish a critical mass that can support neighbourhood retail and vibrant, people-oriented places. These densities must be designed in a way that creates attractive communities where modes of active transportation and public transit are competitive with the private automobile.

CHARACTERISTICS OF MAJOR REDEVELOPMENT SITES

- Large, functionally obsolete or under-utilized lands, such as former industrial areas.
- Located within the existing urban framework, often along rail lines, major corridors or rapid transit corridors and adjacent to existing communities.
- Often serviced by some level of existing infrastructure.
- Present opportunities for transformative and strategic mixed use infill and intensification.
- May present challenges to redevelopment, such as inadequate infrastructure capacity and contamination.
- Site area typically 15 acres or more.

Given their importance, it is imperative that the City maximize the potential of Major Redevelopment Sites. Their redevelopment will promote complete communities with significant residential densities in a walkable, well-designed environment, embodying the principles of sustainability and, when adjacent to high frequency transit, Transit Oriented Development.

Redevelopment of Major Redevelopment Sites cannot be guided by one single approach. Each is unique, differing in the character of adjacent areas, existing physical and social contexts and market opportunities for redevelopment. The City will collaborate with all stakeholders through a front-end approach to planning developments. Redevelopment should be guided by a set of proactive planning tools
(See Section 14, "Implementation").

Many of the Major Redevelopment Sites identified in the urban structure are adjacent to high order public transit:

- The Southwest Rapid Transit Corridor (Fort Rouge Rail Yards, Parker Lands, Sugar Beet Lands, Southwood Golf Course)
- The proposed Eastern Rapid Transit Corridor (South Point Douglas)
- A priority transit route (Kapyong Barracks). (See **Sustainable Transportation** Direction Strategy)

In order to maximize the development potential of both the Major Redevelopment Sites and the viability of the transit system, these lands should be developed in accordance with the principles of Transit Oriented Development.

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF A MAJOR REDEVELOPMENT SITE FOLLOWING COMPLETE COMMUNITY PRINCIPLES

Redevelopment should focus around one or more Neighbourhood Centres, including Parks, Places and Open Spaces. These nodes, in turn, should be situated immediately adjacent to, or directly integrated with, public transit stations. A high quality public realm takes on added importance in a higher density residential development, given a reduction in private open space, such as backyards.

Major redevelopment sites should provide Winnipeggers with the opportunity to live in unique, vibrant and transit-conducive communities, providing a variety of housing typologies to help ensure accessibility.

Despite their location within existing urban communities, the development of Major Redevelopment Sites may be hampered to varying extents by a number of impediments that reduce or preclude economic viability. This can include inadequate infrastructure capacity, issues of land assembly and contamination. Given its interest in the redevelopment of these sites, the City will work to help reduce these barriers.

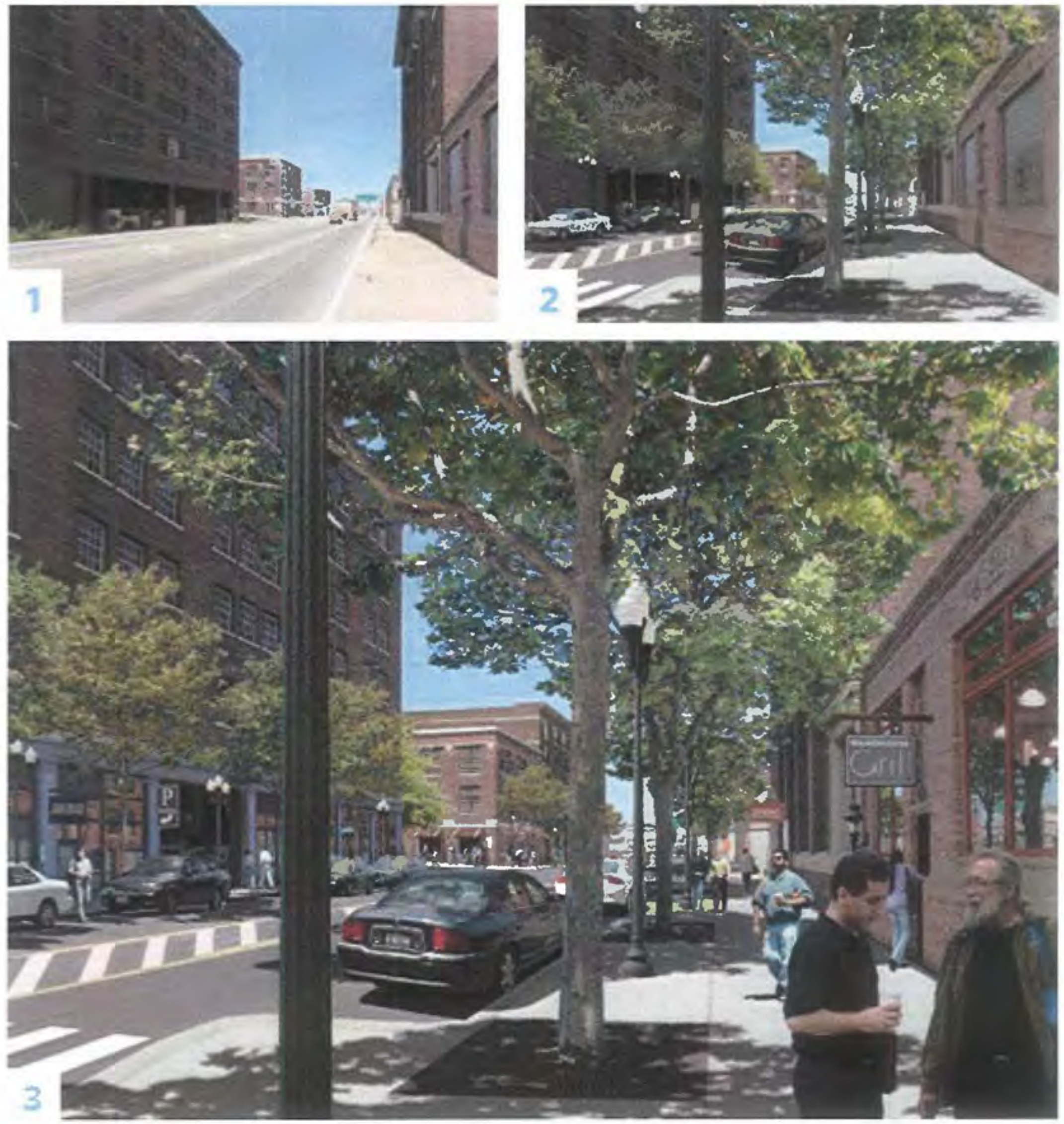


Photo Illustration: Urban Advantage

TRANSFORMATIVE AREAS > MAJOR REDEVELOPMENT SITES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROMOTE DEVELOPMENT OF MAJOR REDEVELOPMENT SITES WITH PROACTIVE AND COLLABORATIVE PLANNING PROCESS.

P Support rapid transit and high-frequency transit service by encouraging higher density residential and higher intensity commercial and mixed uses within the centre of the development. These will be focused on major transit stops.

P C L Create strong, multi-modal and active transportation linkages from each Major Redevelopment Site to the Downtown, other Major Redevelopment Sites, Centres, Corridors, Parks, major attractions and employment areas.

P Work with landowners and other stakeholders to establish local goals and objectives for each Major Redevelopment Site while taking into account its relationship to: **OurWinnipeg**, **Sustainable Transportation** Direction Strategy, Downtown, Redevelopment Areas, Corridors, and other Centres. This could include minimum and maximum density and employment targets.

DIRECTION 2

CAPITALIZE ON THE PROXIMITY OF MAJOR REDEVELOPMENT SITES TO RAPID TRANSIT AND HIGH FREQUENCY TRANSIT

P Promote development in accordance with Transit Oriented Development principles.

DIRECTION 3

FACILITATE REDEVELOPMENT THROUGH INCENTIVES, PARTNERSHIPS AND THE REMOVAL OF BARRIERS.

C Facilitate the redevelopment of major redevelopment sites by prioritizing infrastructure renewal.

P I L Working with other levels of government, investigate strategies to promote the redevelopment of brownfields.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 4

MAJOR REDEVELOPMENT SITES WILL PROVIDE FOR COMPLETE COMMUNITIES WITH SIGNIFICANT LEVELS OF MIXED USE, HIGH DENSITY DEVELOPMENT, WITH STRONG URBAN DESIGN AND ATTRACTIVE PARKS, PLACES AND OPEN SPACES.

P — Provide a mix of employment, high-density housing, retail and service uses within Major Redevelopment Sites in a way that compliments the needs of adjacent communities.

P — Support active uses (such as retail and services) on the ground floor and offices and housing on the upper floors of multi-storey developments.

P — Promote the use of minimum density standards for new development.

P — Promote high-quality plazas, parks and streetscapes as focal points and networks that are connected to the greater community.

P C L — Incorporate pedestrian elements like street trees, street furniture, wide sidewalks, bicycle parking and public art in new development.

P — Encourage the transition of development towards the outer edges of major redevelopment sites that is sensitive to the scale, massing, height, form and character of the surrounding area.

P — Mitigate any negative impacts new development may have on neighbouring streets, parks and properties.

P — Development should be sensitive to conserving historically significant features and resources.

P — Support a range of different types, tenures and unit sizes in housing opportunities.

P — Promote development in accordance with Universal Design and Crime Prevention Through Environmental Design (CPTED) policies.

L — Encourage green design and construction by incorporating environmentally friendly design and construction principles.

P C — Encourage the development of recreation and community service facilities in these areas in a manner that respects the desired form and character of Major Redevelopment Sites.

03-4 NEW COMMUNITIES

This section will be supported by the following documents:

- **Sustainable Transportation**
- **Sustainable Water & Waste**

And by the development of additional implementation documents including:

- **Active Transportation Action Plan**
- **Ecologically Significant Natural Lands Policy**
- **Heritage Conservation Management Plan**
- **Local Area Planning Handbook**
- **Parks, Places and Open Spaces Management Plan**
- **Transit Oriented Development Handbook**

KEY DIRECTION

NEW COMMUNITIES WILL CONTINUE TO PLAY AN IMPORTANT ROLE IN ACCOMMODATING THE CITY'S PROJECTED POPULATION GROWTH. THESE NEW COMMUNITIES WILL BE PLANNED AS COMPLETE FROM THE OUTSET AND WILL CONTINUE TO ACHIEVE A HIGH STANDARD OF SUSTAINABILITY IN PLANNING, DESIGN, CONSTRUCTION AND MANAGEMENT.

New Communities are large undeveloped land areas identified for future urban development and are not currently served by a full range of municipal services. Many were previously designated as Rural Policy Areas in **Plan Winnipeg 2020**. Planning for New Communities will ensure orderly, market aligned development that should provide opportunities for a mix of uses, a range of housing types, parks, places and open spaces, employment options and transit access within walking distance of diverse residential neighbourhoods. New Communities should be developed with a supporting street network that connects residents, jobs and commercial services through direct and efficient active transportation, transit and automobile routes. They should integrate protected natural areas with open space and sustainable infrastructure systems.

VISION

NEW COMMUNITIES ARE INCLUSIVE NEIGHBOURHOODS WITH A VARIETY OF HOUSING TYPES WITHIN WALKING DISTANCE OF MIXED USE DISTRICTS THAT OFFER OPPORTUNITIES FOR SHOPPING, EMPLOYMENT AND ENTERTAINMENT. THESE NEIGHBOURHOODS ARE A PART OF A LARGER COMMUNITY WITH INTERCONNECTED OPEN SPACES, WALKING AND CYCLING PATHS, COMMUNITY FACILITIES, EMPLOYMENT OPPORTUNITIES AND MULTI MODAL TRANSPORTATION CONNECTIONS TO THE REST OF THE CITY.

Over the life of **OurWinnipeg**, development of New Communities will continue to accommodate many Winnipeggers. By 2031, the City of Winnipeg is expected to grow by more than 180,000 people (Conference Board of Canada, 2007 Population Forecast). Background work related to residential lands and employment lands indicates that Winnipeg will need to bring on more land to accommodate this forecasted growth. Given the potential impact that this growth will have for the future of the city, it is critical that New Communities are planned to be complete, providing long term sustainability.

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF A NEW COMMUNITY FOLLOWING COMPLETE COMMUNITY PRINCIPLES

1

2

Photo Illustration: Urban Advantage

The areas, as shown in figure 3g, have been identified for New Communities because they are serviceable, of sufficient size, are contiguous with existing developed areas, are accessible, and meet requirements of area supply and demand. The limited amount of land available for New Communities emphasizes the need for including higher density development to accommodate projected growth. The areas designated as New Communities will be reviewed periodically so that new technology or changes in serviceability, supply/demand, or accessibility can be considered.

To ensure that planning for New Communities is comprehensive, complete, and aligns with citywide goals and objectives, New Communities have also been divided into planning precincts, as identified on figure 03g. Planning efforts are required to cover an entire precinct, ensuring new infrastructure and community services optimize existing facilities and connections while identifying any necessary upgrades from the outset. This approach will support a more efficient planning process for all parties.

It is important to note that three of the New Communities identified in figure 03g will not be residential neighbourhoods. Their planning and development will follow Direction 1 of this section, in addition to the sections identified below:

- Precincts E and R – see Section 06, Commercial section
- Precinct A – see Section 05, Employment section

Lands designated as New Communities will conform with the policies that apply to the Rural and Agricultural designated lands until an appropriate planning process is complete and approved by City Council and/or a designated committee of Council.

NEW COMMUNITIES

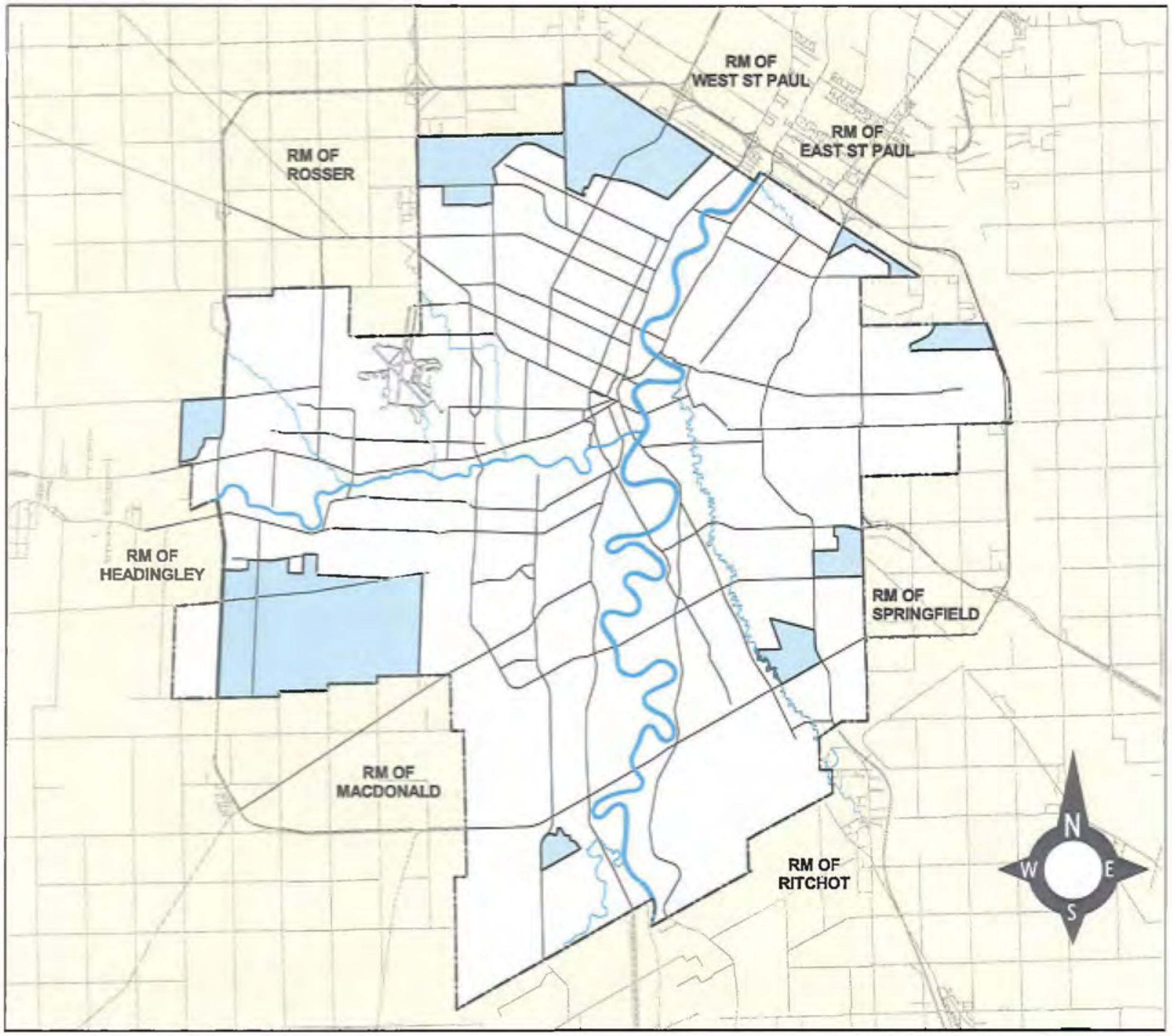


figure 03g

0 2 4 6 8 10
Kilometers

LEGEND

New Communities

TRANSFORMATIVE AREAS > NEW COMMUNITIES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

NEW COMMUNITIES WILL BE DEVELOPED IN A SUSTAINABLE MANNER.

New Communities should contribute to the City's balance of residential, commercial, industrial, natural and recreational land uses to ensure economic, social and environmental sustainability.

P Only approve new development when a full range of municipal services, as defined in **OurWinnipeg**, can be provided in an environmentally-sound, economical and timely manner.

P Only approve new development when there is a reasonable relationship between the supply of land and the projected demand.

P Support new development that is adjacent to, and compatible with, existing development and which is designed to minimize the spatial use of land.

DIRECTION 2

NEW COMMUNITIES WILL BE ESTABLISHED THROUGH A PLANNING PROCESS.

The development of New Communities will be supported by a planning process and organized within planning precincts. All New Communities will require some degree of planning, with the scope determined by several factors, including land use, area size, infrastructure constraints and surrounding context. In many cases, given the complexity of issues present in greenfield areas, a statutory plan may be the most appropriate planning tool. However, the final scope of planning will be determined on a case by case basis, generally including at the minimum:

- Definition of the study area.
- Public engagement to identify local character and community needs.
- Assessment of parks, community facilities and service capacities.
- Assessment of infrastructure conditions and capacities.
- Vision and sustainability principles.
- Locations for intensification, transition and conservation.
- Land use diversity and development densities.
- Multi-modal transportation infrastructure, locations and connectivity.
- Development phasing, staging and public investment.
- Cultural Heritage, including buildings, sites, archaeological, or other issues or features, as applicable.
- Implementation.
- Other policies or context-specific guidelines as deemed appropriate.
- A cost/benefit analysis

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

PRECINCT BOUNDARIES

The boundaries of the precincts are generally based on centre lines of streets, public lanes, footpaths, public walks, rivers, public right of ways, lot or holding lines, railway or public utility right of way, but should not be interpreted to precisely follow them. They do, however, follow City of Winnipeg municipal boundaries. When a natural boundary or servicing limit supports the change, planning may deviate from the precinct boundaries with the approval of the Director of Planning, Property, and Development Department.

P L Require planning to guide development of New Communities in collaboration with local residents and stakeholders (see Section 14, "Implementation").

P L Demonstrate a commitment to the integration of City, School and other community resources by seeking opportunities for collaboration and partnership.

PRECINCTS

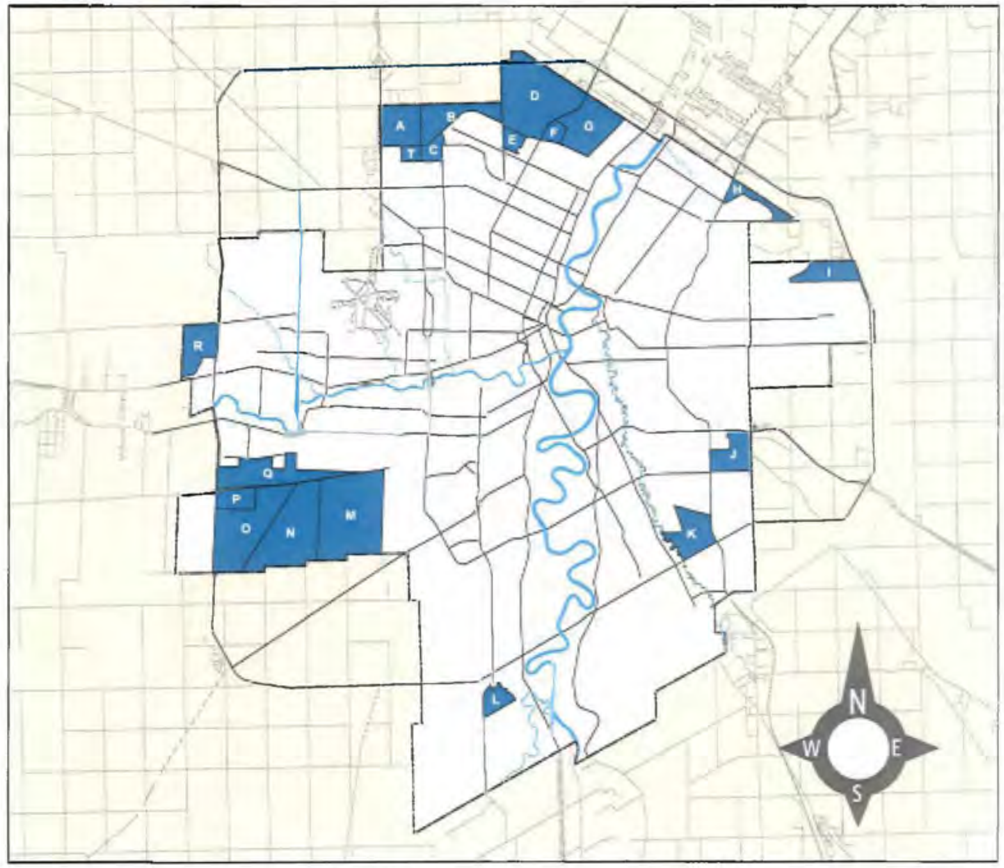


figure 03h

LEGEND

0 2 4 6 8 10
Kilometers

Precincts

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

TRANSFORMATIVE AREAS > NEW COMMUNITIES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 3

NEW COMMUNITIES WILL INCREASE OPPORTUNITIES TO LIVE, WORK, LEARN AND PLAY IN THE SAME NEIGHBOURHOOD.

P — Encourage higher residential density in areas adjacent to commercial and employment lands, especially where the area is served by transit, services and other community amenities. These locations should be identified through the planning process.

P — Encourage New Communities to include a mixture of residential, commercial, employment and institutional uses that are supported by multiple transportation options for residents.

P — Encourage greater choices in housing type, density, style and tenure.

P C L — Provide parks at the neighbourhood and community level that address both active and passive requirements for recreation, sport and leisure and that promote connectivity and walkability between park sites and neighbourhood features.

DIRECTION 4

NEW COMMUNITIES WILL BE DEVELOPED WITH COMPLETE STREETS (SEE SUSTAINABLE TRANSPORTATION), ENABLING SAFE AND CONVENIENT SPACES FOR PEDESTRIANS, BICYCLISTS, PUBLIC TRANSIT RIDERSHIP AND MOTORISTS TO PROMOTE PHYSICAL ACTIVITY, HEALTH AND ACTIVE TRANSPORTATION.

P C — Promote the design of all streets to maximize connectivity, visual appeal, amenity space and safety where practical and cost effective.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 5

ENCOURAGE GREEN DEVELOPMENT AND CONSERVE NATURAL AREAS (SEE ECOLOGICALLY SIGNIFICANT NATURAL LANDS POLICY STRATEGY) TO DEVELOP NEW COMMUNITIES IN A SUSTAINABLE MANNER.

- P — Balance the provision (scale, distribution and design) of parks and open space with density, demographics and distance.
- P — Park sites will be selected in ways that maximize the conservation, protection and integration of existing natural features.
- P — Parks will be integrated purposively into the overall community design.
- P C L — Promote and expand biodiversity and 'green' principles consistent with the local natural ecosystem to all Parks, Places and Open Spaces, beyond the expected environments of the urban forest and designated 'natural areas'.
- P I L — Support green design principles and construction methods for new buildings and neighbourhoods where practical and cost effective.

DIRECTION 6

REFLECT LOCAL HERITAGE IN THE DEVELOPMENT OF NEW COMMUNITIES.

- P — Identify and conserve heritage resources, encouraging awareness, understanding, and appreciation of them.
- P — Man made or natural features with particular cultural or historic significance should be identified, conserved, and incorporated into New Communities.
- P — Street names and parks should reflect and contribute to the heritage of New Communities.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

04 AREAS OF STABILITY

This section will be supported by the following documents:

- **Sustainable Transportation**
- **Sustainable Water & Waste**

And by the development of additional implementation documents including:

- **Active Transportation Action Plan**
- **Ecologically Significant Natural Lands Policy**
- **Heritage Conservation Management Plan**
- **Infill Development Guidelines for Multiple-Family Developments in Low Density Neighbourhoods**
- **Local Area Planning Handbook**
- **Parks, Places and Open Spaces Management Plan**
- **Transit Oriented Development Handbook**

KEY DIRECTION

ENHANCE THE QUALITY, DIVERSITY, COMPLETENESS AND SUSTAINABILITY OF STABLE NEIGHBOURHOODS AND EXPAND HOUSING OPTIONS FOR WINNIPEG'S CHANGING POPULATION.

Areas of Stability are primarily understood as the residential areas where the majority of Winnipeggers currently live. Unlike Transformative Areas that will experience significant change over the coming years, Areas of Stability will accommodate low to moderate density infill development to support more efficient use of land, infrastructure and services as well as enhance housing choice and affordability. Infill in areas of stability will be supported with the intent of creating more complete communities.

When new development occurs in Areas of Stability, it should be contextually suitable and enhance and celebrate what makes them unique. To that point, intensification should be accommodated within existing communities in a sensitive manner which recognizes the existing form and the character of its location.

Areas of Stability can be grouped into two types of communities based on their characteristics:

- Mature Communities
- Recent Communities

Each community type will have inherently different opportunities for redevelopment, partly based upon its characteristics and the stage of its life cycle.(see figure 04a)

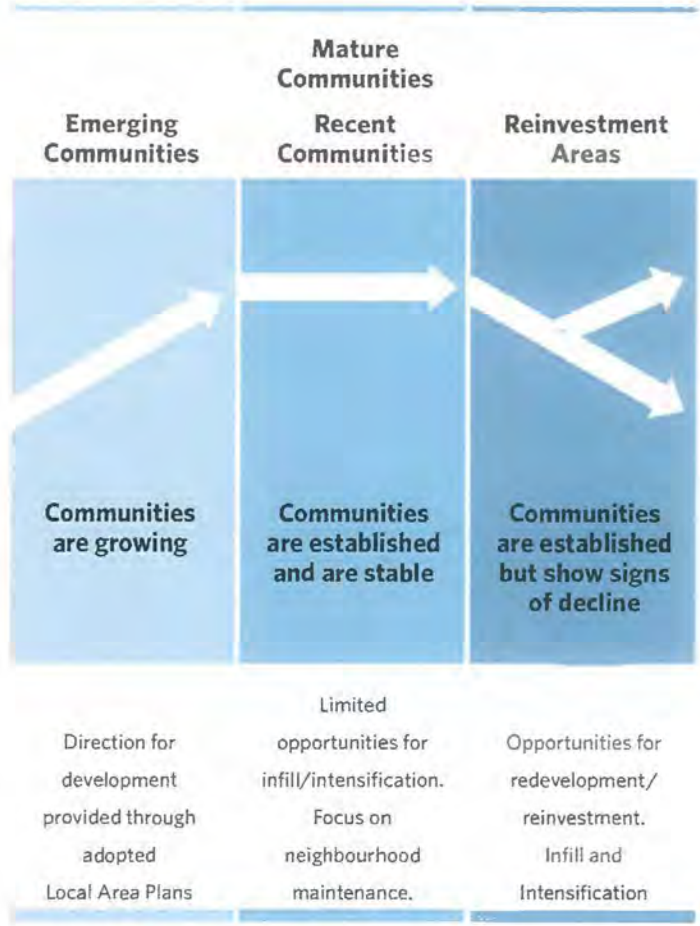
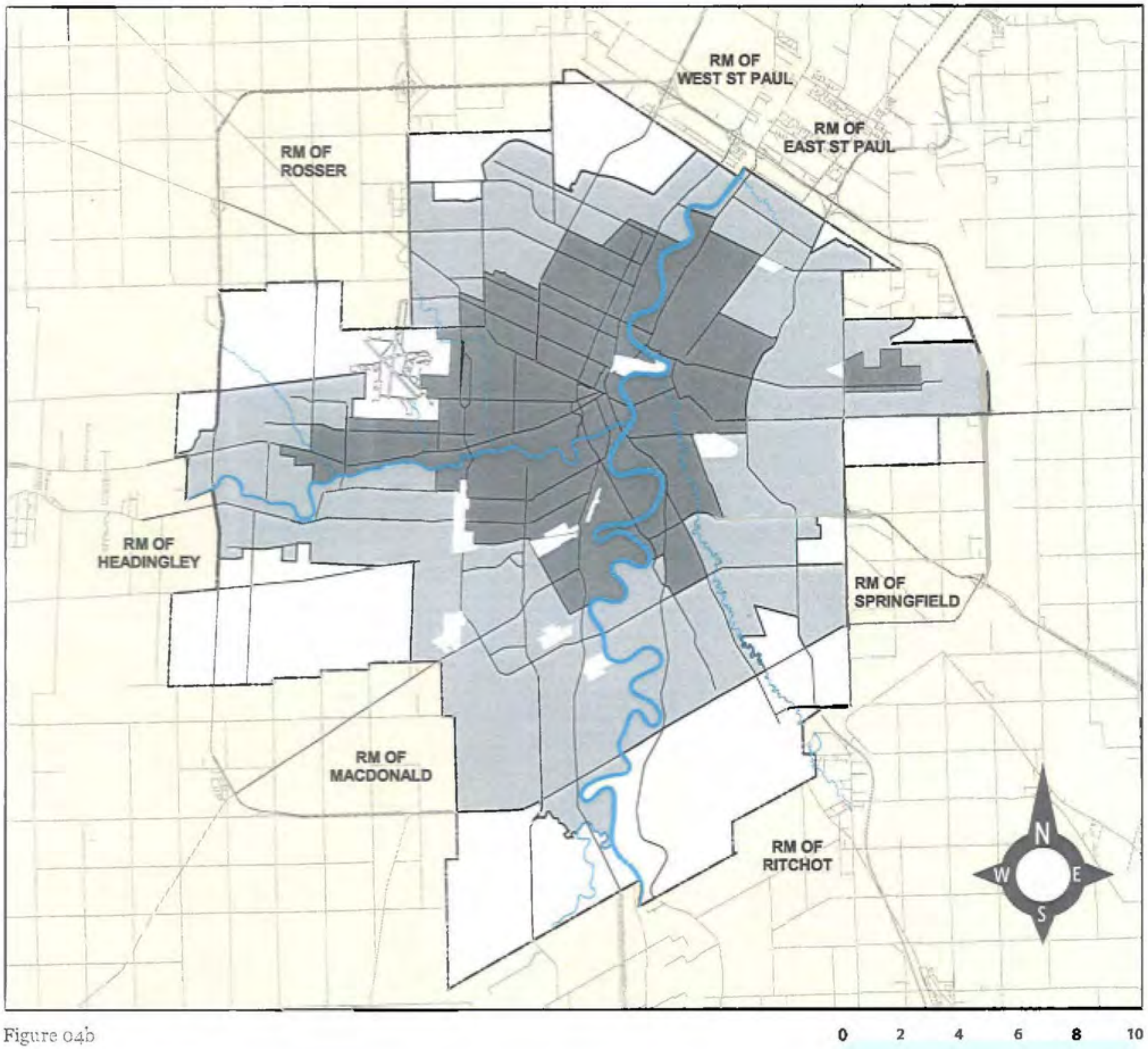


figure 04a

AREAS OF STABILITY



LEGEND

Mature Communities

Recent Communities

Figure 04b

AREAS OF STABILITY

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

SUPPORT THE COMPLETION OF AREAS OF STABILITY

- P — Support low to moderate change in low-density neighbourhoods through development and redevelopment that is complementary to the existing scale, character and built form.
- P — Provide clarity and promote compatibility between existing developments and new developments through design and development standards, such as the creation of **Infill Development Guidelines for Multiple-Family Developments in Low Density Neighbourhoods.**
- P — Promote the form of buildings and spaces that are sensitive to the community context and address the transition between new and existing developments.
- P C — Promote a quality public realm with a high level of accessibility to community services and amenities and opportunities for gathering and social interaction.
- P — Encourage intensification to occur at centres and along corridors.
- P C — Focus housing growth to areas that have municipal service capacity to support intensification, in addition to commercial and recreational amenities.
- P L — Support Complete Communities by ensuring diverse and high quality housing stock.
- P L — In order to meet the full life-cycle of housing needs within the community, promote a mix of housing type and tenure, such as duplexes, low rise apartments, secondary suites, semi-detached homes, townhouses.
- P I — Support a mix of commercial services and employment uses that serve the local community.
- P — Support the subdivision of a parcel of land into two or more lots when it is done in a context sensitive manner.
- P — Review existing policies and by-laws for residential infill development with an aim to streamline the approval process for development that is consistent with Complete Communities objectives.
- P C — Review by-laws and policies to reduce barriers to the provision of accessory dwelling units such as secondary suites, and carriage houses.
- P — Provide opportunities to increase multi-modal connectivity when redevelopment occurs.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

- Where intensification/densification of housing occurs, ensure that the types of open space - passive, active, and plazas - respond to community needs.

- Develop a **Parks, Places, and Open Spaces Management Plan** that addresses open space requirements and guidelines for Areas of Stability.

- Ensure that existing public open spaces meet the neighbourhood's current and future requirements.

- Support residential infill subdivision proposals creating lots with frontage on roads with less than a full range of municipal services when it can be demonstrated that all proposed lots:
  - are located entirely in an R1 or R2 zoning district;
  - meet the minimum bulk requirements of applicable zoning by-laws withoutvariance;
  - do not interfere with or potentially disrupt the orderly planned development of neighbouring holdings and/or plans;
  - conform with all local secondary plans and precinct plans;
  - will be appropriately connected to and accommodated by the existing local land drainage system, to the satisfaction of the City of Winnipeg;
  - will be serviced with piped sewer and piped water; and
  - respect the local context and character of the area.

Amended 35/2014

IMPLEMENTATION TOOLS

- Planning
- Incentive
- Capital Budget/ Infrastructure
- Leadership/Partnership

04-1 MATURE COMMUNITIES

Mature communities consist of Winnipeg's earliest neighbourhoods and first suburbs which were mostly developed prior to the 1950s. Key features of these areas are a grid road network with back lanes and sidewalks, older housing stock in the form of low to moderate densities and a finer mix of land uses along many of the commercial streets. Generally, these communities have a full range of municipal services, but may require enhancements.

Mature communities represent some of the most "complete" existing communities in Winnipeg. They present some of the best opportunities to accommodate infill development, to increase housing choice and to maximize the use of existing infrastructure. In many cases, these neighbourhoods are already well serviced by public transit and infrastructure.

While most of the building blocks for Complete Communities are already in place, there is room for any community to improve upon these characteristics. Looking towards the future, particular challenges will be strengthening public transit and active transportation, conserving the ageing building stock and increasing housing choice while maintaining existing neighbourhood character.

CHARACTERISTICS OF MATURE COMMUNITIES

- Grid pattern of roads.
- Primarily north-south, east-west orientation of streets with back lanes.
- Largely built out prior to the 1950s.
- A variety of housing types.

Employment opportunities, services, amenities and community facilities, such as grocery stores, banks, restaurants, community centres, schools and day care centres, that are a reasonable walk or a short transit trip from dwellings.

Efficient and effective public transit service and opportunities for active transportation, without precluding private motor-vehicles.

SOME EXAMPLES OF OURWINNIPEG MATURE COMMUNITIES

- **William Whyte**
- **Kern Park**
- **River Heights**
- **Wolseley**
- **Kildonan Drive**
- **Norwood East**

MATURE COMMUNITIES

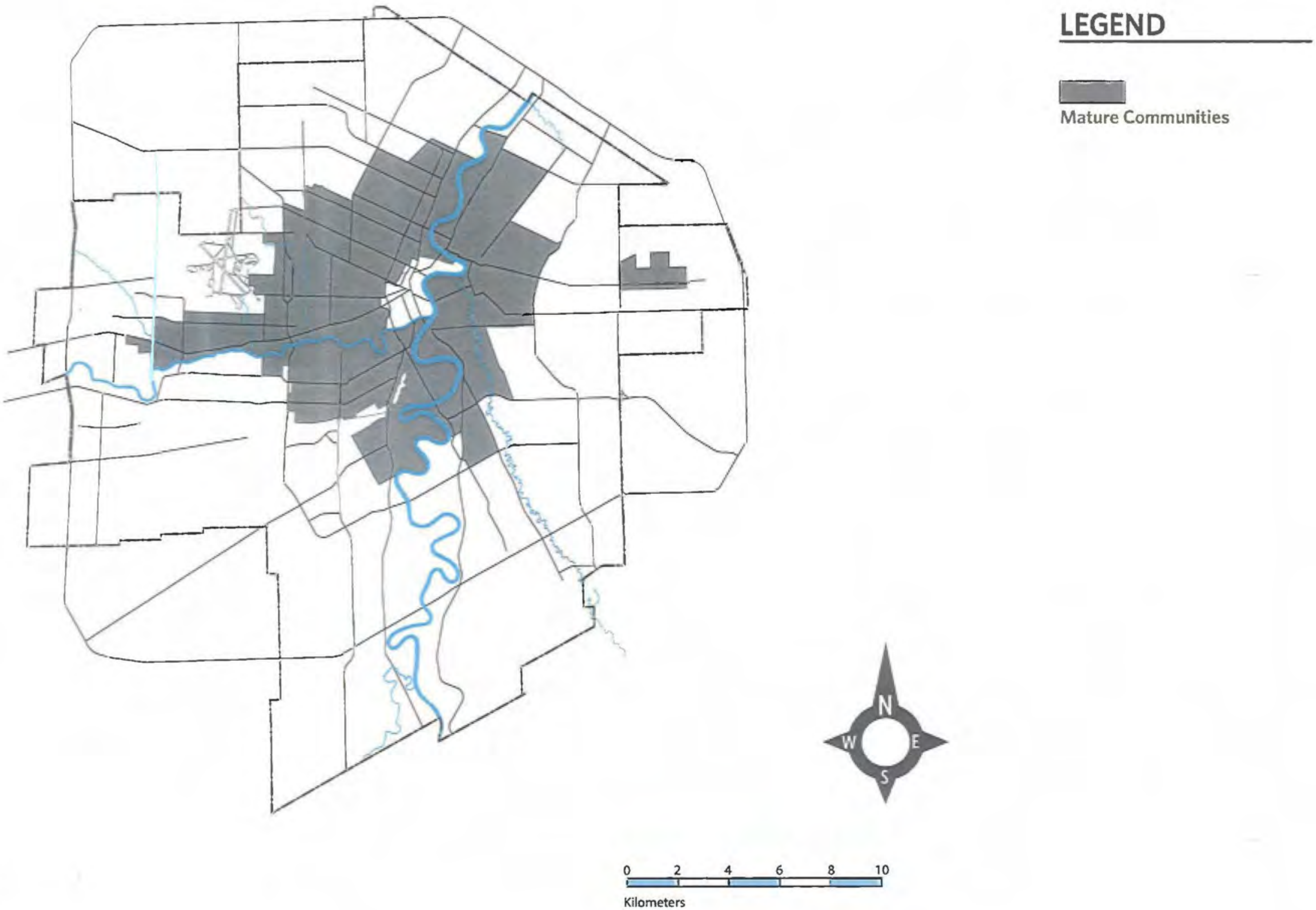


Figure 04c

04-1a REINVESTMENT AREAS

Some of Winnipeg's mature neighbourhoods show signs of decline. A subset of Mature Communities, Reinvestment Areas normally have a desirable character but would benefit from reinvestment through infill and redevelopment, and/or major projects in small areas. Infill development often has a rejuvenating effect on these neighbourhoods and can encourage additional investment.

CHARACTERISTICS OF REINVESTMENT AREAS

> Deteriorating building stock.
> Inappropriate mix of land uses.
> Inadequate buffering between uses.
> Lack of services such as grocery stores, banks and parks.
> Lack of quality housing.

OurWinnipeg does not identify specific neighbourhoods as reinvestment areas. This is because neighbourhoods are not static and their characteristics may change dramatically over the life of the plan. In the future, indicators will be developed which will provide criteria for identifying reinvestment areas.

OurWinnipeg directions in the areas of 01-4 Housing, 01-5 Recreation, 01-6 Libraries, 03-1 Opportunity and 03-2 Vitality will support and focus the kind and level of development that occurs in Reinvestment Areas.

AREAS OF STABILITY > MATURE COMMUNITIES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

ENCOURAGE CONSERVATION AND UPGRADING OF EXISTING HOUSING IN MATURE AREAS AND EXPAND HOUSING OPPORTUNITIES THROUGH INFILL DEVELOPMENT. (SEE OURWINNIPEG, SECTION 01-5, "HOUSING")

P I — Support the rehabilitation of existing housing stock where required.

C — Upgrade and maintain infrastructure in aging residential areas to encourage maintenance of housing.

P — Support a mix of uses within buildings located on commercial streets.

P L — Facilitate land assembly for infill developments.

P L — Build upon the local heritage of mature neighbourhoods, including the sustainable reuse of existing building stock and other historic elements.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

04-2 RECENT COMMUNITIES

Recent Communities are areas that were planned after 1950. They are primarily residential areas and contain a mix of low and medium density housing with nearby retail amenities. The road network is a blend of modified grid and curvilinear, often without sidewalks or back lanes. These are typically stable, residential communities with limited redevelopment potential over the next 30 years. Populations are declining from their peak and housing stock is generally in good condition.

CHARACTERISTICS OF RECENT COMMUNITIES

- Dispersed, low to medium-density development patterns.
- Curvilinear local road pattern with many cul-de-sacs.
- Typically planned after 1950.

Recent communities can also accommodate some infill development to increase housing choice, increase options for 'aging in place', and to maximize the use of existing infrastructure.

In many cases, public transit service can be enhanced to better connect adjacent neighbourhoods. Additionally, there is an opportunity to create better pedestrian connections across arterial roads between neighbourhoods. Creating better connection through and between these neighbourhoods will help to make these neighbourhoods more complete over time.

SOME EXAMPLES OF OURWINNIPEG RECENT COMMUNITIES

- **Crestview**
- **Windsor Park**
- **Lindenwoods**
- **Valley Gardens**
- **Rivergrove**
- **Island Lakes**
- **Amber Trails**

RECENT COMMUNITIES

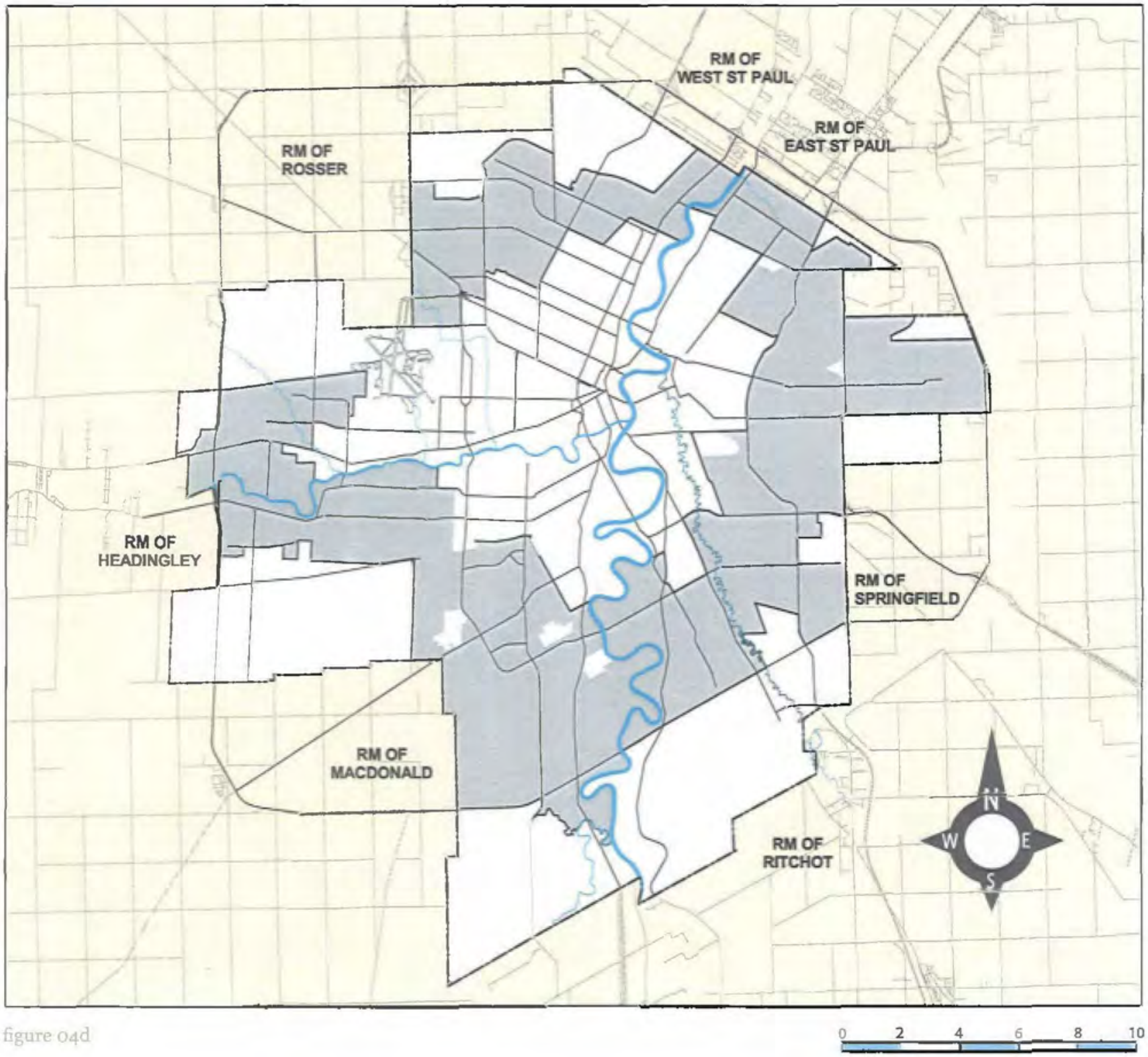


figure 04d

LEGEND

Recent Communities

04-2a EMERGING COMMUNITIES

Emerging communities—a subset of Recent Communities—are primarily residential areas that have been very recently planned and are still under development. Typically, they are characterized as relatively low-density residential neighbourhoods containing single-family housing, smaller pockets of multi-family and locally oriented retail. The road network is curvilinear, including major collectors that circulate through a community with local cul-de-sacs and bays feeding off of them. Some deviations from this pattern, where, for example, back lanes are provided, occur in some areas, such as Bridgewater Forest (Waverley West). Transit service in most areas is provided from the major collector streets. Generally, in the residential areas, land drainage is accommodated through storm water retention ponds, and more recently through innovative land drainage systems, such as managed wet lands.

CHARACTERISTICS OF EMERGING COMMUNITIES

- Curvilinear local road pattern with cul-de-sacs
- They are planned and are still under development
- Primarily low density residential with some multi-family and retail

It is noted that development of theses areas typically reflects the principles of Complete Communities, such as a focus on compact development, a mix of uses, a diversity of housing types, the promotion of public transit, the encouragement of active transportation and community connectivity. As such, their future build-out is expected to be in conformance with the components of **Complete Communities.** There may be opportunities to modify future development in these areas where it is identified that the goals and objectives of Complete Communities can be maximized.

AREAS OF STABILITY > RECENT COMMUNITIES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

WITHIN RECENT COMMUNITIES, INTENSE AND DIVERSE DEVELOPMENT WILL BE ENCOURAGED IN CENTRES AND CORRIDORS.

P L Improve the sustainability of recent residential neighbourhoods by promoting better walking, cycling and transit access to retail, employment and community facilities.

DIRECTION 2

SUPPORT OPPORTUNITIES TO ENHANCE COMPLETE COMMUNITY OBJECTIVES IN EMERGING COMMUNITIES.

P Support amendments to adopted plans in these areas which further the goals and objectives of Complete Communities.

IMPLEMENTATION TOOLS

P Planning
I Incentive
C Capital Budget/ Infrastructure
L Leadership/Partnership

05 EMPLOYMENT LANDS

This section will be supported by the following documents:

- **Sustainable Transportation**
- **Sustainable Water & Waste**

And by the development of additional implementation documents including:

- **Active Transportation Action Plan**
- **Local Area Planning Handbook**
- **Transit Oriented Development Handbook**

KEY DIRECTION

EMPLOYMENT LANDS WILL PROVIDE A WIDE RANGE OF MARKET OPPORTUNITIES BY ACCOMMODATING NEW INVESTMENT AND ECONOMIC DEVELOPMENT WHILE CONTRIBUTING AN ABUNDANCE OF NEW JOBS FOR OUR CITIZENS.

VISION

THE CITY IS EMBARKING ON A NEW ERA FOR EMPLOYMENT LANDS; TRANSFORMING THE TRADITIONAL IMAGERY OF SEGREGATED INDUSTRIAL USES INTO AESTHETICALLY PLEASING, SUSTAINABLE, MIXED-USE DEVELOPMENTS. THIS NEW APPROACH EMPHASIZES THE COMPATIBILITY OF WELL-PLANNED FORM OVER THE STRICT SEPARATION OF USES.

Employment Lands are the economic engine of the City. They include a broad range of clustered industrial and business land uses that can be grouped into three main types:

1. **Business Park**
2. **Institutional Campus**
3. **Manufacturing (General & Heavy)**

BUSINESS PARK

The Business Park represents a more recent trend in employment lands development. Typically developed with an overall Master Plan focusing on site development, design, landscaping and employee amenities, these clusters have flexibility built into their form and function. This allows them to be adapted quickly and easily as the market place changes.

INSTITUTIONAL CAMPUS

These lands typically include hospitals, biomedical research facilities and/or university and college institutions. These corporate campuses are subject to a high level of design, emphasizing image and multi-modal circulation. In some cases, they may include enhanced security measures.

MANUFACTURING

General Manufacturing areas consist of existing, typically planned industrial areas that contain a mix of light industrial uses at varying intensities. These districts often include warehousing and distribution components, together with outdoor storage areas. In 2001, this sector captured 13.3% of total employment for the Winnipeg CMA.

Heavy Manufacturing areas often provide a wide range of substantial industrial uses like major utilities, waste and salvage, freight terminals and processing. Many of these uses require a large capital investment and often include significant construction. These include offices, warehouses and frequent heavy truck traffic for supplies and shipments. In some cases, the potential effects of sound, noise and odour need to be substantially mitigated to reduce any impact on neighbouring properties.

LOCATION

Winnipeg's Employment Lands are generally focused in the northwest, east and southwest sectors of the city. Historically, these industrial clusters were intentionally located in multiple city quadrants to strategically distribute them throughout the city.

NORTHWEST

The northwest quadrant holds our largest inventory of employment lands, typically characterized as a General Manufacturing cluster, including the approximately 1,600 unserviced acres known as the Airport West lands.

EAST

The employment lands located in the east of the city, around the St. Boniface area, exhibit a wide range of industrial typologies from Heavy Manufacturing uses such as food processing and asphalt production to the high quality Business Park operating on the north side of Dugald Road.

SOUTHWEST

The employment lands in southwest Winnipeg have seen significant transformation over the past few years. Initially this area adjacent to Kenaston Boulevard was predominantly heavy manufacturing. Over the recent years, however, large portions have transitioned into light industrial uses such as Business Parks. Additionally, several re-designations have occurred to allow the further introduction and expansion of residential and large scale commercial retail uses.

SEE THE POSSIBILITIES

POSSIBLE TRANSFORMATION OF EMPLOYMENT LANDS FOLLOWING COMPLETE COMMUNITY PRINCIPLES

1

2

Photo Illustration: Urban Advantage

THE NEW APPROACH TO EMPLOYMENT LANDS

Former city development plan policies on industrial lands were protectionist in their approach to Employment Lands. These policies were meant to keep uses separate with limited mixed-use development opportunities. Because of significant advances in technology, the majority of industrial uses today are much cleaner, quieter and greener than they were in the past, reducing the potential impacts. In terms of design and layout, **Plan Winnipeg 2020** did include policy that encouraged high-quality urban design, public spaces and environmental protection within new industrial developments. **OurWinnipeg** continues and furthers that approach in the following areas:

- Facilitates a broader range of uses within Employment Lands, providing flexibility, adaptability and responsiveness to the market place.
- Considers demonstration projects that test the addition of limited residential to existing Business Parks.
- Assumes a greater lead in delivering new employment land base by creating 'development ready' sites through pre-zoning and pre-servicing initiatives in certain situations.
- Investigates and enables a broad spectrum of tools and initiatives to facilitate ongoing employment lands investment, development and sustainability.

NEW JOBS

70,000 jobs on new employment lands will have to be accommodated within our urban region over the next 25 years.

Based on a net employment density of 16 persons per net acre (including a 10% built in market contingency factor), it is expected that 'the City of Winnipeg will require 3,450 net acres of employment land between 2006 and 2031 to accommodate expected economic development.'

FUTURE EMPLOYMENT LAND SUPPLY

The City's existing supply of vacant, serviced employment land totals approximately 1,210 net acres, leaving it with a potential deficit of 2,240 net acres. But when the approximately 3,090 gross acres of our existing unserviced, industrially designated Greenfield sites (and large Brownfield redevelopment sites) are taken into account, The City may only need to accommodate up to 400 gross acres of additional employment land.

The City's ability to cover most of our requirements for future employment land supply allows us to divest some of our existing obsolete, non-strategically located industrially designated lands, transitioning these areas out of industrial uses and opening up more mixed-use development opportunities as dictated by market context. These areas are as follows:

Fort Garry Cluster #1

- Parker Lands

Tuxedo Cluster #2

- Fort Whyte Alive nature centre lands [Major Open Space]
- Fort Whyte Baptist Church lands

CPR Mainline Cluster #5
- Southern portion Lord Selkirk Neighbourhood
- South Point Douglas

Inkster-West Kildonan Cluster #7
- Northeast corner Templeton-Sinclair Neighbourhood
- West Kildonan Industrial Policy Area

East Kildonan-Transcona Cluster #8
- Chalmers
- Regent
- Griffin

St. Boniface Cluster #9
- The Mint
- Mission Gardens

Some of the new Employment Land will be accommodated within areas identified as New Communities. Any new Employment Lands identified as New Communities, (figure 05b), must follow Direction 1 of Section 04-4, New Communities, which outlines the required planning process. The planning process for all new Employment Lands must also follow all of the applicable Employment Lands directions and strategies contained herein.

	BUSINESS PARK	INSTITUTIONAL CAMPUS	MANUFACTURING GENERAL	MANUFACTURING HEAVY
TYPICAL USES	LIGHT INDUSTRIAL OFFICE LIMITED RETAIL LIMITED PERSONAL SERVICE LIMITED MANU-FACTURE WAREHOUSE PLANNED RESIDENTIAL	LIGHT INDUSTRIAL OFFICE SUPPORTIVE RETAIL SUPPORTIVE PERSONAL SERVICE PLANNED RESIDENTIAL EDUCATIONAL RESEARCH	LIGHT TO GENERAL INDUSTRIAL MANU-FACTURING OFFICE ASSOCIATED & SUPPORTIVE RETAIL SUPPORTIVE PERSONAL SERVICE WAREHOUSE LIMITED OUTDOOR STORAGE	GENERAL TO HEAVY INDUSTRIAL MANU-FACTURING SUPPORTIVE OFFICE WAREHOUSE OUTDOOR STORAGE
MIXED USES	SUBSTANTIAL	MODERATE	LIMITED	RESTRICTED

figure 05a

EMPLOYMENT LANDS > ALL EMPLOYMENT LANDS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

FACILITATE THE TIMELY DELIVERY OF NEW EMPLOYMENT LANDS TO THE MARKET.

I L Consider options to encourage development of under-utilized parcels and obsolete sites.

C L Work with stakeholders to investigate strategic investment in roads and infrastructure improvements that will benefit existing and planned employment areas directly.

DIRECTION 2

ACCOMMODATE NEW EMPLOYMENT LAND DEVELOPMENT

P In order to allow for new Employment Lands to be developed, the following background information must be provided by the proponent:

- Demographic and socio-economic analysis of Winnipeg and the area
- Both social and economic benefit/cost analysis of the development
- Market analysis
- Development impact analysis
- Transportation Impacts
- Fiscal impact analysis

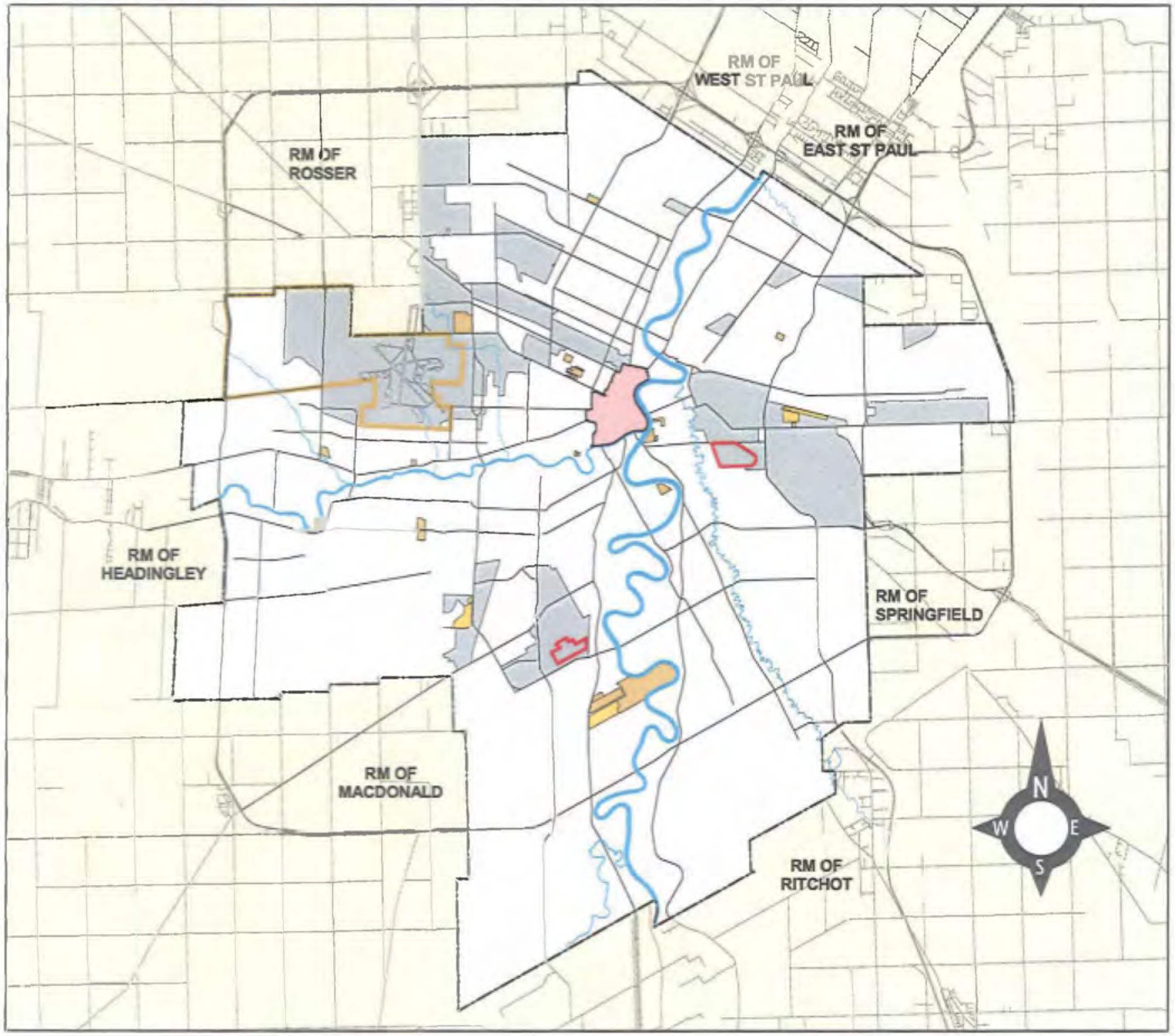
P Approve the creation of new Employment Land where there is a reasonable relationship between the supply of land and the projected demand and when a full range of municipal infrastructure can be provided in an environmentally-sound, economical and timely manner.

P Locate employment lands within a reasonable distance to housing, retail, commercial and recreational amenities to meet the needs of the employment lands workforce.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

EMPLOYMENT LANDS



LEGEND

Downtown

Institutional Campus

Business Park

General Manufacturing

Airport Area

Major Redevelopment Sites

0 2 4 6 8 10

Kilometers

figure 05b
Amended 147/2012, 55/2013, 66/2013, 86/2013, 121/2013

EMPLOYMENT LANDS > ALL EMPLOYMENT LANDS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 3

MAXIMIZE THE ECONOMIC DEVELOPMENT POTENTIAL OF EXISTING AND FUTURE EMPLOYMENT LANDS.

Consider the quality of lands required to support employment growth and encourage a suitable range and mix of features and uses that will best match the emerging needs of Winnipeg's current and future employers.

Ensure existing industrial operations in the vicinity are protected when evaluating new residential development proposals.

Allow for the development and retention of a broad range of employment lands and a variety of employment parcel sizes.

Encourage uses that support the industrial function of the employment cluster while catering to the day-to-day needs of area businesses and employees.

Adapt to changing conditions in market trends by allowing for the transition, as warranted, to more suitable uses pending the submission of a comprehensive report by the proponent detailing:

- The development's economic impact on existing employment land and adjacent employment land users.
- Reasons why the proposed land use needs to be located in an employment land area.
- The impact on future economic growth caused by removing them from the employment land inventory.
- An engineering study setting out servicing infrastructure requirements and the impacts of the proposed development.
- A transportation study demonstrating that there is enough viable transportation options to accommodate adjusted traffic levels without undue effects on existing employment land users.

Encourage the reuse of obsolete employment areas where the long-term viability of such areas cannot be supported, provided that potentially contaminated sites have been evaluated and met remediation standards established by the Canadian Council of Ministries of the Environment and the **Manitoba Contaminated Sites Remediation Act**.

IMPLEMENTATION TOOLS

- Planning
- Incentive
- Capital Budget/ Infrastructure
- Leadership/Partnership

DIRECTION 4

ENSURE THAT EMPLOYMENT AREAS ARE WELL-PLANNED, SUSTAINABLE OVER THE LONG TERM AND FIT THE COMMUNITY CONTEXT.

- (P) Plans for the development of new employment areas will be established through a comprehensive planning process.
- (P) Public transit should service any employment lands that attract large numbers of employees.
- (P) Street networks should be designed to facilitate transit service and to provide sufficient coverage to support access needs for area businesses and employees.
- (P) Streets that provide direct connections to primary transit services should provide facilities and amenities for pedestrians, cyclists, and transit or provide offstreet alternatives.
- (P) Employment areas should have convenient connections and be accessible.
- (P) Transit stops should be connected to major businesses in the surrounding employment area by sidewalks.
- (P) Development or redevelopment of employment sites should provide for good walking environments within the site and adjacent to public sidewalks and transit stops.
- (P) Establish open space standards for new employment lands that encourage environmental preservation, high-quality urban design and public spaces.
- (P) Sufficient public open space should be provided to allow for recreational opportunities within employment areas for its employees.
- (P) Provide street trees, landscaping, fencing, and architectural elements for sites that are highly visible to the public from perimeter roads in cases where employment lands interface with other types of land uses, including public rights of way.
- (P) Regional or city-wide recreation and sports facilities may be provided in employment areas to meet the extensive land needs of city-wide recreation and sports programs. These facilities shall not negatively impact the existing function and character of the employment area. The recreational uses are encouraged to be located in close proximity to transit routes, cycling paths, and pedestrian walkways.

IMPLEMENTATION TOOLS

- (P) Planning
- (I) Incentive
- (C) Capital Budget/ Infrastructure
- (L) Leadership/Partnership

EMPLOYMENT LANDS > MANUFACTURING SPECIFIC

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROVIDE ONGOING STEWARDSHIP OF MANUFACTURING AREAS.

P L Employment activities will develop and operate in a fashion that is compatible with other land uses, especially residential.

P L Ensure the provision of natural buffers to provide visual screening and separation of conflicting land uses where necessary.

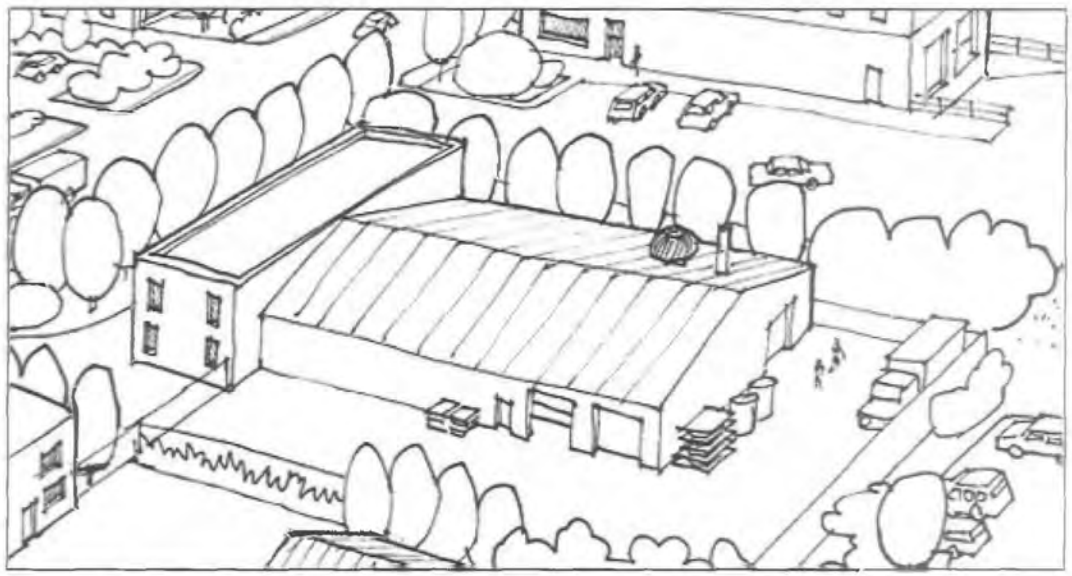
P L Support the introduction of commercial/retail and personal service development that is subordinate to, and supportive of the primary employment uses in business/institutional employment areas.

P L Where directed and when warrented, require the abatement of pollution and facilitate the relocation of premises.

P L New employment lands should be located to provide sufficient separation from adjacent non-employment uses and include special development conditions that reduce the potential for conflict.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership



Example of buffering of a manufacturing use

EMPLOYMENT LANDS > BUSINESS PARK AND INSTITUTIONAL CAMPUS SPECIFIC

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

INTRODUCE NEW ENABLING POLICIES TO SUPPORT INCREASED MIXED-USE OPPORTUNITIES.

P L Support a mix of land uses within major institutions such as universities, colleges, hospitals, and bio-medical research facilities, which compliment their operations.

P L Support current employment land development trends towards smaller, leased premises, combining an office component with warehouse, repair or assembly space in a flexible building format.

P L Support, through planning, the introduction of commercial/retail, residential, and personal service development that is subordinate and supportive of the primary employment uses in Business Park and Institutional Employment areas.

P L Support priority phasing of development recognizing the importance of commercial mixed-use within employment areas through increased employment generation and reduce initial servicing costs.

DIRECTION 2

ENCOURAGE THE ESTABLISHMENT OF MORE EMPLOYMENT LANDS CLOSE TO AND/OR WITHIN RESIDENTIAL AREAS.

P L Encourage the inclusion of employment lands within centres and corridors where contextually appropriate.

P L Consider employment uses in the planning and development of New Communities and Redevelopment Sites, especially along rapid transit corridors.

P L Encourage the establishment, retention and expansion of businesses and institutions, including more opportunities for employment lands in closer proximity to residential areas.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

06 COMMERCIAL AREAS

This section will be supported by the following documents:

- **Sustainable Transportation**
- **Sustainable Water & Waste**

And by the development of additional implementation documents including:

- **Active Transportation Action Plan**
- **Heritage Conservation Management Plan**
- **Local Area Planning Handbook**
- **Transit Oriented Development Handbook**

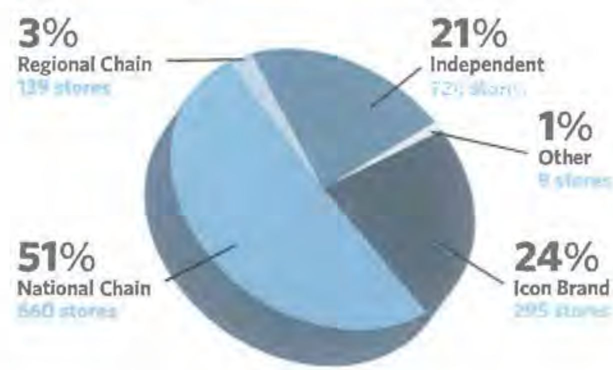
Commercial development, made up of retail and service uses, serves numerous purposes. It provides local and regional goods and services, provides employment for many Winnipeggers and contributes to the health, diversity and vitality of the local economy. It also plays a key role in both shaping the form of the city and defining public spaces. These combined factors suggest that commercial development is integral to the creation of complete communities. For that reason, there is significant public interest in optimizing the location and urban design of commercial development.

Encapsulated within commercial areas is a wide range of activities covering everything from corner stores at one end to large format shopping malls at the other. With that said, a majority of commercial space is currently accommodated in malls and power centres.

Winnipeg's commercial space requirements are expected to grow considerably in the coming years – from some 18 million sq. ft. in 2007 to over 26 million sq. ft. in 2026 - growth of some 425,000 sq. ft. each year. Providing direction for commercial lands requires an approach which aims to balance two key goals: ensuring that the forecasted commercial growth can be accommodated within the city and ensuring that future commercial developments are better aligned with the overall vision of Complete Communities, including mixed use, walkability, accommodating public transit and active transportation and emphasizing high quality urban design.

To that point, while there will likely be continued demand for large format retail development, a significant share of new commercial growth will be accommodated in existing retail developments through intensification and redevelopment, in developments focused on mixed-use and in retail developments that service the local neighbourhood. This balanced approach to future commercial growth will play a critical role in accommodating growth and change in a constrained land supply environment. This approach is necessary, given the robust levels of growth anticipated over the next two decades. Accordingly, Winnipeg will need to maximize its land supply for all land uses— residential, employment and commercial. The form that these developments take will be influenced in a large part by the characteristics of the area of the urban structure in which they are located.

DISTRIBUTION OF RETAIL SPACE BY STORE BRANDS, WINNIPEG 2008



Source: Altus Group Economic Consulting based on data from Altus InSite

figure 06a

COMMERCIAL AREAS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

MAINTAIN AN ADEQUATE SUPPLY OF COMMERCIAL LANDS AT ALL SCALES.

P C L — Ensure that a sufficient supply of developable commercial land emerges at an appropriate pace and that the supply remains well distributed both in terms of geography and scale to ensure a competitive market

DIRECTION 2

MANAGE COMMERCIAL GROWTH IN A SUSTAINABLE, ORDERLY FASHION.

P C L — Encourage the redevelopment, infill and expansion of existing commercial areas as the preferred method of accommodating new commercial development.

P L — Use a variety of implementation tools to align new commercial development with directions and enabling strategies in Transformative Areas and Areas of Stability.
(see Section 14, "Implementation")

P L — Support a variety of commercial centres and corridors of different sizes that vary in types of uses and intensity. (See figure 06a)

P L — Approve new locations for commercial development where significant residential areas are not well served with commercial space, where existing commercial areas cannot accommodate expansion, where the long-term negative impacts on existing regional and commercial centres will be minimal, where additions to the regional street system can be demonstrated to have long-term benefits and where a full range of municipal infrastructure can be provided in an environmentally-sound, economical, and timely manner.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

COMMERCIAL AREAS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 3

ENSURE COMMUNITIES HAVE A RANGE OF COMMERCIAL SERVICES TO MEET THEIR LOCAL NEEDS IN ORDER TO COMPLETE THE COMMUNITIES AND TO MINIMIZE THE NEED FOR TRAVEL.

L — Support and strengthen planning in the Business Improvement Zones (BIZs) in their efforts at enhancing the appearance and vitality of "neighbourhood main streets" and other regional streets.

L — Recognize and support the role that commercial businesses play in local employment.

P C L — Support the maintenance and development of neighbourhood mixed use corridors that provide a wide range of local commercial services that serve the daily needs of residents, enhance the character of the neighbourhood, and provide opportunities for the future expansion of commercial uses consistent with the general character of the adjacent neighbourhood (see Section 03-2b, "Corridors").

P L — Support the maintenance and development of community mixed use centres that provide convenient local shopping opportunities and services, while minimizing the need for travel beyond the community (see Section 03-2a, "Centres").

P I L — Encourage the introduction of residential uses and community facilities in the redevelopment of older shopping centres to achieve a mix of uses (see Section 03-2a, "Centres").

P L — Encourage large-scale commercial centres and commercial strips to develop into vibrant, mixed use, transit supportive and walkable urban areas (see Section 03-2a, "Centres").

P C — Identify opportunities to improve the pedestrian orientation of commercial strips (see Section 03-2b, "Corridors").

P I — Promote opportunities for housing in all proposed development and redevelopment projects.

P — Integrate a mix of commercial services and amenities in the planning of new communities.

P L — Support development of commercial areas in a manner that increases the use of public transit.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 4

ENCOURAGE THE CREATION OF VIBRANT AND HIGH QUALITY COMMERCIAL DEVELOPMENTS.

P L Promote principles of high quality design in commercial areas, such as building design, layout and materials, the adequacy of landscaping, parking, access, pedestrian and vehicular circulation and consideration of commercial signage in terms of its size, design and location.

P L Encourage an animated streetscape and "eyes on the street" as determined by the characteristics of the urban structure area in which they are located. This may include placing parking at the rear of buildings with proper screening, orienting buildings and entrances the public street and blending public and private space through the use of windows.

P I C L Promote conservation of traditional commercial store fronts where possible.

Photo: Brent Bellamy

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

07 PARKS, PLACES AND OPEN SPACES

This section will be supported by the development of additional implementation documents including:

- **Parks, Places and Open Spaces Management Plan**

KEY DIRECTION

FOCUS THE FUTURE EFFORTS FOR ACQUISITION, DESIGN, DEVELOPMENT, OPERATION, USE AND PROMOTION OF OUR PARKS AND OPEN SPACES WITHIN THE CONTEXT OF THE CITY'S COMPLETE COMMUNITIES DIRECTION STRATEGY.

Winnipeg's Parks, Places and Open Spaces contribute to all its citizens' enjoyment and quality of life. These public spaces are valued as essential to the urban fabric, encouraging and promoting healthy lifestyles, cleaner environments, connectivity, recreation, community pride and urban beautification.

In order for Winnipeg to become a healthy, self sustaining, 'green' and vibrant city, we need strategies that will:

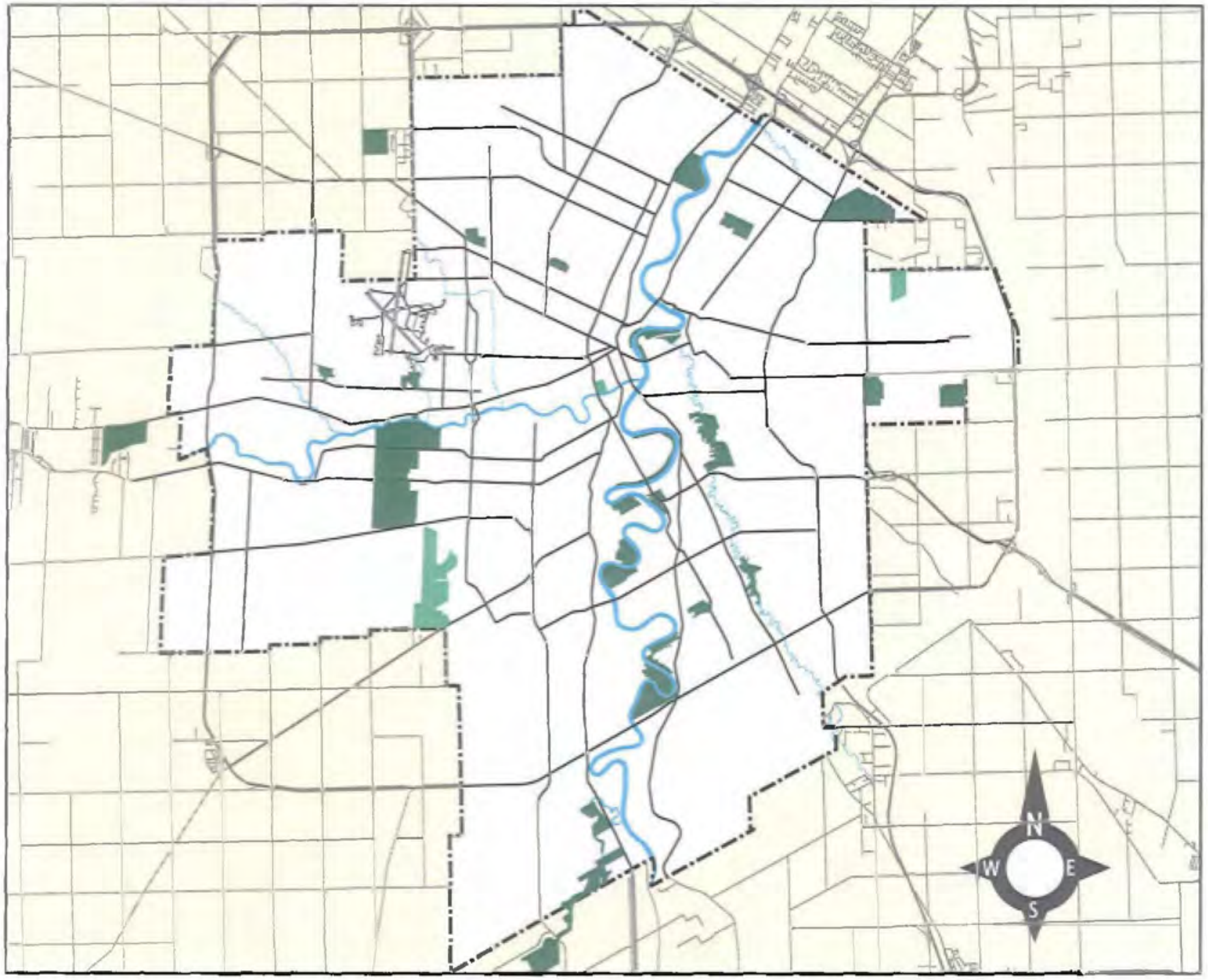
- identify and address public needs and priorities.
- balance the competing interests of development and preservation.
- provide strategic direction to address long term open space needs.
- ensure efficient coordinated use of the City's green infrastructure.

Parks, Places and Open Spaces contribute to healthy and active living, elevating environmental and cultural values while promoting a positive urban image.

Parks, Places and Open Spaces will be developed and redeveloped within existing and planned communities as opportunities for people to gather and celebrate, enjoy nature and engage in activities that promote health and well being. These spaces can also help to promote a sense of community and of environmental respect.

Parks, Places and Open Spaces are key reflections of civic pride– more than just aesthetics. Well designed public spaces can create destinations that attract visitors and provide spaces to facilitate running special events.

PARKS, PLACES AND OPEN SPACES



LEGEND

Major Open Space (City Owned)

Major Open Space (Non-City Owned)

figure 07a

0 2 4 6 8 10
Kilometers

Public input indicates that Winnipeggers place significant value on our City's trees. This 'urban forest' extends beyond purely natural habitats to include planted environments such as street trees, trees on private properties and in parks. The tree canopy as a whole contributes to the health and wellness of the city and is one of Winnipeg's defining characteristics. The city is often promoted for it's "tree- lined majestic boulevards" and the endless "ribbons of green" when seen from the air. This valued resource should be managed in such a way as to ensure its place within the City today and long into the future.

Parks often serve as the focal point for a community and a gathering place for friends and family. Parks have value from an urban image and environmental perspective, arguably the greatest value is derived from increased public use. Making parks safe, accessible and inclusive are important aspects to promoting social interaction and harmony and in building community capacity. This includes providing recreational opportunities that support active lifestyles and finding ways to integrate non-traditional recreation options for all ages and abilities into the park system.

PARKS, PLACES AND OPEN SPACES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

ESTABLISH THE **PARKS, PLACES AND OPEN SPACES MANAGEMENT PLAN** TO ENSURE PARKS CONTRIBUTE TO WELLNESS AND ACTIVE LIVING BY FOCUSING ON COMMUNITY NEEDS.

- P I C L — Provide parks for city-wide recreation, sport and leisure opportunities at the neighbourhood, community and regional levels.
- P I C L — Shape and support city and neighbourhood character by creating dynamic parks that attract residents and meet a diverse range of community needs.
- P I C — Support community wellness and active/healthy living by providing varied recreation spaces incorporating opportunities that are both passive and active, a broad spectrum of possible uses and degrees of social interaction and engagement.
- P I C — To best serve the population, parks must be accessible, available and inclusive, implementing the principles of Universal Design, affordability and physical proximity.
- L — Provide opportunities for responding to changing needs and trends in recreation.
- P I L — Promote safe parks by applying Crime Prevention Through Environmental Design (CPTED) principles in conjunction with practical Urban Design principles.
- P I C L — Match communities' active and passive needs with appropriate park opportunities.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

PARKS, PLACES AND OPEN SPACES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 2

ENSURE THAT PARKS SUPPORT ECONOMIC DEVELOPMENT AND ARE MANAGED IN A FINANCIALLY SUSTAINABLE, INNOVATIVE MANNER.

P C L — Promote and enhance multi-use, multi-season options within Parks, Places and Open Spaces.

P C L — Promote the best recreational use of Parks, Places and Open Spaces to ensure maximum benefit and access while balancing interests

I C L — Collaborate in opportunities and partnerships that have a strong commitment to the integration of City, school and community facilities in the park system.

L — Coordinate and collaborate with strategic partners to determine the most effective and efficient means of providing and maintaining recreational spaces, using both direct and partnered management and delivery strategies.

L — In order to manage allocation and maintenance of park sites and amenities, establish achieveable service level standards and guidelines while exploring innovative approaches to quality open space provision.

P I C L — Ensure the parks network supports economic development and tourism by promoting the city's urban image, providing film opportunities, enhancing and marketing destination parks and encouraging the use of key parks for major games and festivals.

C L — Establish tools for the measured allocation of resources that align to the community's evolving recreation and open space needs.

C L — Develop and maintain an asset management strategy for reinvesting in Parks, Places and Open Spaces, green, grey and amenity infrastructure.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 3

DEMONSTRATE THE VALUE OF OUR ENVIRONMENTAL AND CULTURAL CAPITAL BY PROTECTING, ENHANCING AND RESTORING THOSE NATURAL AND CULTURAL PARK RESOURCES THAT ARE RECOGNIZED AS HAVING HISTORICAL, ECOLOGICAL OR AESTHETIC VALUE.

I C L — Maintain our Ribbons of Green (riverbanks, urban street trees, green corridors) and provide a well managed urban forest that contributes to air, water, environmental and aesthetic quality.

P I C L — Establishing an urban forest management plan, continue to preserve and expand our urban forest.

P I C L — Maintain a focus on preserving and conserving habitats designated through the **Ecologically Significant Natural Lands Strategy** along the city's riverbanks and lands.

I L — Protect and enhance public access to our riverbanks and forest environments and expand ecological networks and linkages.

I L — Promote and expand biodiversity consistent with the local natural ecosystem, not only within the urban forest and designated 'natural areas' but in all Parks, Places and Open Spaces.

I L — Collaborate with environmental and stewardship organizations on shared best practices and implementation strategies.

P I L — Enhance the sense of place and community by identifying heritage and culturally significant landscapes and conserving and celebrating them in meaningful ways. (See also Section 13, "Heritage" and **Ecologically Significant Natural Lands Strategy**)

I L — Demonstrate the benefits of both natural and restored environments as contributors to quality of life by promoting environmental practices and public education.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

PARKS, PLACES AND OPEN SPACES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 4

PROMOTE ACTIVE MOBILITY AND PEDESTRIAN CONNECTIVITY.

C L — Provide safe and accessible park spaces and a continuous and integrated linear parkway network that connects neighbourhoods and communities to their parks and other major city attractions.

I C L — Continue to develop and improve pedestrian and bicycle friendly environments by expanding and enhancing the citywide multi-use path network. **(See: Sustainable Transportation)**

I C L — Complement and support the active transportation network by promoting the planning, provision and development of linear parks, along with signage and communication strategies, constantly striving for a more clearly defined and well integrated system.

DIRECTION 5

MAINTAIN RELEVANT STANDARDS AND GUIDELINES FOR OPEN SPACE DEVELOPMENT AND MANAGEMENT.

C — Develop Parks, Places and Open Spaces standards and guidelines consistent with **Complete Communities** initiatives and broader city policies including sustainability, neighbourhood planning and economic development.

I C — Update the Development Agreement Parameters to reflect innovation in development practices as they pertain to parks, such as watershed management, ecologically significant natural lands, and active and passive parks spaces.

P I — Balance the provision (scale, distribution and design) of Parks, Places and Open Spaces with density, demographics and distance.

P — Define and prioritize Parks, Places and Open Spaces services to provide consistent, effective and efficient delivery of services.

P I — Recognize and protect the lands designated as Major Open Space for recreational uses and the preservation of natural habitats.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

08 RURAL AND AGRICULTURAL AREAS

This section will be supported by the following documents:

> **Sustainable Transportation**
> **Sustainable Water & Waste**

And by the development of additional implementation documents including:

> **Ecologically Significant Natural Lands Policy**
> **Heritage Conservation Management Plan**
> **Local Area Planning Handbook**
> **Parks, Places and Open Spaces Management Plan**

KEY DIRECTION

MANAGE RURAL AND AGRICULTURAL LANDS TO REFLECT THE LIMITATIONS OF PROVIDING A FULL RANGE OF MUNICIPAL INFRASTRUCTURE TO THESE AREAS.

Rural Agricultural Areas are large tracts of undeveloped land that currently support a mix of agricultural and rural residential uses within city limits. Currently, these lands are not viable for development to an urban standard for the following reasons:

> Land drainage issues.
> Fragmentated land holdings.
> Inability to service these areas in an economically sustainable manner, with current technology and under current servicing methods.

Our Rural Agricultural lands will be maintained as large parcels for agricultural production and compatible uses. Figure 08a identifies the Rural and Agricultural designated lands within the City of Winnipeg. Preventing the fragmentation of these lands allows for a well planned, organized and efficient approach to their development for agricultural and other low intensity uses.

RURAL AND AGRICULTURAL AREAS

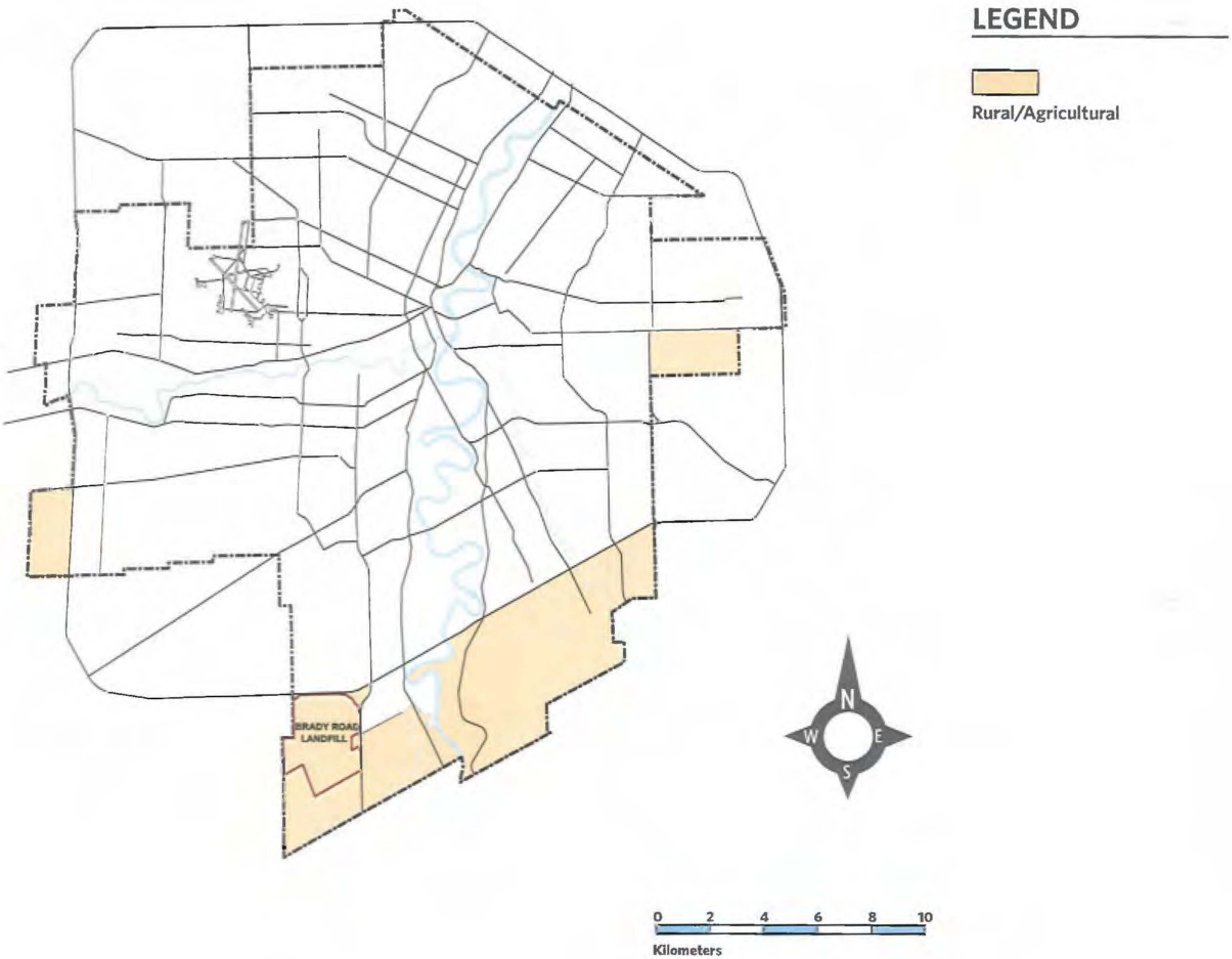


figure 08a

AGRICULTURE

These agricultural lands maintain a historic connection between Winnipeg and the surrounding agricultural lands and are interwoven with profound cultural connections. The Red River Valley has provided sustenance to Winnipeg's residents and has made significant contributions to the city's economy from the beginning. While other urban centres lack the space to support commercial agricultural operations within their boundaries, the remaining Agricultural Lands within Winnipeg's city limits continue to contribute to the city, providing the opportunity for food production on a larger scale.

Small-scale or specialized agricultural production and the production of certain types of produce, meat and dairy can greatly benefit from the ability to locate in close proximity to its market. Reducing transportation costs and delivering perishable items to consumers quickly are often essential to the success of specialized agricultural producers. Winnipeg's ability to accommodate local food production of perishable and difficult to transport items within the City limits gives the residents of Winnipeg an excellent opportunity to support local agricultural producers by enjoying fresh and unique products.

Operations could include:

- Specialized dairy production
- Outdoor/greenhouse vegetable or fruit production
- Medicinal/high value crops
- Specialized livestock

Many specialized agricultural operations do not require large parcels of land to be economically viable. Some crops can produce very high yields, while others are expensive or difficult to produce and must be done at a much smaller scale.

RESIDENTIAL

These rural areas also contribute to the diversity of housing choices available to Winnipeggers. They provide opportunities for residents to keep a small number of animals, to experience an increased level of privacy, to connect with agriculture, and to enjoy many other amenities associated with living in a rural municipality.

The establishment of new residential properties will be considered in areas covered by an applicable statutory plan that allows for their creation. Currently, St.Vital Perimeter South is designated as Rural and Agricultural and is covered by an adopted plan. In this area infill development and the subdivision or conversion of land, in conformance with the adopted plan, will be considered for properties with existing frontage on an improved right of way and that are consistent with the immediately prevailing densities. Adopted plans for unserviced residential areas will at a minimum identify the boundaries of the area, establish minimum parcel sizes, establish appropriate servicing criteria, and protect ground water quality by directing all private wastewater management systems to conform to the Province of Manitoba's Onsite Wastewater Management Regulation, or through approved new technology.

The subdivision of smaller parcels for existing residences in areas not covered by an applicable statutory plan will only be considered where the residual land is consolidated with another existing parcel to support massing of land. In this situation there must be no net gain in the number of parcels or buildable sites once the subdivision/consolidation is complete. This will allow for the maintenance of existing residences, provided that the proposed site meets the requirements for onsite waste water management, while not hindering the future development potential for the area.

OTHER USES

Uses such as camp grounds, kennels or landscape garden supply/contractors often require parcels of land larger than available in urban areas and may have to consider a Rural and Agricultural parcel to satisfy their needs. Additionally, potential negative impacts on higher density urban development may be mitigated by locating these uses in less populated areas, where they are unlikely to interfere with the regular operation of agricultural land uses.

RURAL AGRICULTURAL AREAS

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

PROTECT PRODUCTIVE FARM LAND.

- P Encourage agricultural uses and related support functions as the principal uses for lands in Rural and Agricultural areas.

DIRECTION 2

PREVENT FRAGMENTATION OF RURAL AND AGRICULTURAL LAND.

- P Promote the maintenance of agricultural land in large parcels.
- P Encourage existing lots that are too small to be a viable agricultural unit to be consolidated with adjacent farm properties.
- P Support agriculture and related support functions as the principal use in the Rural/ Agricultural designated areas through the requirement of a minimum site area of 16 ha (40 acres) except where an applicable statutory plan allows a smaller site or to facilitate the consolidation of land.

DIRECTION 3

SUPPORT LOCAL FOOD PRODUCTION.

- P Encourage the establishment of specialized agricultural operations in the vicinity of Winnipeg in areas where urban development unlikely in the near future, particularly where the operation will benefit from the close proximity of a large market.
- P Specialized agriculture will generally be considered as a conditional use on new small parcels where an adopted plan allows for the creation of lots smaller than 16 ha (40 acres).

DIRECTION 4

ACCOMMODATE OTHER LOW INTENSITY LAND USES.

- P Certain low intensity land uses that are compatible with Rural and Agricultural uses and that may not be appropriate in urban areas may be accommodated in Rural and Agricultural areas.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 5

ACCOMMODATE LIMITED LIVESTOCK PRODUCTION WITHIN THE RURAL AND AGRICULTURAL DESIGNATED AREAS OF THE CITY OF WINNIPEG.

P Livestock operations will continue to be considered a conditional use in the City of Winnipeg Zoning By-law only in the Rural and Agricultural designated areas and will be prohibited in all other areas of the city.

P Within the Rural and Agricultural designated area livestock operations will not be allowed to exceed a size of 50 animal units.

P Livestock operations will be required to maintain separation distances as established in the City of Winnipeg Zoning By-law in order to ensure compatibility between existing land uses and new or expanded livestock operations. These separation distances will generally be set at double the provincial minimum separation requirements. Council may consider variation of these separation distances.

P In order to provide a measure of protection for surface water quality, livestock operations will not be allowed within a distance of 330 feet (100m) of the ordinary high water mark of any surface watercourse, sinkhole, spring and/or property boundary (in accordance with Manitoba Regulation 42/98), nor within any riparian area adjacent to a watercourse.

P Additional buffering is considered appropriate for the Red, LaSalle, Seine and Assiniboine Rivers and the Bunns, Turo, Omands and Sturgeon creeks. A minimum separation distance of 1,000 feet (304.8 m) shall be maintained between the ordinary high water mark of the river or creek and any proposed livestock operation. Existing facilities which are located within this distance may be expanded subject to the provisions of the zoning by-law, provided that no portion of the expanded facility will be located within 330 feet (100 m) of the ordinary high water mark.

P New or expanded livestock operations will not be permitted on soils determined by detailed soil survey acceptable to the province, with a scale of 1:50,000 or better, to have an agricultural capability of Class 6, 7, or unimproved organic soils as described under the Canada Land Inventory. If detailed soil survey information is not available for the area in which a new or expanded livestock operation is proposed, the applicant may be required to provide a detailed soil survey for the site, acceptable to the province at a scale of 1:50,000 or better.

P The establishment or expansion of livestock confinement facilities shall conform to the regulations of other levels of government, including those under the Provincial Environment Act and the Water Protection Act.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

09 AIRPORT AREA

This section will be supported by the following documents:

> **Sustainable Transportation**
> **Sustainable Water & Waste**

This section will be supported by the development of additional implementation documents including:

Transit Oriented Development Handbook

KEY DIRECTION

THE CITY OF WINNIPEG WILL SUPPORT THE ROLE OF THE JAMES ARMSTRONG RICHARDSON INTERNATIONAL AIRPORT AS A MAJOR TRANSPORTATION HUB FOR PASSENGERS AND CARGO.

Located in the north west quadrant of the city, the James Armstrong Richardson (JAR) International Airport offers a range of services, including air passenger and cargo. Through its central location, the airport serves not only all of Manitoba but also Northwestern Ontario, Saskatchewan, the Northwest Territories and Nunavut. The airport is also the location of the 17 Wing, a major Canadian Forces air force base.

The Airport is a strategic partner in ensuring the success of CentrePort as it will provide the link to air cargo for redistribution through other modes of transportation (see glossary entry on CentrePort for more information). The Airport already has direct flights to multiple US hubs such as Minneapolis-St. Paul, Chicago and Denver.

The JAR International Airport has undergone a major redevelopment, including the construction of a new passenger terminal building. The Winnipeg Airports Authority (WAA) has also developed a land use plan for the lands under their jurisdiction. This land use plan contains provisions for future runways and designates areas for future airport related industrial/commercial development.

The JAR International Airport's proximity to the city is convenient for travellers, but it also means that airport operations have some impact on the commercial, employment and residential areas nearby. While area residents want neighbourhoods with a high standard of livability with the minimal intrusion of noise and traffic, these must be balanced with the economic benefits of maintaining a well functioning airport with 24-hour operations. Over the years, policies, plans and regulations have been developed in consultation with the WAA and the community to protect airport operations while allowing minimal intrusions.

AIRPORT AREA

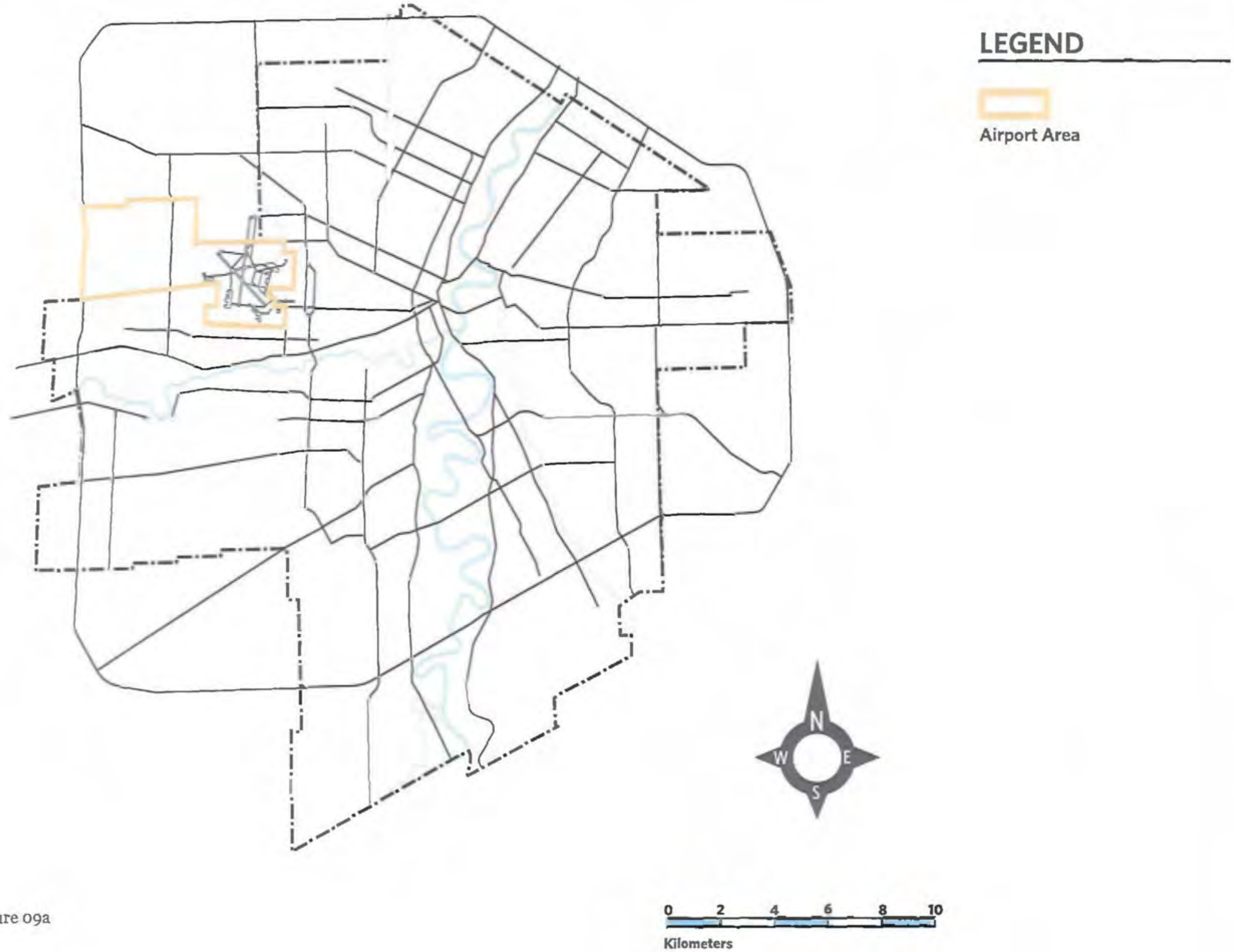


figure 09a

AIRPORT

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

SUPPORT THE 24-HOUR STATUS OF AIRPORT OPERATIONS AND AIRPORT RELATED ACTIVITIES BY WORKING WITH THE WINNIPEG AIRPORTS AUTHORITY AND ALL STAKEHOLDERS.

P — Adhere to the Airport Vicinity Development Plan (AVDP) and periodically review the plan in cooperation with relevant stakeholders.

P — In order to maintain compatible land use relationships, regulate land use and building regulations for all those neighbourhoods or portions thereof significantly affected by airport related noise through:

- The Airport Vicinity Development Plan by-law 6378/94
- Airport Vicinity Protection Area Planned Development Overlay

DIRECTION 2

COLLABORATE WITH THE WINNIPEG AIRPORTS AUTHORITY ON INITIATIVES THAT CAPITALIZE ON THE AIRPORT'S CAPACITY TO GENERATE STRATEGIC ECONOMIC DEVELOPMENT.

I C — Collaborate with strategic partners, transportation planning and capital investments to promote multi-modal transportation linkages to and from the airport.

P C — Identify and improve street connections, urban design and signage along designated routes between the airport and Downtown.

L — Work with the WAA and partners in the realization of the Airport Area as a major centre for goods distribution and manufacturing and airport related commercial/employment activity, as well as the possible introduction of limited residential development, where appropriate. (see Section 05, "Employment Lands").

Photo: Winnipeg Airports Authority

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

10 ABORIGINAL ECONOMIC DEVELOPMENT ZONES

KEY DIRECTION

THE CITY OF WINNIPEG WILL FACILITATE THE NEGOTIATION OF MUNICIPAL SERVICE DEVELOPMENT AGREEMENTS (MSDA'S) WITH TREATY LAND ENTITLEMENT FIRST NATIONS

Canada entered into seven treaties with First Nations in Manitoba between 1871 and 1910. These treaties provided that Canada would set apart a certain amount of land as Reserve land based on Band populations at the time of the original Reserve surveys.

Not every First Nation that entered into a treaty received its full amount of land. For this reason, Canada continues to owe land, referred to as Treaty Land Entitlement (TLE), to specific First Nations under the terms of the original treaties.

As part of the settlement process, some First Nations that have validated their land claim with Canada (Entitlement First Nations) have an opportunity to acquire lands, including those located within urban areas such as the City of Winnipeg.

Since First Nations are not governed by municipal bylaws, mechanisms are required to ensure for arrangement of services and compatibility in by-laws and areas of mutual concern such as land use planning. The City of Winnipeg will negotiate agreements with First Nations to provide a seamless transition between jurisdictions enabling mutual economic development interests to be achieved.

ABORIGINAL ECONOMIC DEVELOPMENT ZONES

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

THE CITY OF WINNIPEG WILL NEGOTIATION MSDA'S.

P C L Negotiate with Treaty Land Entitlement First Nations, Municipal Development and Services Agreements, to include arrangements for the provision of, and payment for, services, by-law application and enforcement on the Reserve, and a joint consultative process for matters of mutual concern, such as land use planning, a dispute resolution process and any additional relevant items.

Photo: Juncatta International

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

11 CAPITAL REGION

KEY DIRECTION

ACKNOWLEDGING THAT MUTUAL SUCCESS WILL COME FROM THINKING AND ACTING AS A REGION, THE CITY OF WINNIPEG WILL COLLABORATE WITH THE MUNICIPALITIES COMPRISING THE CAPITAL REGION TO PLAN FOR A SUSTAINABLE, VIBRANT AND GROWING REGION.

The Capital Region is home to almost two thirds of Manitoba's population (see **Winnipeg Capital Region Regional Profile 2007**). The area is comprised of sixteen municipalities with the City of Winnipeg as its principal investment and business centre (figure 11a).

Steps have been taken towards strengthening cooperation among the Capital Region municipalities in recent years, including:

- More effort on communication and establishing relationships.
- Support towards regional service sharing.
- The drafting of the **Regional Vision Framework** through the Partnership of the Capital Region.
- The recent redrafting of the **Provincial Land Use Policies (PLUPs)** that now apply to the City of Winnipeg and contain a section dedicated to help Guide Capital Region land use planning and development.

Although the municipalities in the Capital Region have begun some degree of collaboration, there has not yet been significant movement towards an actual approach that can be agreed upon. Significant growth for the first time in decades, however, presents a compelling reason for moving towards a more coherent and comprehensive regional planning environment, including a Regional Plan.

The entire population of the Capital Region will grow by 227,000 people, or about 93,000 new dwellings over the next twenty years.

COLLABORATION

Collaborating regionally is a recognition that by thinking and acting regionally, rather than acting independently, common interest goals are more likely to be achieved. The City will adopt a position of collaboration. It will engage often, consistently and productively with its partners in the Region and with the Province of Manitoba.

A critical factor to successfully addressing the opportunities and challenges of collaboration will be to demonstrate that it can work. The City of Winnipeg will continue to share data, research and background studies with its partners of the Capital Region as a catalyst towards developing specific regional projects or strategies.

REGIONAL PLANNING

In order to effectively accommodate significant regional growth and change, it may be time to move beyond the vision and towards the drafting of a sustainable regional plan. This would confirm how and where growth will be accommodated on a regional level. Citing critical growth management scenarios, the City of Winnipeg will advocate for the Province of Manitoba to facilitate the development of such a plan, guided by the Province of Manitoba's Provincial Land Use Policies.

TRANSPORTATION AND INFRASTRUCTURE

The City of Winnipeg supports providing essential infrastructure and shared services to the Capital Region so long as these provisions are directed through established Council policy or through an established Authority or Utility.

In addition to water and waste infrastructure, the ability to provide a finely tuned integrated transportation system that can link employment areas to markets locally, regionally, nationally and globally is critical to the the Capital Region's success. To do so, the City of Winnipeg will apply a regional lens to its Transportation Master Plan and will seek continued collaboration on transportation priorities that are mutually agreed upon.

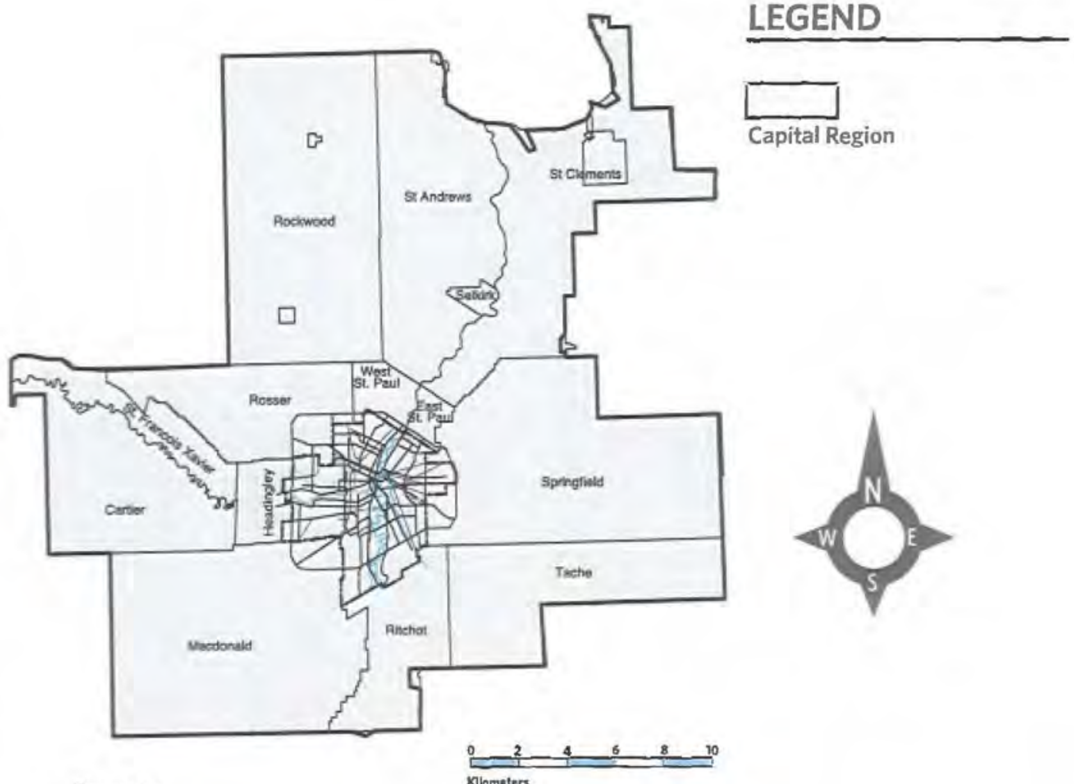


figure 11a

CAPITAL REGION

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

BUILD UPON RECENT EFFORTS TO WORK COLLABORATIVELY AS A REGION.

- L — Share information, participate in joint fact-finding and demonstrate the value of working and thinking as a region by participating in the development and implementation of specific regional projects.
- L — Clarify the respective roles of municipalities comprising the region (Regional Partners), the City of Winnipeg, and the Province of Manitoba.
- L — Continue to support the development of a safe, healthy and prosperous Capital Region by being a strong core city. Together with its partners, seek to determine how to best utilize its role as the region's principal centre.
- L — Work with regional partners to seek that the Province of Manitoba adopt a stronger leadership role, whether through providing assistance and resources as incentives for regional cooperation and collaboration or through a more active presence in coordinating regional activities.
- L — Ensure that key regional economic development advantages are protected and capitalized upon in a collaborative, rather than a competitive, manner.
- L — Participate in regional economic development opportunities determined to strengthen the region's competitiveness.

DIRECTION 2

ADVOCATE FOR A MORE CONCRETE REGIONAL PLANNING APPROACH, OPTIMALLY RESULTING IN A SUSTAINABLE REGION PLAN

- L — Work with our partners in the Region and the Province of Manitoba to plan for growth in the Capital Region based on principles of sustainability, as outlined in the PLUPs.
- L — Meet increased regional demands for housing and employment by participating with Regional Partners through a Sustainable Regional Plan process.
- P C L — Work with partners to respectively agree on a coordinated approach for land use, transportation and infrastructure planning and development through a Sustainable Regional Plan process.
- P C L — Ensure the integrated consideration of vital environmental, social/cultural and economic indicators by supporting the inclusion of sustainability metrics in a Sustainable Regional Plan.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/Infrastructure
- L Leadership/Partnership

DIRECTION 3

WORK WITH THOSE CAPITAL REGION MUNICIPALITIES INTERESTED IN SERVICE SHARING. (SEE SUSTAINABLE WATER AND WASTE)

P C L Ensure Service Sharing Agreements for maximizing the existing and future capacities of water and wastewater, land drainage infrastructure and solid waste collection and disposal systems are consistent with Provincial Land Use Policies and any current or future direction established by City Council.

Ensure consistency with guiding principles requiring that City of Winnipeg service sharing agreements:

- are government to government.
- are consistent with the City's existing and future capacity to provide the service.
- are founded on a strong business case to ensure the efficient delivery of the service in the region.
- incorporate a joint planning agreement to manage development and related environmental concerns.
- include a provision for revenue sharing so that both the City and the partnering municipality share the costs and benefits associated with the delivery of services.

C L Work with Regional Partners and the Province of Manitoba to enhance and maintain a transportation network in the Capital Region.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

12 URBAN DESIGN

This section will be supported by the development of additional implementation documents including:

- **Heritage Conservation Management Plan**
- **Infill Development Guidelines for Multiple-Family Developments in Low Density Neighbourhoods**
- **Local Area Planning Handbook**
- **Parks, Places and Open Spaces Management Plan**
- **Transit Oriented Development Handbook**
- **Urban Design Strategy**

KEY DIRECTION

RESPOND TO WINNIPEG'S DYNAMIC URBAN CHARACTER AND CREATE A LEGACY OF HIGH QUALITY PUBLIC AND PRIVATE PLACES TO ENSURE ITS COMPETITIVE POSITION AS A FUNCTIONAL, LIVABLE AND MEMORABLE CITY.

To compete nationally and internationally, cities must increasingly project an attractive urban image. By combining their best physical characteristics with high quality public amenities, national and world class cities are actively creating memorable places where people like to be.

Memorable places are central to defining and enhancing the city's image. Winnipeg has several prominent landmarks, including natural features like its rivers, public places like The Forks, prominent structures like the Esplanade Riel and various buildings and public artworks. These landmarks not only provide reference points that contribute to wayfinding and to a sense of place, they also contribute to a sense of civic identity. Designing our built form and transportation networks in a way that enhances these landmarks can contribute towards making Winnipeg a more beautiful city.

The City recognizes that excellent urban design is important to the creation of great communities and neighbourhoods. Good urban design can add economic, social and environmental value. It can produce high returns on investment, reduce management, maintenance, energy and security costs, create well connected, inclusive and accessible new places, enhance the sense of safety and security within and across developments and conserve urban heritage.

Photo: Dan Harper

The City will encourage a consistent, design led approach in order to build or reinforce unique neighbourhood character by promoting well designed buildings, high quality streetscapes and attractive parks and public spaces.

In order to achieve quality design on a consistent basis, the City will develop an urban design strategy which will help to

- Foster a sense of place with unique neighbourhood character, recognizing that there is a place for everything and everything has its place.
- Promote design solutions that contribute to high quality living environments.
- Recognize and appreciate Winnipeg's unique physical attributes in order to respectfully integrate new development into the existing urban fabric.
- Provide well-connected, pedestrian-friendly and transit supportive networks.
- Conserve, protect and integrate natural, cultural and heritage resources.
- Identify elements of the City that are valued by the community and aspects that should be preserved, enhanced or created, because they contribute to the City's image and identity.
- Ensure that when urban design is employed, that it is practical and economically feasible

URBAN DESIGN

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

DEVELOP AN URBAN DESIGN STRATEGY THAT IS SPECIFIC TO WINNIPEG.

The City of Winnipeg will develop a framework for achieving design excellence. An urban design strategy will create this framework, building upon the urban structure. This framework will also ensure that future development creates great places that are compatible in form and appropriate to the local context.

DIRECTION 2

PROMOTE THE DESIGN OF WINNIPEG AS A DISTINCT AND UNIQUE CITY.

P For new development projects, the City and development community should seek community involvement and endeavour to express thevalues, needs and aspirations of the people for whom the place is being designed.

P Recognize, use, conserve and enhance heritage resources, including districts, buildings, landscapes and cultural heritage.

P Where appropriate, respond positively to context, especially to buildings, landscapes, cultural heritage, and heritage districts, such as the Exchange District.

DIRECTION 3

PROMOTE THE DESIGN OF WINNIPEG AS A CITY OF VIBRANT AND EXCITING PLACES.

P C Strengthen vibrancy, animation and economic health through the cultivation of compact, human-scale streets, blocks and buildings.

C Reinforce the vitality of Transformative Areas by improving the quality of the public realm.

Photo: Anthony Fernando

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 4

PROMOTE THE DESIGN OF A LIVEABLE AND BEAUTIFUL CITY.

- P C Consider the comfort, convenience, safety and visual interest of streetscapes, recognizing that streets are places where people gather.
- C Use planning tools to establish high quality design standards for signage.
- P C Promote entranceways and gateways at major entry points to the city, Downtown and communities by using distinctive urban design features, lighting, enhanced vegetation, landscaping and public art.
- P Facilitate the incorporation of art into existing public spaces, major public works initiatives and within new developments, where appropriate.
- P Locate and design significant sites and public buildings to promote their civic importance.
- P Encourage new buildings that fit compatibly into the surrounding context, improving the quality of the public realm.

DIRECTION 5

PROMOTE HIGH QUALITY URBAN DESIGN.

- L Align city policies to deliver best practices in urban design.
- P L Collaborate on the advancement of high quality urban design Downtown.
- L Develop a better understanding of Winnipeg's urban design and needs through shared research between the city, universities and industry.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

13 HERITAGE CONSERVATION

This section will be supported by the development of additional implementation documents including:

- **Heritage Conservation Management Plan**

KEY DIRECTION

SUPPORT THE ONGOING SUSTAINABLE DEVELOPMENT OF WINNIPEG'S URBAN STRUCTURE THROUGH HERITAGE CONSERVATION INITIATIVES THAT ASSIST IN THE DEVELOPMENT OF A COMPLETE COMMUNITY.

Winnipeg has a long, illustrious and fascinating history that has resulted in a rich legacy of heritage resources. As a place of First Nations settlement, the historic gateway to Western Canada and a transportation hub located at the centre of the nation, Winnipeg has inherited a unique, multi-layered and diverse sense of place that builds on its past and promises an exciting future.

This rich inheritance has resulted in a vibrant and diverse community. Public interest in the City of Winnipeg's heritage legacy runs deep, and passionate support has been demonstrated for the conservation, commemoration and celebration of our shared histories and collective memories. The City, in conjunction with senior governments and community partners, has developed a heritage management framework that has recognized many historic sites, structures, buildings, people and events at municipal, provincial and national levels. Heritage conservation is also recognized as an important part of sustainability and is crucial in the long-term development of a complete community.

The City of Winnipeg **Heritage Conservation Management Plan** (Underway) will provide the framework to further recognize the potential of the city's heritage assets as a solid basis for the development of a vital and sustainable urban environment.

CHARACTERISTICS OF HERITAGE CONSERVATION MANAGEMENT

- Celebrate the city's rich and diverse history and multi-cultural traditions.
- Preserve, protect and commemorate significant heritage legacy resources that illustrate the broad range of Winnipeg's historical development.
- Foster economic development and viability through long-term investment in heritage resources, cultural facilities and cultural tourism initiatives.
- Plan for the development of healthy and vibrant neighbourhoods by building on existing land use patterns, historic infrastructure and community identity.
- Enhance Winnipeg's unique sense of place, inseparable from its cultural topography and historical development.

HERITAGE CONSERVATION

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 1

CONSERVE, PROTECT AND CELEBRATE THE SIGNIFICANT HERITAGE RESOURCES THAT ILLUSTRATE THE BROAD RANGE OF WINNIPEG'S HERITAGE VALUES.

- P C L — Recognize the importance of a broad range of tangible and intangible heritage resources throughout the city that illustrate Winnipeg's unique sense of place and community pride.
- P I L — Identify, designate and protect the city's most significant heritage resources.
- L — Undertake the development of a **Historic Context Statement** and a **Thematic Framework** for the evaluation of Winnipeg's historic resources.

DIRECTION 2

PROVIDE LEADERSHIP IN HERITAGE CONSERVATION THAT LINKS TO BROADER CIVIC GOALS OF ECONOMIC DEVELOPMENT, SUSTAINABILITY AND NEIGHBOURHOOD PLANNING.

- L — Link heritage conservation to sustainable development initiatives, including economic, environmental and social initiatives.
- I L — Work with senior levels of government, community groups and building owners to conserve significant heritage resources.
- C L — Support economic development and viability through support for heritage and cultural initiatives.
- L — Develop Heritage Stewardship policies that will allow the City to act as a leader in heritage conservation initiatives.
- P L — Through community engagement, set the standards for good stewardship of heritage resources.
- L — Support cultural tourism by increased investment in city-owned heritage assets, including historic sites and museums.
- L — Work with heritage advocacy groups and other community partners in the establishment, coordination and promotion of community heritage initiatives, including public education and heritage awareness.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

HERITAGE CONSERVATION

SUPPORTING DIRECTION AND ENABLING STRATEGIES

DIRECTION 3

DEVELOP AN ENHANCED HERITAGE PLANNING PROGRAM AND POLICY FRAMEWORK.

P I L — Support private and public sector conservation initiatives through the creation of a **Heritage Conservation Management Plan.**

I L — To facilitate the conservation and/or adaptive reuse of designated heritage buildings, ensure that heritage conservation incentives are available through agencies, partnerships and senior levels of government.

P L — Integrate heritage planning with planning initiatives, and eliminate disincentives to conservation, through the development of a **Heritage Conservation Management Plan**

DIRECTION 4

CONSERVE DOWNTOWN'S RICH LEGACY OF HERITAGE RESOURCES THAT PROVIDE SIGNIFICANT AND SUSTAINABLE DEVELOPMENT OPPORTUNITIES.

P I C L — Work with Downtown community stakeholders to identify and support key projects and heritage conservation initiatives that encourage and support Downtown living and facilitate strategic economic and cultural initiatives.

DIRECTION 5

ENHANCE THE VIABILITY OF THE EXCHANGE DISTRICT NATIONAL HISTORIC SITE.

P I C L — Develop a renewed vision for the Exchange District as a vibrant area of conserved heritage and an exciting place to live, work and visit.

P L — Develop and implement the **Warehouse District Neighbourhood Plan** to guide the ongoing evolution of this critically important heritage district.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership
- O Other

DIRECTION 6

PLAN FOR THE SUSTAINABLE DEVELOPMENT OF HEALTHY NEIGHBOURHOODS BASED ON THEIR PARTICULAR HISTORIC IDENTITY AND CHARACTER.

- P L — Work with community stakeholders to identify unique heritage identities and neighbourhood legacy elements.
- P L — Consider heritage and historic integrity when developing plans for new and existing neighbourhoods.
- P L — Support the sustainable reuse of existing building stock and historic infrastructure, through recommendations to be developed in a **Heritage Conservation Management Plan**

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

14 IMPLEMENTATION

KEY DIRECTION

IMPLEMENT OURWINNIPEG THROUGH A SET OF ENABLING TOOLS. THESE TOOLS WILL BE RESPONSIVE, ADDRESS NEEDS IN AN EFFECTIVE, TIMELY AND COLLABORATIVE MANNER AND WILL ENSURE THAT PLANNING IS ACCOUNTABLE, TRANSPARENT, AND DIRECTED TOWARDS PRIORITIES SET BY CITY COUNCIL.

As a development plan, **OurWinnipeg** promotes a vision for sustainable growth and development that was borne from the most participatory public input process in our city's history. But plans are only as good as their implementation. To succeed, this plan will be supported by an enabling policy framework and implementation tools.

THE NEW APPROACH

Complete Communities represents a shift in direction that reflects the important partnerships and positive relationships the City of Winnipeg has with the stakeholders who will ultimately be building our communities. Defined by collaborative and transparent development planning, this approach has been used to create the vision for **Complete Communities** within **OurWinnipeg**, and will continue to be used for implementation.

DIRECTION 1

ENSURE MORE EFFECTIVE IMPLEMENTATION EFFORTS BY ESTABLISHING A COLLABORATIVE PLANNING ROLE WITHIN THE CITY OF WINNIPEG AND EXTERNALLY, AS AN INTEGRAL PART OF PLAN IMPLEMENTATION.

Planning efforts will be far more effectively implemented by integrating them with other city processes, such as infrastructure and transportation planning, economic development initiatives and the City's capital budgeting process. Implementation can become more effective still by further aligning with the priorities of partner organizations, such as local business groups, business improvement zones, non-profit groups and other levels of government, when possible.

While all planning will strive to meet the needs and aspirations of local contexts, planning shall align with the larger, city-wide goals, objectives and vision. **OurWinnipeg** creates a list of civic responsibilities, including **Complete Communities** and providing multimodal transportation, among others. All planning will address these wider civic responsibilities in order to improve the liveability of the city as a whole.

- (P) (C) Engage the City of Winnipeg public service and other organizations in a partnership-based approach to planning.
- (L) Pursue meaningful and proactive participation toward the achievement of common goals for growth and change.
- (L) Ensure accountability and transparency by cultivating relationships with all stakeholders on an on-going basis.
- (P) (L) Work collaboratively to address local planning issues and opportunities within the context of OurWinnipeg and Complete Communities.

DIRECTION 2

ESTABLISH AN ENABLING FRAMEWORK FOR GROWTH AND DEVELOPMENT THAT IS ALIGNED WITH THE POLICY INTENT OF COMPLETE COMMUNITIES AND THAT MEASURES PROGRESS

- (P) Adopt the Urban Structure map (Complete Communities, page 11) as the new guiding framework for development planning.
- (P) Use measurement results to adapt the Urban Structure map to reflect changing conditions as necessary.
- (P) (I) Align and adjust resources as required based on measured performance, to achieve intended results over the duration of the plan.
- (L) Provide transparency and accountability by identifying and reporting on appropriate measures of actual plan performance.

IMPLEMENTATION TOOLS

- (P) Planning
- (I) Incentive
- (C) Capital Budget/ Infrastructure
- (L) Leadership/Partnership

DIRECTION 3

USE NEW AND INNOVATIVE TOOLS TO COMPLEMENT AND ENHANCE PLANNING EFFORTS TOWARD THE IMPLEMENTATION OF COMPLETE COMMUNITIES OBJECTIVES.

By employing a variety of tools, proposed projects that align with **Complete Communities** objectives may be approved in a more timely manner.

These tools will include some proven existing fiscal, planning and sustainability tools but also include new and innovative tools such as strategic infrastructure investment, partnerships and demonstration projects. A key and immediate priority will be the full development of an Implementation Toolbox providing details on specific implementation tools and their application. At a minimum, the toolbox should include the following components:

PLANNING

Planning is a key tool for implementing **Complete Communities**. The successful implementation of this Direction Strategy largely depends on whether its policies can effectively guide development. This will rely on a variety of planning tools, ranging from statutory plans with their own localized policies guiding an area's growth, to non-statutory concept plans also able to guide an area's growth.

Planning Handbook

The development and adoption of a common process, content and format for each planning tool is recommended so that each may be smoothly crafted, effectively and efficiently administered and more readily implemented. To that point, Winnipeg should emulate the example of several communities by developing a **Planning Handbook**. The document would provide policy rationale for a common approach to:

- planning tools
- guidance on process, content and format.
- public consultation & engagement processes
- when and where to utilize certain planning tools
- methodology for selecting from the spectrum of planning tools.

CAPITAL BUDGET/INFRASTRUCTURE ALIGNMENT

When anticipated growth is likely, capital forecasts can be aligned to, better budgeting for growth-related infrastructure requirements. These timely investments that are consistent with specific plan objectives can act as an incentive for private investors; establishing these priority areas for growth sends positive signals and greater certainty about the value of investment decisions over the long-term.

A budget process that is well integrated with other activities of government, such as planning and management functions, will also provide better financial and programming decisions, leading to improved governmental efficiencies. A process that effectively involves and reflects the priorities and needs of all stakeholders— elected officials, the public service, citizens, the development community and business leaders— will serve as a positive force in delivering the services that they want, at a level they can afford.

INCENTIVE TOOLS

Innovative incentive tools will be explored on an ongoing basis to facilitate projects that contribute significantly to development objectives in targeted areas of the City.

The incentive toolbox includes primarily non-fiscal related incentives, such as a streamlined approval process, but may also include limited fiscal related incentives, such as tax increment financing.

LEADERSHIP, PARTNERSHIP AND SPONSORSHIP

Leadership/Partnership refers to the need for leadership and collaboration within the organization as well as within other levels of government, citizens, and other stakeholders

DEMONSTRATION PROJECTS

One of the most critical tools to successfully implement **Complete Communities** may be giving Winnipeggers the opportunity to see the planning possibilities through demonstration projects. The City will work proactively and supportively with the development community and other community stakeholders to demonstrate how the policies and objectives of **Complete Communities** can translate into compatible and sustainable development of the highest quality.

AWARENESS TOOLS (MARKETING)

These tools would be used for promoting the objectives of **Complete Communities**, creating interest from the broader development community and encouraging innovative best practices.

- P L — Utilize a set of enabling planning tools to accommodate growth and development in accordance with the Urban Structure framework.
- P L — Develop an Implementation toolbox that provides details on implementation tools and their application.
- P L — As a component of the Implementation toolbox, develop a 'Planning Handbook' that refocuses and guides the selective use of the wide array of available planning tools in order to achieve the intent of the Urban Structure framework in a timely and cost-effective manner.
- C — Align capital budget forecasts with growth-related infrastructure requirements to further expedite planned development and provide more certainty for private investment.
- I — Provide a variety of incentives where there is an economic argument to do so.
- L — Pursue community partnerships and sponsorships in order to increase capacity toward common, mutually beneficial objectives.
- P L — Identify, pursue and support development projects that demonstrate the policies and objectives of Complete Communities.
- L — Engage a broad development community in pursuit of best practice solutions for Winnipeg through effective and innovative marketing initiatives.

IMPLEMENTATION TOOLS

- P Planning
- I Incentive
- C Capital Budget/ Infrastructure
- L Leadership/Partnership

DIRECTION 4

DEVELOP A 'COMPLETE COMMUNITIES CHECKLIST' IN CONCERT WITH THE BROAD DEVELOPMENT COMMUNITY THAT WILL UTILIZE THE FULL RANGE OF ENABLING TOOLS TO SUPPORT PLAN IMPLEMENTATION.

To further enable collaboration and create the conditions for success, the City will develop a 'Complete Communities Checklist' and will utilize the full range of enabling tools to achieve the goals laid out by Complete Communities.The Checklist will be a non-regulatory evaluation tool providing a consistent and comprehensive guide to Complete Communities objectives. Its purpose will be to facilitate a collaborative conversation with developers at the outset of the development application and approval process.

The Checklist will assist in:

- Assessing the extent to which a proposed development aligns with the goals of Complete Communities prior to or during the application review process
- Possible fast-tracking of development proposals that meet the objectives reflected in the Complete Communities Checklist
- Assisting both parties in identifying the best approach to meeting planning and development objectives
- Providing an objective basis for supporting development incentives
- Better informing and engaging the community by providing additional, timely details on proposed development projects
- Forming a transparent means of informing decision-makers as part of the development approval process as shown in Figure 14a.

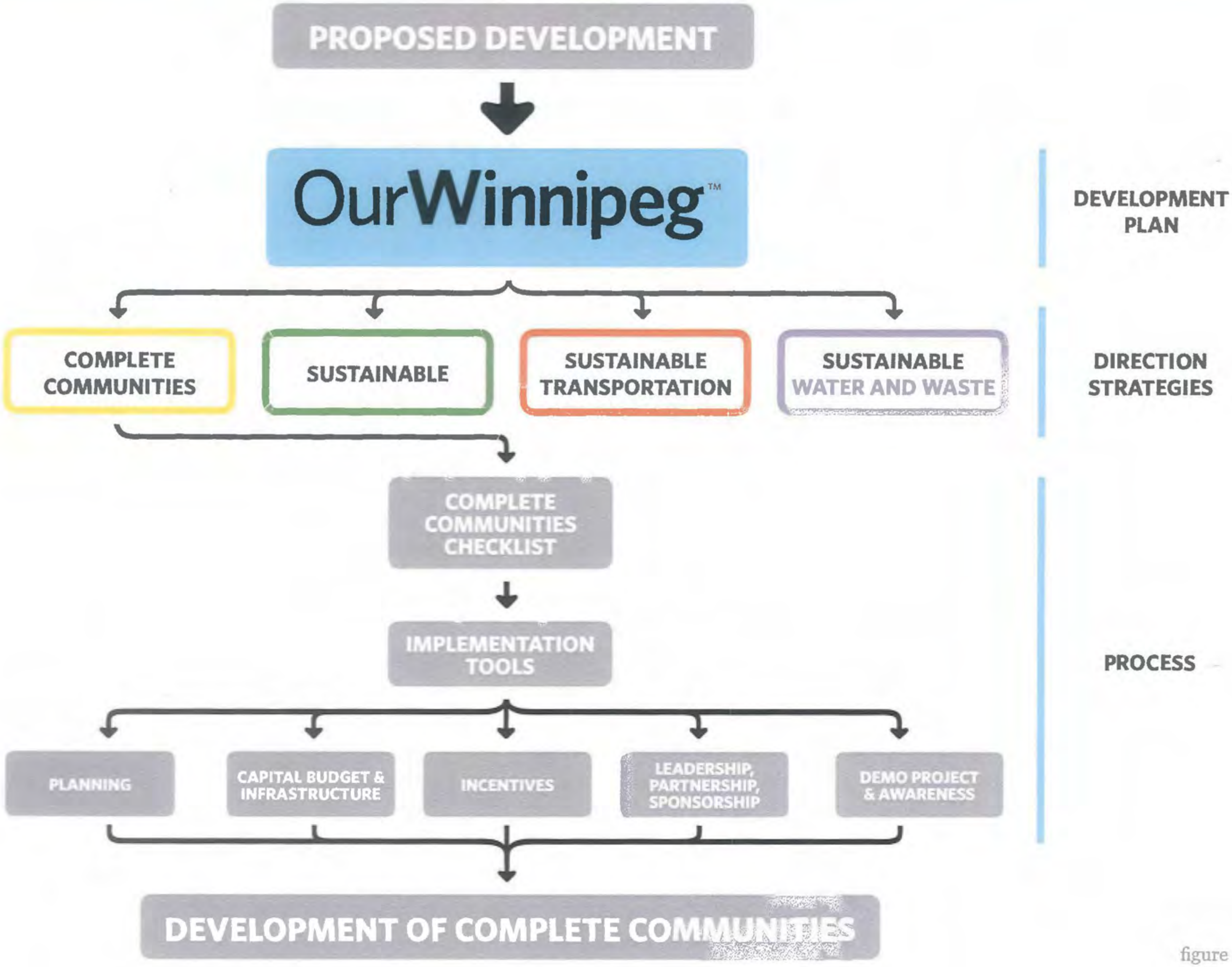

PROPOSED DEVELOPMENT
OurWinnipeg™
DEVELOPMENT PLAN
COMPLETE COMMUNITIES
SUSTAINABLE
SUSTAINABLE TRANSPORTATION
SUSTAINABLE WATER AND WASTE
DIRECTION STRATEGIES
COMPLETE COMMUNITIES CHECKLIST
IMPLEMENTATION TOOLS
PROCESS
PLANNING
CAPITAL BUDGET & INFRASTRUCTURE
INCENTIVES
LEADERSHIP, PARTNERSHIP, SPONSORSHIP
DEMO PROJECT & AWARENESS
DEVELOPMENT OF COMPLETE COMMUNITIES

figure 14a

GLOSSARY

ACCESSIBILITY (see **'Universal Design'**)

ACTIVE MOBILITY (see **'Active Transportation'**)

ACTIVE TRANSPORTATION

Active transportation refers to any human-powered mode of transportation, such as cycling, walking, skiing or skateboarding. While the main emphasis is on travel for a specific purpose, it does not exclude recreational travel.

The City of Winnipeg's Active Transportation Action Plan is available online at:
http://www.winnipeg.ca/publicworks/MajorProjects/ActiveTransportation/ATActionPlan-2008WEB.pdf

ADAPTIVE REUSE

Adaptive Reuse is the change in use (and often structure) of a building whose original use is no longer needed. This is typically done with old industrial and warehouse buildings, but also happens with more modern buildings.

ADDITIONAL ZONE

A designated area adjacent to the boundary of the City that the City of Winnipeg had planning jurisdiction over between 1968 and 1991. The Additional Zone was regarded by some affected municipalities as unfair and has often been attributed to the lack of movement towards a regional plan.

ADOPTED PLAN

A plan adopted by a governing body that is incorporated as a by-law.

AIRPORT VICINITY DEVELOPMENT PLAN (AVDP)

The AVDP is a secondary plan by-law adopted by City Council for the Winnipeg airport area.

AIRPORT VICINITY PROTECTION AREA PLANNED DEVELOPMENT OVERLAY

A PDO that is intended to minimize exposure of residential and other sensitive land uses to aircraft and their potential impacts. In addition, the District is intended to ensure that the 24-hour operation of Winnipeg's airport continues to contribute to the economic vitality of the city and the region by avoiding or mitigating potential land use conflicts.

ALTERNATIVE TRANSPORTATION

Modes of transportation that are alternatives to travel by a single occupancy vehicle, including riding transit, walking, cycling, and carpooling.

AMENITY INFRASTRUCTURE

Amenity Infrastructure are all the elements and structures placed or installed in parks to enhance, give character to and facilitate use and enjoyment of the site. Things like site furnishings (benches, tables, bike racks) lighting, signage, sport field components, fencing and buildings are all examples of Amenity Infrastructure.

ANIMAL UNITS

An animal unit equals the number of animals required to excrete a total of 73 kilograms of nitrogen in a 12 month period.

AREA STRUCTURE PLAN

(See also **'Secondary Plan'** and **'Local Area Plan'**)
An Area Structure Plan is a detailed plan having the status of a by-law which includes a statement of the City's policies and proposals for the development, redevelopment or improvement of a specific area of the city.

AUTO-ORIENTED DEVELOPMENT

Auto-oriented Development is designed to primarily accommodate automobiles.

BROWNFIELD

Abandoned, idled or underused industrial and commercial sites, where expansion or redevelopment is complicated by real or perceived environmental contamination.

More information is available online at the Canadian Brownfields Network:
http://www.canadianbrownfieldsnetwork.ca/

BUSINESS IMPROVEMENT ZONE (BIZ)

Business improvement zones are public-private partnerships in specific geographic areas. Businesses pay an additional tax for the purpose of funding improvements within the zone that would support bringing more users to the area and to the businesses.

CALL TO ACTION FOR OURWINNIPEG

The first report of the **OurWinnipeg** initiative, released in draft form in November 2009. The Call to Action for **OurWinnipeg** summarizes what the City of Winnipeg has heard from April 2009 to October 2009 through SpeakUpWinnipeg and proposes a series of short-term actions the City will take to get started on priorities identified through community input.

CAPITAL REGION/MANITOBA'S CAPITAL REGION

Refers to the City of Winnipeg and a number of surrounding municipalities – the City of Selkirk, the Town of Stonewall, and the Rural Municipalities of Cartier, East St. Paul, Headingley, Macdonald, Ritchot, Rockwood, Rosser, St. Andrews, St. Clements, St. Francois Xavier, Springfield, Tache, and West St. Paul.

More information is available online through Manitoba Intergovernmental Affairs:
http://www.gov.mb.ca/ia/capreg/

CARRIAGE HOUSE

A structure located to the rear of a residential or other building lot, adjacent to a lane. Most carriages houses are two-storey.

CENTRE / NODE

Centres are areas of concentrated activity, often located at the convergence of significant transportation routes.

CENTREPLAN

CentrePlan is the sub-set of Plan Winnipeg 2020. It builds upon the foundation of the "Downtown" section of the plan.

CENTREPORT

CentrePort is an inland port being developed around Winnipeg's James Armstrong Richardson International Airport. It will serve as an intermodal goods handling facility that is connected by road, rail and air to the marine ports of Vancouver, Prince Rupert, Churchill and Thunder Bay. Through Winnipeg's strategic location on the International Mid-Continent Trade and Transportation Corridor, it will function as a centre for the transshipment of cargo to other inland destinations.

CentrePort will also include provision for Foreign Trade Zones (FTZs) which will provide unique customs procedures for businesses engaged in international trade-related activities, such as duty-free treatment or deferment of duty payments. This helps to offset customs advantages available to overseas producers who compete with domestic industry. There will also be the opportunity for United States customs border pre-clearance activities, where goods undergo inspections before being sent out by aircraft, ship, train or truck. The process is intended to streamline border procedures and reduce congestion at ports of entry.

COMMERCIAL (SEE ALSO 'RETAIL')

Commercial and/or retail includes: grocery & food (e.g. grocery stores, restaurants), general merchandise (e.g. recreation, departments stores, financial services, personal services) and transportation (e.g. car show rooms, gas stations).

COMMUNITY

A group of people with similar or shared culture, concerns or geography.

COMPACT GROWTH / COMPACT DEVELOPMENT / COMPACTLY / COMPACT URBAN FORM

(see also **"High Density"**)
A term used to describe efficient development that minimizes the spatial use of land.

COMPLETE STREETS

Complete streets aim to provide a range of transportation options, including private automobiles, transit, cyclists and pedestrians in a safe and efficient manner. Complete streets are context sensitive and generally incorporate road treatments that address the unique issues of each corridor.

More information is available online through the National Complete Streets Coalition:
http://www.completestreets.org/

CONCEPT PLAN

A Concept Plan is similar to an Area Structure Plan/ Secondary Plan/Local Area Plan, but is not a statutory document and may not have the same level of detail as any of these other types of plans.

CORRIDOR STUDY

A Corridor Study can be an Area Structure Plan/Secondary Plan/Local Area Plan/ or Concept Plan, for a specific length of a corridor normally set for redevelopment.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED (pronounced "sep-ted") is a crime prevention strategy surmising that the incidence and fear of crime can be reduced through better design. For example, windows facing the sidewalk will make the sidewalk safer than if it were a brick wall, since they provide more "eyes on the street."

More information is available online through CPTED Ontario:
http://www.cptedontario.ca/ptedontario.ca/

DENSITY/DENSIFICATION

In a planning context, density usually refers to the number of dwelling units, square metres of floor space, or people per acre or hectare of land.

DENSITY BONUS

A Density Bonus is an incentive tool allowing developers to increase the density of their development, normally in exchange for building or contributing to a community based project.

DEVELOPMENT PLAN

A development plan sets out the goals, policies and guidelines intended to direct all physical, social, environmental and economic development in a city now and into the future. All other plans and council decisions must conform to it. In Manitoba, the Planning Act requires all municipalities to prepare a development plan. Development plans are also known as official plans, comprehensive plans or general plans.

DISTRICT

An area of the city defined by particular geography, character or other factors.

DOWNTOWN
The central area of the city. (See figure 2a, Urban Structure Map)

DOWNTOWN RETAIL STRATEGY
The Downtown Retail Strategy was an undertaking of the Downtown BIZ to support existing retailers and attract new ones in an effort to add to a more vibrant downtown.

EAST RAPID TRANSIT CORRIDOR (PROPOSED)
A proposed rapid transit corridor connecting the downtown to Transcona.

ENTITLEMENT FIRST NATIONS
(See **'Treaty Land Entitlement'**)

EXTENDED HOUR ACTIVITY
Extended hour activity refers to having activities, including shopping, entertainment and restaurants available past regular working hours, generally in the downtown area.

EYES ON THE STREET
Coined by Jane Jacobs, "Eyes on the Street" is a concept where the more you design communities and neighbourhoods to give streets as much exposure to surrounding people the more safe they will be.

FAVOURABLE ZONING/ PROACTIVE ZONING
Zoning that is clear about development objectives and requirements up front, thereby allowing developers to avoid lengthy approval processes, if their proposals align with the City's land use, form and urban design objectives for an area. Examples include, but are not limited to, mixed-use zoning, form-based zoning and Planned Development Overlays (PDOs).

FORM-BASED ZONING
Rather than concentrating on land use, as in traditional zoning practice, form based zoning primarily regulates development based on form and scale

FRINGE AREAS
Land areas that straddle a shared border.

FULL RANGE OF MUNICIPAL SERVICES
OurWinnipeg defines a full range of municpal services as piped water, piped wastewater, piped land drainage and an urban standard roadway.

GREEN HOUSE GAS (GHG) EMISSIONS

GHG Emissions are gases (e.g. carbon dioxide, methane, nitrous oxide) that are released into the atmosphere from several man-made and natural occurrences. These gasses trap heat from the sun within the atmosphere, causing a greenhouse effect.

GREENFIELD / GREENFIELD DEVELOPMENT

Used in construction and development to reference land that has never been used (e.g. green or new), where there is no need to demolish or rebuild any existing structures.

GREEN INFRASTRUCTURE

Green Infrastructure refers to all the living matter found within parks and open space (grass, flowers, shrubs + trees) both natural and managed.

GREYFIELD/GREYFIELD DEVELOPMENT

A term used to describe declining / underutilized shopping or institutional centres that often pose significant redevelopment potential. Many of these properties are being redeveloped into mixed use transit oriented centres.

GREY INFRASTRUCTURE

Grey Infrastructure is use to describes all the 'hard' surface (gravel, asphalt, concrete, etc) areas within parks such as court surfaces, walkways, roadways, and parking lots and buildings.

GROUND ORIENTED HOUSING

Ground oriented housing includes single family homes, duplexes, townhouses and other dwellings that have direct access to the ground.

HERITAGE CONSERVATION MANAGEMENT PLAN

A City of Winnipeg plan, developed through consultation with the public, that is intended to maximize the potential of Winnipeg's community heritage assets.

IMPLEMENTATION TOOLS

Specific tools designed to assist in the implementation of **Complete Communities**. Examples are zoning, partnerships and incentives.

INFILL/INFILL DEVELOPMENT

A type of development occurring in established areas of the city. Infill can occur on long-time vacant lots, or on pieces of land with existing buildings, or can involve changing the land use of a property from one type of land use to another.

INTENSIFICATION

A term that refers to the development of a site at higher densities than what currently exists. This includes the development of a vacant/underutilized site (including greyfields and brownfields) or the expansion/conversion of an existing building.

LARGE FORMAT RETAIL

Commonly known as "big box," large-format retail is a term applied to large floor plate, one story retail outlets that locate on individual sites or that cluster on a large site, sometimes adjacent to each other.

LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED)

Introduced in 1998, the LEED Green Building Rating System is a set of standards used to measure the extent of green building and development practices in environmentally sustainable construction. Certification is based on a total point score achieved and awards four different levels: LEED certified, silver, gold, and platinum.

More informtaion is available online through the Canada Green Building Council:
http://www.cagbc.org/leed/what/index.php

LOCAL AREA PLANNING

A spectrum of tools that guide the development of a site or area, including issue or area-specific design guidelines, high-level policy 'handbooks,' Planned Development Overlays (PDOs), Local Area Plans and others.

LOCAL EMPLOYMENT

Generally refers to the City's ability to provide local employment opportunities through a stable and sound economy. As a part of complete communities, local employment refers to the means that you are able to live, work and play all within the same neighbourhood.

LOT SPLITS

The subdivision of a parcel of land into two lots, building sites, or other divisions for the purpose of sale or building development.

MAJOR REDEVELOPMENT SITES

Large, functionally obsolete or underutilized lands, such as former industrial areas.

They are often located adjacent to existing communities along rail lines, major corridors or rapid transit corridors. Although existing infrastructure is often insufficient for immediate redevelopment, these areas present opportunities for strategic mixed use infill and intensification in existing urban areas.

MASTER PLAN

A Master Plan incorporates all the relevant and necessary strategies needed to implement a plan on many different levels.

MATURE COMMUNITIES

Winnipeg's early suburbs, mostly developed before the 1950s. Key features are a grid road network with back lanes and sidewalks, low to moderate densities, and a fine grained mix of land uses along commercial streets. Many of these communities have a full range of municipal services.

MIXED-USE DEVELOPMENT / MIX OF USES

The development of a piece of land, building or structure that includes two or more different land uses, including residential, office, retail or light industrial.

MOBILITY

Mobility refers to the efficient movement of people and goods in the urban environment.

MULTIPLE FAMILY DEVELOPMENT

Development that includes a number of separate housing units in one residential or mixed use building.

MULTIPLE FAMILY INFILL DESIGN GUIDELINES

A document intended to guide the development of infill housing in predominantly single-family neighbourhoods and promote new development that is consistent with the form and character of existing neighbourhoods.

MULTI-MODAL

(See also **'Complete Streets'**)
A multi-modal street is one where more than one mode of transportation (e.g. vehicle, bicycle, transit, etc) can be accommodated at one time.

NEW COMMUNITY

New Communities are large land areas identified for future urban development. These areas are not currently served by a full range of municipal services. Many of these lands were previously designated as Rural Policy Area in Plan Winnipeg 2020.

NODE/CENTRE

Nodes are centres of activity which are often located at the convergence of significant transportation routes.

ON-STREET PARKING

Parking available on the street.

OURWINNIPEG

OurWinnipeg will replace **Plan Winnipeg** as the city's development plan (see Development Plan) once it is adopted by council in 2010.

PLACEMAKING

The process of creating public spaces in the city that are unique, attractive and well-designed to promote social interaction and positive urban experiences.

PLANNED DEVELOPMENT OVERLAY (PDO)

The purpose of a PDO is to provide a means to alter or specify allowed uses and/or development standards in otherwise appropriate zones in unique or special circumstances to achieve local planning objectives in specially designated areas (see Winnipeg Zoning By-Law 200/2006).

PLAN WINNIPEG 2020 VISION

Plan Winnipeg 2020 Vision is the City of Winnipeg's current long-range development plan (see Development Plan). Adopted in 2001, it was intended to guide all development in the city henceforth for the next twenty years. **OurWinnipeg** (see OurWinnipeg) replaces **Plan Winnipeg** as the city's development plan.

PRECINCTS / PLANNING PRECINCTS

Planning Precincts divide New Communities into logical fractions in order to ensure that planning for New Communities is comprehensive, orderly and complete.

PROACTIVE ZONING/FAVOURABLE ZONING

Zoning that is clear about development objectives and requirements up front, thereby allowing developers to avoid lengthy approval processes, if their proposals align with the City's land use, form and urban design objectives for an area. Examples include, but are not limited to, mixed-use zoning, form-based zoning and Planned Development Overlays (PDOs).

PROVINCIAL LAND USE POLICIES

Policies enacted by the Province to guide the use of land and resources and to encourage sustainable development. The policies provide direction for a comprehensive, integrated and coordinated approach to land use planning for all local authorities.

PUBLIC ART

Artworks created for, or located in part of a public space and/or accessible to the public. Public art can be permanent or temporary and can be created in any medium.

PUBLIC REALM

The public realm is the shared component of the built environment that the public has free access to, such as sidewalks, streets, plazas, waterfronts, parks and open spaces.

RAPID TRANSIT

A form of urban public transportation with higher than normal capacity and higher than average speed, sometimes separated from other traffic in underground tunnels, above-ground bridges or separate rights-of-way. Rapid transit vehicles can include buses, light rail vehicles, and trains.

RECENT COMMUNITIES

Recent Communities are areas of the city that were planned between the 1950s and the late 1990s. They are primarily low and medium density residential with some retail. The road network is a blend of modified grid and curvilinear, often without sidewalks or back lanes. These are typically stable residential communities with limited redevelopment potential over the next 30 years.

REINVESTMENT AREA

Reinvestment Areas are parts of the city that may have a desirable character, but show signs of disinvestment and decline and would benefit from modest infill, redevelopment and/or other projects. **OurWinnipeg** does not identify specific Reinvestment Areas but supports the development of criteria to classify them.

REGIONAL PLANNING FRAMEWORK

A non-statutory action plan that develops a shared vision for the future of the region and sets realistic goals for achieving it. The framework contains principles and goals that have been developed collaboratively and through a consensus building process.

RETAIL (SEE ALSO 'COMMERCIAL')

Commercial and/or retail includes: grocery & food (e.g. grocery stores, restaurants), general merchandise (e.g. recreation, departments stores, financial services, personal services) and transportation (e.g. car show rooms, gas stations).

RIPARIAN

Riparian refers to the area or zone at the interface between land and water (rivers, creeks, lakes and wetlands). Riparian zones make a major contribution to the health of the entire ecosystem. In turn, vegetation such as grasslands, wetlands and forests play an important part in the health of these riparian zones. They are significant from ecological, environmental management, economic and civil engineering perspectives because of their importance to biodiversity, riverbank stability, erosion control, water quality and associated aquatic ecosystems

RURAL POLICY AREA

Areas primarily devoted to agricultural uses and related support functions within Winnipeg's previous development plan, Plan Winnipeg 2020 Vision.

SECONDARY PLAN

A term that has been used to describe a detailed statutory plan which includes a statement of the City's policies and proposals for the development, redevelopment or improvement of a specific area of the city. Some examples include, the Osborne Village Neighbourhood Plan and the Waverley West Area Structure Plan.

SECONDARY SUITES

A secondary dwelling unit established in conjunction with and clearly subordinate to a primary dwelling unit, whether a part of the same structure as the primary dwelling unit or a detached dwelling unit on the same lot.

SENSE OF PLACE
When a set of characteristics make an area feel special or unique

SOUTHWEST RAPID TRANSIT CORRIDOR
The Southwest Rapid Transit Corridor is the first leg of the city's rapid transit system. When complete, the Southwest Rapid Transit Corridor will connect the downtown to the University of Manitoba.

SPEAKUPWINNIPEG
The City of Winnipeg Charter requires the City, when reviewing its development plan (see Development Plan), to seek input from the public. SpeakUpWinnipeg refers to the public involvement process used for OurWinnipeg. The process encompassed varied possibilities for participation, from online discussions to focus groups and dialogue surrounding drafts and strategies.

SPECIAL DISTRICT
A special district is one where specific regulations differ exceptionally from other districts or where regulations are not governed by the City (e.g. Airport Area).

STATUTORY PLAN
A plan adopted as a by-law.

STREETSCAPING
Streetscaping is the planning and construction of various elements of a street. Lighting, plantings and sidewalk design are examples of street design elements.

SUBDIVISION
VERB. The act of dividing a tract of land into 2 or more lots

NOUN. A tract of land that has been divided into 2 or more lots.

SURFACE PARKING
Parking provided on an undeveloped/underdeveloped lot of land.

SUSTAINABLE/SUSTAINABILITY
According to the 1983 United Nations Brundtland Commission, the preeminent standard in the definition of sustainable development, it is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." While the term is most associated with its environmental implications, it also has economic and social implications as well.

UN 1983 Report of the World Commission on Environment and Development, aka the Brundtland Commission:
http://www.un-documents.net/wced-ocf.htm

SUSTAINABILITY INDICATORS
Measurement tools that help the City of Winnipeg clarify progress in its attainment of social/cultural, economic and environmental sustainability. Sustainability indicators must be relevant, easy to understand, reliable and based on accessible data.

TAX ABATEMENT

Full or partial reduction in taxes granted by the city for a specific period of time to encourage certain activities, such as the development or redevelopment of a property.

TAX INCREMENT FINANCING

A form of government incentive that uses the increase in taxes anticipated from a particular development or redevelopment to help subsidize the cost of the project.

TRANSFORMATIVE AREAS

Specific areas within the city that provide the best opportunity to accommodate significant growth and change. These areas include Downtown, Mixed Use Centres, Mixed Use Corridors, Major Redevelopment Sites and New Communities.

TRANSIT ORIENTED DEVELOPMENT

Moderate to higher density compact mixed-use development, located within an easy five to ten minute (approximately 400m to 800m) walk of a major transit stop. TOD involves high quality urban development with a mix of residential, employment and shopping opportunities, designed in a pedestrian-oriented manner without excluding the automobile. TOD can be new construction or redevelopment of one or more buildings whose design and orientation facilitate the use of public transit and Active Transportation modes.

TRANSIT ORIENTED DEVELOPMENT HANDBOOK

The Transit Oriented Development Handbook is intended to facilitate development along high quality and high frequency transit routes within the City.

UNIVERSAL DESIGN

A term coined by architect Ron Mace of the University of North Carolina to encompass seven basic principles of good design: equitable use, flexible use, simple and intuitive use, perceptible information, tolerance for error, low physical effort and size and space for approach and use. It can be applied to a place, service or product. The principles are key ingredients to accessibility within a complete community and social sustainability within an urban environment. Universal Design characteristics maximize accessibility for a wide range of people from infancy to older ages with a variety of physical, sensory or cognitive abilities.

URBAN DESIGN

The complete arrangement, look and functionality of any area(s) within a town, city or village.

URBAN FORM

The three dimensional expression of buildings, landscapes and urban spaces.

URBAN STRUCTURE

A spatial articulation of city building objectives based on land use, physical layout and design.

WALKABILITY/WALKABLE

Walkability is a measurement of how conducive a place is to walking. This includes the physical nature of a place and other factors, such as safety and perceived enjoyment. Walkability is influenced by several factors including proximity to one's destination (for example work or school), the quality of pedestrian facilities, availability of parks and public spaces, urban density, mixture of uses and the presence of a defined urban centre.

Find out how your neighbourhood ranks:
http://www.walkscore.com/

WAYFINDING SIGNAGE

A network of signs that help orient people to places in the city.

ZONING

Zoning classifies a city's land into specific "zones" that regulate the use, size, height, density and location of buildings and activities permitted in them. These zones are set out in zoning by-laws, as required in Winnipeg, by the City of Winnipeg Charter Act (see City of Winnipeg Charter).

INDEX OF MAPS AND CHARTS

Updated April 2, 2015

This is Exhibit "Z" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

A Notary Public in and for
the Province of Manitoba.

Minute No. 429
Report - Standing Policy Committee on Property and Development – June 7, 2011

Item No. 8 **Subdivision and Rezoning – Land west of St. Anne's Road and north of PTH 100 (St. Vital Ward) File DASZ 9/2011**

COUNCIL DECISION:

Council concurred in the recommendation of the Standing Policy Committee on Property and Development and adopted the following:

1. That the plan of subdivision proposed under File DASZ 9/2011 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 9/2011 dated May 9, 2011 (with such minor changes as may be required) and registration in phases in the Winnipeg Land Titles Office, subject to the following:

    A. That the Developer enter into a Development Agreement with the City for each phase of the development, which Agreement shall contain the applicable conditions outlined in the report of the Administrative Coordinating Group dated May 12, 2011 attached as Schedule "C" to this report, with the following amendments, namely:

        i. Delete Recommendations 6 and 7 under Section A - Plan Considerations in their entirety.

        ii. Amend Recommendation 10 under Section B - Seven Development Agreements by inserting the words "and except along the west side of Paddington Road where in lieu of a sidewalk, the Developer shall construct a trail" after the words "where frontage roads are constructed".

        iii. Amend Recommendation 11 under Section B - Seven Development Agreements by adding the following to the end thereof:

            "with the exception of the east side of Paddington Road where sidewalk construction shall be delayed until house construction is complete."

Report - Standing Policy Committee on Property and Development – June 7, 2011

COUNCIL DECISION (continued):

iv. Delete Recommendations 29 to 33 under Section B - Seven Development Agreements in their entirety and replace with the following:

"29. The Developer shall dedicate to the City, as public reserve, at least 8% of the land contained within the Planned Area, and pay its share of the cost of services in streets abutting the dedicated land, all in accordance with City policy, and as determined by, and to the satisfaction of, the Directors of Public Works and Planning, Property, and Development. The public reserve configuration shall be almost entirely linear, completing the pathway network initiated within the development to the north.

30. If, as expected, the Developer is unable to dedicate a full 8% of the land, the Developer shall dedicate the amount of land satisfactory to the Directors of Public Works and Property, Planning and Development. The shortfall shall be valued by calculating the value of the difference between 8% of the land and the land actually dedicated, the value of the servicing of the land not dedicated and the value of the landscaping of the land not dedicated. The value of the shortfall shall be used for undertaking improvements to the dedicated park, including trails, or other works acceptable to and according to plans and specifications approved by the Riel Community Committee. The Developer acknowledges that no credit for public reserve will be sought for reserve land created for noise attenuation berms."

and renumber the remaining Recommendations accordingly.

2 That The Winnipeg Zoning By-law No. 200/2006 be amended by rezoning the planned area as shown on Schedule "A" for File DASZ 9/2011 dated May 9, 2011 to "R1-S" and "R1-M" Single Family Districts and a "PR1" Parks and Recreational District, with the exception of the slivers of land located directly south of both Elsey Road and Twickenham and the most southerly 50m of the sliver between Scammel and Tilstone, which shall remain RR5 Rural Residential 5 District, subject to the following:

A. That the applicant enter into a Zoning Agreement with the City pursuant to Section 240 (1) of The City of Winnipeg Charter for each phase of the development, which Agreement shall contain the following condition:

Report - Standing Policy Committee on Property and Development – June 7, 2011

COUNCIL DECISION (continued):

i. The Developer must ensure that every single-family residential lot backing onto St. Mary's Road, St. Anne's Road, Dakota Street or the Perimeter Highway has at all times a minimum rear yard which, together with other sound attenuation measures provided and maintained by the Developer on the lot such as a berm or noise attenuation fence, achieve the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65 dBA as measured in the typical outdoor recreation area of the lot. The Developer will be responsible for conducting the noise measurements and providing the written results to the Director of Public Works. The size of the rear yard and the specifics of other sound attenuation measures which the Developer must provide on the lot (such as dimensions and materials) are to be approved by the Director of Public Works and stated in the Zoning Agreement. The owner of each lot will be responsible for maintaining any sound attenuation measures to the satisfaction of the Director of Public Works.

3. That Council declare the City owned property shown in broken outline and identified as "Subject City Property" shown on Misc. Plan No. 14022 as surplus to the City's needs.

4. That the Director of Planning, Property and Development be authorized to negotiate and approve the transfer of the "Subject City Property" as shown in broken outline on Misc. Plan No. 14022, to River Park South Developments Inc. on terms and conditions satisfactory to the Director of Planning, Property and Development and the Director of Legal Services in order to protect the interests of the City and to achieve the intent of the Standing Policy Committee on Property and Development.

5. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

6. That in the event the matter is not proceeded with expeditiously and the by-law is not passed within two (2) years after adoption of the report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the two (2)-year period and Council approves the extension.

7. That the Director of Legal Services and City Solicitor be requested to prepare the necessary by-law in accordance with the above.

Report - Standing Policy Committee on Property and Development – June 7, 2011

COUNCIL DECISION (continued):

8. That the subdivision section of the by-law shall come into force and effect for each phase upon execution by the City of Winnipeg of the Development Agreement for that phase.

9. That the zoning section of the by-law shall come into force and effect for each phase when:

   A. The block plan of subdivision for that phase and the lot plan of subdivision for that phase are both registered in the Winnipeg Land Titles Office; and

   B. The Zoning Agreement for that phase is registered in the Winnipeg Land Titles Office by caveat against the subject land,

   provided that the said effective date occurs within ten (10) years from the date the by-law is passed.

10. That all block plans of subdivision and all lot plans of subdivision:

   A. May be approved and signed by the Director of Planning, Property and Development within ten (10) years from the date the by-law is passed;

   and

   B. May be registered in the Winnipeg Land Titles Office within ten (10) years from the date the by-law is passed,

   failing which the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the ten (10)-year period and Council approves the extension.

11. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.

Report - Standing Policy Committee on Property and Development – June 7, 2011

DECISION MAKING HISTORY:

Moved by Councillor Browaty,

That the recommendation of the Standing Policy Committee on Property and Development be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On June 15, 2011, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Property and Development and the Riel Community Committee, as amended, and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On June 7, 2011, the Standing Policy Committee on Property and Development concurred in the recommendation of the Riel Community Committee, with the following amendments:

- Amend recommendation 1. A. i. by deleting the words:

  "and replace with the following:

  "6 The Applicant will revise the advertised plan by removing the connections to the Perimeter including south of Elsey; between Scammel and Tilstone, and off Twickenham.""

- Amend Recommendation 2. by adding the following after the words "Recreational District" and before the words "subject to":

  "with the exception of the slivers of land located directly south of both Elsey Road and Twickenham and the most southerly 50m of the sliver between Scammel and Tilstone, which shall remain RR5 Rural Residential 5 District"

and forwarded to the Executive Policy Committee and Council.

Report - Standing Policy Committee on Property and Development – June 7, 2011

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION:

On May 16, 2011, the Riel Community Committee concurred in the recommendation of the Winnipeg Public Service, with the following amendments:

- Amend Recommendation 1 by deleting the words "Schedule "B"" and replacing same with the words "Schedule "A"";

- Amend Recommendation 1. A. by adding the following to the end of the Recommendation:

  "with the following amendments, namely:

  i. Delete Recommendations 6 and 7 under Section A - Plan Considerations in their entirety and replace with the following:

     "6. The Applicant will revise the advertised plan by removing the connections to the Perimeter including south of Elsey; between Scammel and Tilstone, and off Twickenham."

  ii. Amend Recommendation 10 under Section B - Seven Development Agreements by inserting the words "and except along the west side of Paddington Road where in lieu of a sidewalk, the Developer shall construct a trail" after the words "where frontage roads are constructed".

  iii. Amend Recommendation 11 under Section B - Seven Development Agreements by adding the following to the end thereof:

     "with the exception of the east side of Paddington Road where sidewalk construction shall be delayed until house construction is complete."

Report - Standing Policy Committee on Property and Development – June 7, 2011

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

iv. Delete Recommendations 29 to 33 under Section B - Seven Development Agreements in their entirety and replace with the following:

“29. The Developer shall dedicate to the City, as public reserve, at least 8% of the land contained within the Planned Area, and pay its share of the cost of services in streets abutting the dedicated land, all in accordance with City policy, and as determined by, and to the satisfaction of, the Directors of Public Works and Planning, Property, and Development. The public reserve configuration shall be almost entirely linear, completing the pathway network initiated within the development to the north.

30. If, as expected, the Developer is unable to dedicate a full 8% of the land, the Developer shall dedicate the amount of land satisfactory to the Directors of Public Works and Property, Planning and Development. The shortfall shall be valued by calculating the value of the difference between 8% of the land and the land actually dedicated, the value of the servicing of the land not dedicated and the value of the landscaping of the land not dedicated. The value of the shortfall shall be used for undertaking improvements to the dedicated park, including trails, or other works acceptable to and according to plans and specifications approved by the Riel Community Committee. The Developer acknowledges that no credit for public reserve will be sought for reserve land created for noise attenuation berms.”

and renumber the remaining Recommendations accordingly.

- Amend Recommendation 2 by deleting the words “Schedule “B” and replacing same with the words “Schedule “A”,

and forwarded the matter to the Standing Policy Committee on Property and Development.

RE: **Subdivision and Rezoning – Land west of St. Anne's Road and north of PTH 100**
File DASZ 9/2011

For submission to: **The Standing Policy Committee on Property and Development**

Prepared by: **Marc Pittet, Senior Committee Clerk**
Riel Community Committee

Report date: **May 17, 2011**

COMMUNITY COMMITTEE RECOMMENDATION:

On May 16, 2011, the Riel Community Committee concurred in the recommendation of the Winnipeg Public Service, as amended, and recommends to the Standing Policy Committee on Property and Development:

1. That the plan of subdivision proposed under File DASZ 9/2011 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with ~~***Schedule "B"***~~ ***Schedule "A"*** for File DASZ 9/2011 dated May 9, 2011 (with such minor changes as may be required) and registration in phases in the Winnipeg Land Titles Office, subject to the following:

   A. That the Developer enter into a Development Agreement with the City for each phase of the development, which Agreement shall contain the applicable conditions outlined in the report of the Administrative Coordinating Group dated May 12, 2011 attached as Schedule "C" to this report, ***with the following amendments, namely:***

      i. Delete Recommendations 6 and 7 under Section A - Plan Considerations in their entirety and replace with the following:

         "6 The Applicant will revise the advertised plan by removing the connections to the Perimeter including south of Elsey; between Scammel and Tilstone, and off Twickenham."

      ii. Amend Recommendation 10 under Section B - Seven Development Agreements by inserting the words "and except along the west side of Paddington Road where in lieu of a sidewalk, the Developer shall construct a trail" after the words "where frontage roads are constructed".

iii. ***Amend Recommendation 11 under Section B - Seven Development Agreements by adding the following to the end thereof:***

"with the exception of the east side of Paddington Road where sidewalk construction shall be delayed until house construction is complete."

iv. ***Delete Recommendations 29 to 33 under Section B - Seven Development Agreements in their entirety and replace with the following:***

"29. The Developer shall dedicate to the City, as public reserve, at least 8% of the land contained within the Planned Area, and pay its share of the cost of services in streets abutting the dedicated land, all in accordance with City policy, and as determined by, and to the satisfaction of, the Directors of Public Works and Planning, Property, and Development. The public reserve configuration shall be almost entirely linear, completing the pathway network initiated within the development to the north.

30. If, as expected, the Developer is unable to dedicate a full 8% of the land, the Developer shall dedicate the amount of land satisfactory to the Directors of Public Works and Property, Planning and Development. The shortfall shall be valued by calculating the value of the difference between 8% of the land and the land actually dedicated, the value of the servicing of the land not dedicated and the value of the landscaping of the land not dedicated. The value of the shortfall shall be used for undertaking improvements to the dedicated park, including trails, or other works acceptable to and according to plans and specifications approved by the Riel Community Committee. The Developer acknowledges that no credit for public reserve will be sought for reserve land created for noise attenuation berms."

and renumber the remaining Recommendations accordingly.

2 That The Winnipeg Zoning By-law No. 200/2006 be amended by rezoning the planned area as shown on ~~***Schedule "B"***~~ ***Schedule "A"*** for File DASZ 9/2011 dated May 9, 2011 to "R1-S" and "R1-M" Single Family Districts and a "PR1" Parks and Recreational District, subject to the following:

A. That the applicant enter into a Zoning Agreement with the City pursuant to Section 240 (1) of The City of Winnipeg Charter for each phase of the development, which Agreement shall contain the following condition:

i. The Developer must ensure that every single-family residential lot backing onto St. Mary’s Road, St. Anne’s Road, Dakota Street or the Perimeter Highway has at all times a minimum rear yard which, together with other sound attenuation measures provided and maintained by the Developer on the lot such as a berm or noise attenuation fence, achieve the City’s Motor Vehicle Noise Policies and Guidelines sound-level limit of 65 dBA as measured in the typical outdoor recreation area of the lot. The Developer will be responsible for conducting the noise measurements and providing the written results to the Director of Public Works. The size of the rear yard and the specifics of other sound attenuation measures which the Developer must provide on the lot (such as dimensions and materials) are to be approved by the Director of Public Works and stated in the Zoning Agreement. The owner of each lot will be responsible for maintaining any sound attenuation measures to the satisfaction of the Director of Public Works.

3. That Council declare the City owned property shown in broken outline and identified as "Subject City Property" shown on Misc. Plan No. 14022 as surplus to the City's needs.

4. That the Director of Planning, Property and Development be authorized to negotiate and approve the transfer of the "Subject City Property" as shown in broken outline on Misc. Plan No. 14022, to River Park South Developments Inc. on terms and conditions satisfactory to the Director of Planning, Property and Development and the Director of Legal Services in order to protect the interests of the City and to achieve the intent of the Standing Policy Committee on Property and Development.

5. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

6. That in the event the matter is not proceeded with expeditiously and the by-law is not passed within two (2) years after adoption of the report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the two (2)-year period and Council approves the extension.

7. That the Director of Legal Services and City Solicitor be requested to prepare the necessary by-law in accordance with the above.

8. That the subdivision section of the by-law shall come into force and effect for each phase upon execution by the City of Winnipeg of the Development Agreement for that phase.

9. That the zoning section of the by-law shall come into force and effect for each phase when:

   A. the block plan of subdivision for that phase and the lot plan of subdivision for that phase are both registered in the Winnipeg Land Titles Office; and

   B. the Zoning Agreement for that phase is registered in the Winnipeg Land Titles Office by caveat against the subject land,

   provided that the said effective date occurs within ten (10) years from the date the by-law is passed.

10. That all block plans of subdivision and all lot plans of subdivision:

    A. may be approved and signed by the Director of Planning, Property and Development within ten (10) years from the date the by-law is passed;

    and

    B. may be registered in the Winnipeg Land Titles Office within ten (10) years from the date the by-law is passed,

    failing which the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the ten (10)-year period and Council approves the extension.

11. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.

Note: The wording in bold and italics denotes amendments made by the Community Committee.

The Riel Community Committee provided the following supporting reason for its recommendation:

1. The proposal is consistent with the existing development to the north and substantively completes the community known as River Park South.

PUBLIC HEARING SUMMARY

File: DASZ 9/2011

Before: Riel Community Committee
Councillor Steeves, Chairperson
Councillor Swandel
Councillor Vandal

Public Hearing: May 16, 2011
Council Chamber
Council Building, 510 Main Street

Applicant: River Park South Development Inc. (Lyne Jones)

Subject:

APPLICANT : RIVER PARK SOUTH DEVELOPMENT INC.
FILE : DASZ 9/11
PROPOSAL: An application for the approval of the plan of subdivision shown outlined above as may be determined by Council and for a proposed zoning change to By-law No. 200/2006 by rezoning the land shown outlined above from an "RR5" RURAL RESIDENTIAL 5 DISTRICT to an "R1-S" & "R1-M" RESIDENTIAL SINGLE-FAMILY DISTRICTS and a "PR1" PARKS AND RECREATION 1 DISTRICT to facilitate the continuation of the River Park South Neighbourhood lands located to the north by the creation of the block plan and public right-of-ways for future residential development. **For information, phone Mr. R. Kostiuk, Planner at 986-7367.**
DEMANDEUR : RIVER PARK SOUTH DEVELOPMENT INC.
N° DE RÉFÉRENCE : DALZ 9/11
PROJET : Demande d'approbation par le Conseil du plan de lotissement indiqué ci-dessus et proposition de modification du Règlement municipal n° 200/2006 visant à changer le zonage des sols délinéés ci-dessus qui passeraient de la catégorie RR5 (SECTEUR RÉSIDENTIEL EN MILIEU RURAL 5) à la catégorie R1-S (SECTEUR DE PETITES HABITATIONS UNIFAMILIALES), à la catégorie RI-M (SECTEUR D'HABITATIONS UNIFAMILIALES MOYENNES), et à la catégorie PR1 (SECTEUR DE PARCS ET DE LOISIRS 1 [QUARTIER]) afin de faciliter la continuation de l'aménagement des sols du quartier River Park South situés au nord par la création du plan de quartier et d'emprises publiques en vue de l'aménagement de sites domiciliaires futurs. **Pour plus de renseignements, veuillez communiquer avec M. R. Kostiuk, urbaniste, au 986-7367.**

Premises Affected: Land west of St. Anne’s Road and north of PTH 100

Exhibits Filed:

1. Application dated March 25, 2011
2. Notification of Public Hearing dated March 30, 2011
3. Manitoba Status of Titles 2313308 and 2426615
4. Letter of authorization dated March 25, 2011 from The Winnipeg of Winnipeg to River Park South Developments Inc.
5. Plan
6. Report from the Planning and Land Use Division dated May 9, 2011
7. Inspection Report
8. Supporting documentation submitted by Eric Vogan at the Public Hearing
9. Audio Recording of representations

REPRESENTATIONS:

In Support:

Mike Armstrong
Mark Cohoe
Gregg Davey
Lyne Jones
Bob Hinkelman
Eric Vogan

In Opposition

Nil

For Information:

Robert Bisson
Linda Bisson
Dean Favoni
Robert Fudge
Marvin Namaka
Bonnie Siemens

For the City:

Ms. S. Matille, Land Development Engineer, Planning, Property and Development Department
Mr. R. Kostiuk, Planner, Planning, Property and Development Department
Mr. J. Kiernan, Coordinator, Parks, Riverbanks and Community Initiatives, Planning, Property and Development Department

Exhibit "6" referred to in File DASZ 9/2011

ADMINISTRATIVE REPORT

Title: DASZ 9/2011 – West of St. Anne's Road (North of Perimeter) Public Hearing

Issue: For consideration at the Public Hearing for a subdivision and rezoning of 138 acres of land from RR5 to R1-S, R1-M, and PR1.

Critical Path: Riel Community Committee – Standing Policy Committee on Property and Development – Executive Policy Committee – Council as per the *Development Procedures By-law* and *The City of Winnipeg Charter*.

AUTHORIZATION

Author	Department Head	CFO	CAO
P. Regan	N/A	N/A	

RECOMMENDATIONS

1. That the plan of subdivision proposed under File DASZ 9/2011 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "B" for File DASZ 9/2011 dated May 9, 2011 (with such minor changes as may be required) and registration in phases in the Winnipeg Land Titles Office, subject to the following:

   A. That the Developer enter into a Development Agreement with the City for each phase of the development, which Agreement shall contain the applicable conditions outlined in the report of the Administrative Coordinating Group dated May 12, 2011 attached as Schedule "C" to this report.

2. That The Winnipeg Zoning By-law No. 200/2006 be amended by rezoning the planned area as shown on Schedule "B" for File DASZ 9/2011 dated May 9, 2011 to "R1-S" and "R1-M" Single Family Districts and a "PR1" Parks and Recreational District, subject to the following:

   A. That the applicant enter into a Zoning Agreement with the City pursuant to Section 240 (1) of The City of Winnipeg Charter for each phase of the development, which Agreement shall contain the following condition:

i) The Developer must ensure that every single-family residential lot backing onto St. Mary's Road, St. Anne's Road, Dakota Street or the Perimeter Highway has at all times a minimum rear yard which, together with other sound attenuation measures provided and maintained by the Developer on the lot such as a berm or noise attenuation fence, achieve the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65 dBA as measured in the typical outdoor recreation area of the lot. The Developer will be responsible for conducting the noise measurements and providing the written results to the Director of Public Works. The size of the rear yard and the specifics of other sound attenuation measures which the Developer must provide on the lot (such as dimensions and materials) are to be approved by the Director of Public Works and stated in the Zoning Agreement. The owner of each lot will be responsible for maintaining any sound attenuation measures to the satisfaction of the Director of Public Works.

3. That Council declare the City owned property shown in broken outline and identified as "Subject City Property" shown on Misc. Plan No. 14022 as surplus to the City's needs.

4. That the Director of Planning, Property and Development be authorized to negotiate and approve the transfer of the "Subject City Property" as shown in broken outline on Misc. Plan No. 14022, to River Park South Developments Inc. on terms and conditions satisfactory to the Director of Planning, Property and Development and the Director of Legal Services in order to protect the interests of the City and to achieve the intent of the Standing Policy Committee on Property and Development.

5. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

6. That in the event the matter is not proceeded with expeditiously and the by-law is not passed within two (2) years after adoption of the report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the two (2)-year period and Council approves the extension.

7. That the Director of Legal Services and City Solicitor be requested to prepare the necessary by-law in accordance with the above.

8. That the subdivision section of the by-law shall come into force and effect for each phase upon execution by the City of Winnipeg of the Development Agreement for that phase.

9. That the zoning section of the by-law shall come into force and effect for each phase when:

   (a) the block plan of subdivision for that phase and the lot plan of subdivision for that phase are both registered in the Winnipeg Land Titles Office; and

   (b) the Zoning Agreement for that phase is registered in the Winnipeg Land Titles Office by caveat against the subject land, provided that the said effective date occurs within ten (10) years from the date the by-law is passed.

10. That all block plans of subdivision and all lot plans of subdivision

    (a) may be approved and signed by the Director of Planning, Property and Development within ten (10) years from the date the by-law is passed;

    and

    (b) may be registered in the Winnipeg Land Titles Office within ten (10) years from the date the by-law is passed,

    failing which the matter shall be deemed to be concluded and shall not be proceeded with unless an extension of time is applied for prior to the expiry of the ten (10)-year period and Council approves the extension.

11. That the Director of Legal Services and City Solicitor be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Charter.

REASON FOR THE REPORT

- The applicant is proposing to subdivide and rezone the subject 138 acre property from RR5 to blocks zoned R1-M, R1-S, and PR1 in order to make a single-family residential subdivision that conforms with the neighbouring lands to the north.
- The subdivision will include road extensions or connections from existing streets to provide for vehicular access to the proposed blocks. A significant amount of land will also be opened for the Dakota Street right-of-way.
- The applicant is proposing to develop the lands in several phases over a ten (10)-year period. Over that ten (10)-year period, the applicant proposes to develop approximately 633 single-family residential lots.
- The applicant still needs to resolve how noise attenuation and park dedication will be addressed.
- Subdivisions which create streets and rezonings require a Public Hearing as per the *Development Procedures By-law* and *The City of Winnipeg Charter.*
- The Report is being submitted for the Committee's consideration of the development application at the Public Hearing.

IMPLICATIONS OF THE RECOMMENDATIONS

- If the recommendations of the Planning and Land Use Division are concurred in, the 138 acre site will be subdivided and rezoned from RR5 to R1-S, R1-M, and PR1 in phases (likely seven) over a period not longer than ten (10) years.
- If the Riel Community Committee, and ultimately Council, concurs with these conditions, Council would then pass one by-law which would approve the plan of subdivision (in accordance with the mylars submitted for the entire planned area) and rezone all lands in the entire planned area. The by-law would state that the rezoning comes into force in phases, within ten (10) years, upon the applicant's registration of block plans and lotting plans (each for a portion of the entire planned area) at the Winnipeg Land Titles Office (WLTO) and the zoning agreement caveats.

HISTORY

- Qualico Developments (Winnipeg) Ltd. and the City of Winnipeg have had ongoing discussions over the last 10 years regarding the joint development of approximately 138 acres of land adjacent to the existing community of River Park South. These lands are located within the area bounded by the community of River Park South to the north, the Perimeter Highway to the south, St. Anne's Road to the east, and St. Mary's road to the west and form the subject application.

- The City of Winnipeg has now entered into a joint venture with Qualico Developments in order to develop the subject site in accordance with the terms agreed upon by Council and described in the meeting minutes of the January 26, 2011 Council meeting (Minute No. 150, Item No. 12: http://winnipeg.ca/CLKDMIS/ViewDoc.asp?DocId=10733&SectionId=268658&InitUrl=/CLKDMIS/Documents/c/2011/m10733/pd%2001%2011%20no.%2012.pdf).

CONSULTATION

In preparing this report there was consultation with: N/A

SUBMITTED BY

Department	Planning, Property and Development
Division	Planning and Land Use
Prepared by:	Robert Kostiuk
Date:	May 9, 2011
File No.	DASZ 9/11

List of Schedules and Attachments

1. Appendix A – Planning Discussion
2. Schedule “A” Advertised Subdivision and Rezoning for Planned Area
3. Schedule “B” Recommended File No. DASZ 9/11, Riel Community Committee, dated May 9, 2011
4. Schedule “C” Report of the Administrative Coordinating Group
5. Schedule “D” Miscellaneous Plan No. 14022
6. Schedule “E” Proposed Phasing Plan for DASZ 9/11

APPENDIX ‘A’

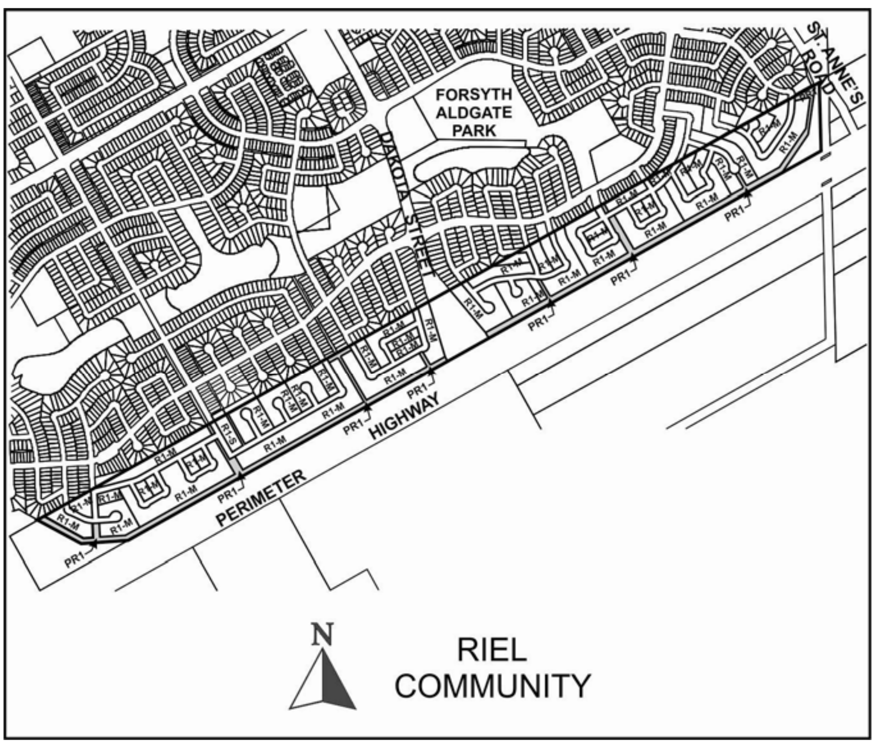
DATE: May 9, 2011

FILE: DASZ 9/11
RELATED FILES: DASZ 12/82, DASZ 31/84, DASZ 21/01, DASZ 6/02, DASZ 43/03, DAS 5/08

COMMUNITY: Riel
NEIGHBOURHOOD #: 5.529 and 5.530

SUBJECT: An application for the subdivision and rezoning of 138 acres of land from “RR5” Rural Residential 5, to “R1-S” Residential Single-Family Small, “R1-M” Residential Single-Family Medium, and “PR1” Parks and Recreation 1 (Neighbourhood).

LOCATION: West of St. Anne’s Road, North of the Perimeter Highway
LEGAL DESCRIPTION: Parcels A & B Plan 47654 and Parcel F Plan 15545



APPLICANT: River Park South Developments Inc. (Lyne Jones)
One Dr. David Friesen Drive
Winnipeg, MB R3X 0G8

OWNER: City of Winnipeg

RECOMMENDATION: Approval with conditions

REPORT SUMMARY

- The applicant is proposing to subdivide and rezone the subject 138 acre property from RR5 to blocks zoned R1-M, R1-S, and PR1 in order to make a single-family residential subdivision that conforms with the neighbouring lands to the north.
- The subdivision will include road extensions or connections from existing streets to provide for vehicular access to the proposed blocks. A significant amount of land will also be opened for the Dakota Street right-of-way.
- The applicant is proposing to develop the lands in several phases over a ten (10) year period. Over that ten-year period, the applicant proposes to develop approximately 633 single-family residential lots.
- The applicant still needs to resolve how noise attenuation and park dedication will be addressed.
- The Planning and Land Use Division recommends supporting this subdivision and rezoning application.

SITE DESCRIPTION

- The subject site is located north of the Perimeter Highway, between EB Claydon Drive and St. Anne's Road in the River Park South and Dakota Crossings neighbourhoods of the St. Norbert and St. Vital Wards.
- The property is vacant and approximately **138 acres (55.85 hectares) in area**.
- The property is currently owned by the City of Winnipeg.
- The City of Winnipeg Real Estate Department has provided a letter of authorization to include the subject land in the application.
- The site is within Plan Winnipeg 2020's Neighbourhood Land Use Policy Area and within the Areas of Stability – Recent Communities Policy Area under the *Draft* Complete Communities Direction Strategy.

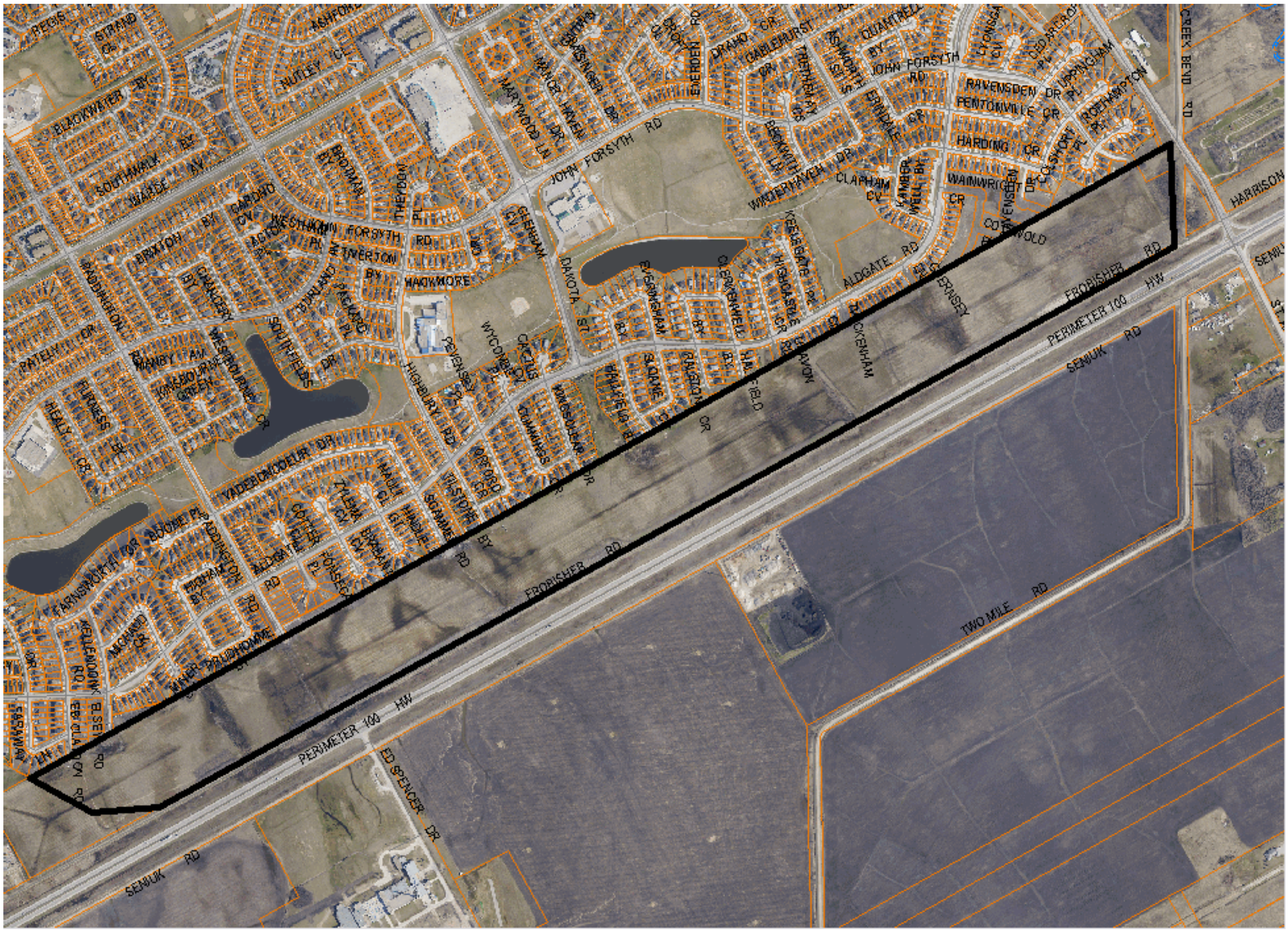


Figure 1: Aerial photograph showing approximate area of subject property (flown 2009)

SURROUNDING LAND USES & ZONING (See Figure 2)

North: Predominantly detached single-family homes zoned “R1-M” Residential Single-Family Medium, with some park land zoned “PR1” Parks and Recreation 1 (Neighbourhood).

South: The Perimeter Highway.

East: St. Anne’s Road.

West: Vacant City-owned land zoned “RR5” Rural Residential 5.

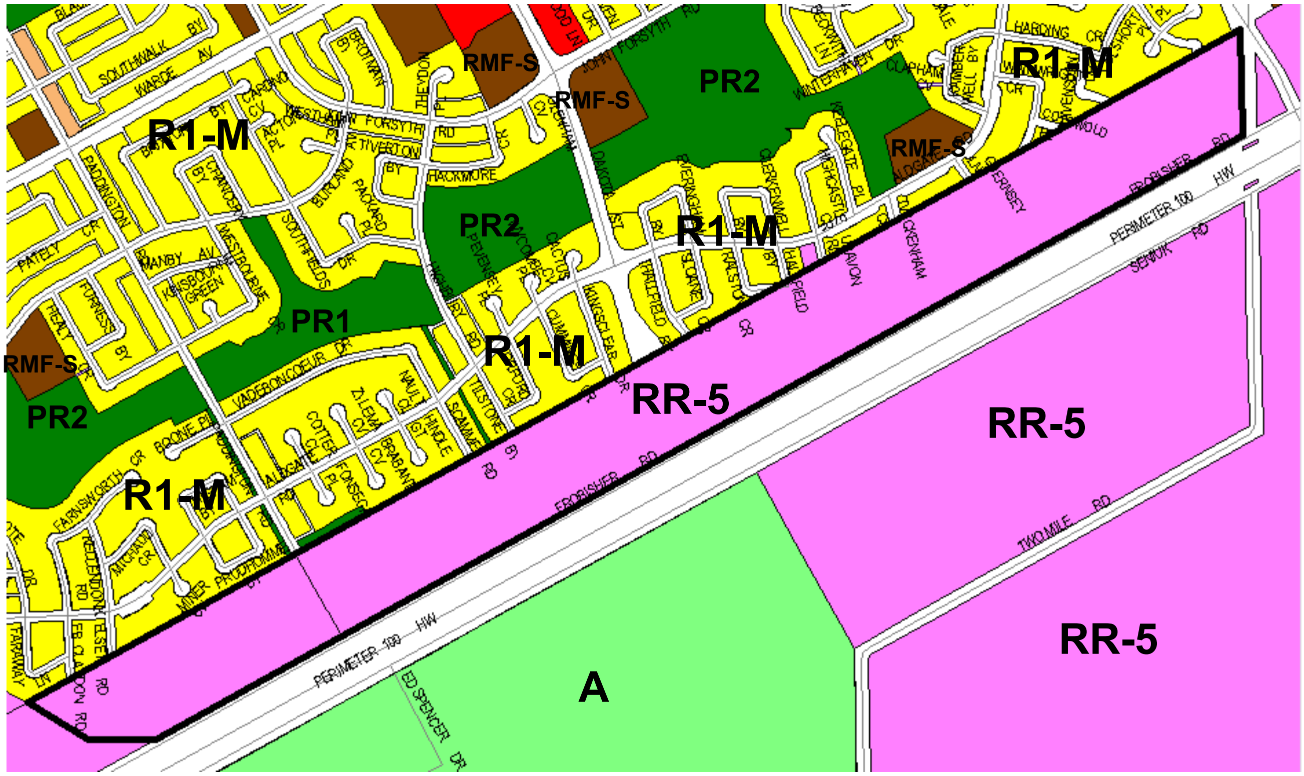


Figure 2: Zoning of the site and surrounding area.

BACKGROUND

- The City of Winnipeg has entered into a joint venture with Qualico Developments in order to develop the subject site in accordance with the terms agreed upon by Council and described in the meeting minutes of the January 26, 2011 Council meeting (Minute No. 150, Item No. 12: http://winnipeg.ca/CLKDMIS/ViewDoc.asp?DocId=10733&SectionId=268658&InitUrl=/CLKDMIS/Documents/c/2011/m10733/pd%2001%2011%20no.%2012.pdf).
- The name of the joint venture will be River Park South Developments Inc.

DESCRIPTION OF THE PROPOSED DEVELOPMENT

- The applicant is proposing to subdivide and rezone the subject property from RR5 to blocks zoned R1-M, R1-S, and PR1 in order to make a single-family residential subdivision that conforms with the neighbouring lands to the north.
- The subdivision will include road extensions or connections from existing streets to provide for vehicular access to the proposed blocks. A significant amount of land will also be opened for the Dakota Street right-of-way.

- The applicant is proposing to develop the lands in seven phases over a ten (10)-year period (see Schedule "E" Proposed Phasing Plan for DASZ 9/11).
- In total, the applicant anticipates that the following number of single-family lots will be created per phase:

Phase	Approximate Number of Acres	Approximate Number of Lots
1	28.65	125
2	22.62	115
3	15.51	84
4	19.48	94
5	17.46	89
6	13.76	69
7	14.20	57
TOTAL	**131.68***	**633**

* Does not include the 6 acres required for the Dakota Street right-of-way

- Park land is proposed along the southern extent of the site with some linear parkway connections leading to existing linear parkway to the north. However, the applicant has not resolved how the park dedication will be addressed.
- It should also be noted that the un-zoned land in the southeast corner of site (between the proposed linear parkway and the southeastern edge of the site) is intended to be opened as right-of-way for the future grade separated interchange at the intersection of St. Anne's and the Perimeter Highway.

ANALYSIS AND ISSUES

PLAN WINNIPEG

- The proposed development is within the Neighbourhood Policy Area and complies with *Plan Winnipeg 2020*.

DRAFT COMPLETE COMMUNITIES DIRECTION STRATEGY

- Under the *Draft Complete Communities Direction Strategy* the proposed development is within the Areas of Stability – Recent Communities policy area. Key relevant policies guiding development within Areas of Stability include:
    - o Support low to moderate change in low-density neighbourhoods through development and redevelopment that is complimentary to the existing scale, character and built form.
    - o Promote the form of buildings and spaces that are sensitive to the community context and address the transition between new and existing developments.
    - o Promote a quality public realm with a high level of accessibility to community services and amenities and opportunities for gathering and social interaction.

- Focus housing growth to areas that have municipal service capacity to support intensification, in addition to commercial and recreational amenities.
- In order to meet the full life-cycle of housing needs within the community, promote a mix of housing type and tenure, such as duplexes, low rise apartments, secondary suites, semi-detached homes, townhouses.
- Provide opportunities to increase multi-modal connectivity when redevelopment occurs.
- Support a mix of commercial services and employment uses that serve the local community.
- Ensure that existing public open spaces meet the neighbourhood's current and future requirements.

ZONING

"RR5" Rural Residential 5 District

- The RR5 district is intended to provide areas for large-lot rural residential development along with limited agricultural uses. The RR5 district requires: a minimum lot width of 25 feet, a minimum lot area of 5 acres, side yards of 25 feet, a front yard of 25 feet, and a rear yard of 25 feet. The maximum building height is 35 feet and the maximum lot coverage is 30%.

"R1-S" Residential Single-Family Small District

- The R1-S district requires: a minimum lot width of 25 feet, a minimum lot area of 2,500 square feet, side yards of 3 feet, a front yard of 15 feet, and a rear yard of 25 feet. The maximum building height is 35 feet and the maximum lot coverage is 45%.

"R1-M" Residential Single-Family Medium District

- The R1-M district requires: a minimum lot width of 25 feet, a minimum lot area of 3,500 square feet, side yards of 4 feet, a front yard of 15 feet, and a rear yard of 25 feet. The maximum building height is 35 feet and the maximum lot coverage is 45%.

"PR1" Parks and Recreation 1 (Neighbourhood) District

- The PR1 district is intended for sites that are generally passive neighbourhood and community parks and facilities with predominantly pedestrian and cyclist access. These sites may provide unstructured drop-in play and recreation opportunities, including play structures, passive parks, plazas and natural areas. Generally, no parking facilities are associated with these uses. These parks and open spaces typically occur in a residential neighbourhood or riverbank context and are generally accessed by residential streets.

LAND USE BY-LAW

- The RR5 zoning district is intended for large-lot (5 acre minimum) rural development. The applicant is proposing to rezone the land from RR5 to R1-S, R1-M, and PR1 in order to create a fully-serviced residential subdivision that logically connects to the River Park South neighbourhood.

COMPATIBILITY WITH THE SURROUNDING NEIGHBOURHOOD

- The proposed subdivision and rezoning has been anticipated for some time. This application integrates the subject site into the already developed River Park South neighbourhood that is complete with municipal and community infrastructure and services.
- The proposed development is exclusively intended for single-family development, with the exception of some linear park connections. The Planning and Land Use Division believes that predominantly single-family housing is appropriate for the site because the land ultimately dead-ends at the Perimeter Highway, is bound to the north by single-family developments, and has limited access to higher capacity roads or arterials. Higher density and higher intensity developments would be better serviced by or along higher capacity roads or arterials that are well-connected with the rest of the community.

EAST-WEST LINEAR PARK CORRIDOR

- Among the other greatest concerns with the development of the site is regarding the development of the linear parkway at the southernmost extent of the planned area. At this point, the exact details regarding the size and location of connection points have not been worked out for the Public Reserve (zoned PR1) because in order to define appropriate Public Reserve land and specifications for fencing, berm and trail, the developer must first resolve:
    - Berm and slope issues;
    - Land drainage;
    - Municipal jurisdiction over the service road (see related points below);
    - Potential power line relocation;
    - Trail specification; and most importantly,
    - Amount of land to be dedicated (including the declaration of PR land south of Fonseca Place as surplus to the City's needs) and priorities for improvements in lieu of land
- Although there are these outstanding concerns related to the east-west linear parkway, the City wants to work with the developer in order to help the developer achieve their vision for this pathway as stated in a concept provided to the City in April 2011 (Concept Map dated May 15, 2009):

- *The early trails of River Park South were designed to engage the community in physical activity and promote social interaction. The proposed new trails will add to this legacy and extend the pathways into a natural loop system through a low maintenance landscape. The extension will maximize the use of the sound attenuation barrier berm parallel to Highway 100 and provide active recreational opportunities for people of all ages.*
- *In addition to the structured sound attenuation berm parallel to Highway 100, granular and paved pathways will wind, climb and ascend the landscape. Vegetative cover will be low maintenance in character and sympathetic to our Prairie environment.*
- *The extension of the trails will provide a looped system, which allows for outings of various lengths, times and outings.*

- A key aspect affecting the final location and design of the east-west park corridor is that the exact mechanism to be employed in order to meet the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65 dBA has not been determined by the developer (ex. exact rear yard setbacks, type of fencing, berming etc.). If berming is used as a noise attenuation measure, then it is likely that more land will be needed to accommodate the 3.5 metre wide active transportation pathway at the southern extent of the proposed development. The City identifies in the Report of the ACG that the City is willing to have some berming (must at least be a 1:4 slope) in the PR land, but must also have an associated 3.5 metre wide asphalt pathway to meet dedication requirements.
- The developer has proposed shifting the proposed southerly east-west pathway corridor onto the current service road to the south, beyond the planned area, as this service road may no longer be required in the future. If this proposal is undertaken, then it would be likely that the developer would be looking to include a sound attenuation measure, such as a berm, within at least some of the PR zoned land that is intended for a trail corridor. Final approvals of this concept are required from Manitoba Infrastructure and Transportation (MIT). MIT would need to confirm that this proposal will not impact any long-term plans for the expansion of the Perimeter Highway.
- The City is willing to consider this as the alternative pathway location (along the service road) to provide and develop the pathway and linear corridor. However, if the City is to approve the shifting of the east-west pathways and corridor to adjacent lands (and give up the park land necessary to accommodate it otherwise within the planned area), MIT must assure the right to use this space as a permanent park corridor.

SITE DESIGN – OTHER LINEAR PARK CONNECTIONS

- As captured above, there are aspects of the east-west public reserve connections that are outstanding and still need to be resolved. Another key concern with the proposed plan is the lack of north/south park and pathway connections leading from the east-west linear parkway into the existing neighbourhood to the north.
- To address this issue, a slightly modified plan has been proposed in order to increase connectivity and reduce the distance between access points to the major east-west

corridor. The recommended plan has been provided to ensure the larger city goals of improved walkability and connectivity to active transportation networks are being met.

- Proposed changes are reflected in Schedule “B”, which is the plan that the administration is recommending to approve instead of the plan shown on Schedule “A”, which is the original plan submitted and advertised.
- Given the previously stated unknowns, the City intends that there will be enough flexibility in the process (ex. through future DASSF applications) to permit the shifting of the proposed connecting PR walkways. The recommended plan helps provide some clarity and certainty for those reviewing the plans as to the level of connectivity being anticipated. The City understands that there may be some moderate changes to future site plans, which may result in moderate changes to the exact location of the PR walkway connections. The City will work with the developer to ensure that the same number of north/south connections are provided within any new plans submitted.
- The key reason for the City including the added north/south connections is to ensure that the access points to/from the southerly east-west corridor occur at 500 metre intervals or less. Secondly, given the isolated nature of this trail behind the berm, the City would like to ensure that there are trail connections within a 400 metre walking distance from any home in the vicinity of the active transportation corridor for safety reasons.
- Design guidelines for the park land and associated pathway development include:
    - A maximum distance between access points into the development from the southerly east-west trail of 500 metres;
    - Minimum 6 metre wide park corridors to facilitate buffer plantings initially and potentially the widening of the pathways in the future if active transportation demand necessitates it;
    - Maximum distance between access/egress points to the 6 metre wide walkways to be 100 linear metres (approx. 300 linear feet);
    - Strive for 400 metre walking distance to/from any park lands, including walkway corridors which connect to major active transportation corridors from homes in the vicinity;
    - To provide improved visibility between intersecting trails by either providing widened park parcels or flaring the ends where smaller trail networks connect to the southerly east-west corridor;
    - Maintain minimal street crossings and on-road pedestrian requirements;
    - Locate walkway corridors opposite an approaching street for best visibility (where possible); and,
    - Place linkages in consideration of shortening access for the residential properties beyond the Planned Area.

REMNANT PARK LAND

- Under DASZ 6/02, a small parcel of park land (located outside of the application area) was created based on an initial Development Master Plan that proposed a school and a larger adjacent park space.
- When the School Division determined it no longer needed the school parcel the land was subdivided for residential lots, leaving a small strip of PR1 zoned land (also see DAS 5/08).
- It was anticipated, at that time, that there would be no need for this additional park space without the presence of the school and that the remnant parcel would be incorporated into a residential block in the subject application adjacent and to the south.
- To facilitate the developer proceeding with that plan, the City is proposing to declare the lands identified on Miscellaneous Plan No. 14022 as surplus to Parks requirements.
- The City is recommending that the Director of Planning, Property and Development be authorized to negotiate and approve the transfer the land shown on Miscellaneous Plan No. 14022, to River Park South Developments Inc. on terms and conditions satisfactory to the Director of Planning, Property and Development and the Director of Legal Services.
- If these lands are to be included for residential development as generally shown in both Schedules "A" and "B" (albeit with the Miscellaneous Plan No. 14022 property outside of the planned area), a public hearing for the rezoning and subdivision will be required.

PHASING

- Although the applicant has submitted one plan of subdivision and rezoning application for review at the Public Hearing for the entire site, it is intended that the rezoning of each individual phase of the subdivision will come into force and effect when the block plans and lot plans are registered at the Winnipeg Land Titles Office via short-form subdivision (DASSF) applications through the City for each phase over a period not longer than ten (10)-years. A development agreement and zoning agreement would then be registered against the land for each phase to enable the rezoning and lot subdivisions to occur.
- The zoning of the subject land would remain RR5 until block plans and lot plans are registered at the Winnipeg Land Titles Office.
- The recommended conditions of approval listed at the beginning of this report reflect the above points. If the Riel Community Committee, and ultimately Council, concurs with these conditions, Council would then pass one by-law which would approve the plan of subdivision (in accordance with the mylars submitted for the entire planned area) and rezone all lands in the entire planned area. The by-law would state that the rezoning comes into force in phases, within ten (10) years, upon the applicant's registration of block plans and lotting plans (each for a portion of the entire planned area) at the Winnipeg Land Titles Office (WLTO) and the zoning agreement caveats.
- This approach is different from how the majority of plans of subdivision and rezoning applications are processed by the City. In most cases and within most recommended conditions of approval, the City of Winnipeg would require the applicant to have the entire planned area rezoned and subdivided, and the rezoning would come into force

and effect for the entire planned area at once, not for specific pieces over phases. Secondly, the City of Winnipeg would also typically require that the rezoning would come into force and effect after the plan of subdivision and zoning agreement caveats (if required) have been registered at the WLTO. This would normally need to occur within one (1) year after Council adopts the rezoning by-law for the site. However, for this application, the administration is recommending that the applicant have ten (10) years to register all of the block and lot plans at the WLTO and ten (10) years to rezone the entire planned area through a phased approach.

LAND DEDICATION

- When a developer rezones and/or subdivides a parcel of land, they are required to put in an application with the City of Winnipeg.
- As a condition of rezoning or subdivision, a developer is required to contribute a portion of the land to be developed to the City for parks purposes.
- The amount of land is not less than 10%.
- The developer is to provide land or 'cash in lieu' as determined by the Planning, Property and Development Department.
- The City is requesting land for this application in accordance with the conditions identified in the Report of the ACG (Section 28, Schedule C).

RECOMMENDATION

The Planning and Land Use Division recommends **approval** for the following reasons:

- The plan, as shown on Schedule "B", represents an orderly extension of the existing development north of the site.
- The predominantly single-family housing is appropriate for the site because the land ultimately dead-ends at the Perimeter Highway, is bound to the north by single-family developments, and has limited access to higher capacity roads or arterials.
- The proposal is consistent with the policies of Plan Winnipeg and the Draft Complete Communities Direction Strategy.

This Report Submitted by:
Planning, Property and Development Department
Planning and Land Use Division

Report Prepared By: Robert Kostiuk
PPD File # DASZ 9/11

Schedule "A" Advertised Subdivision and Rezoning for Planned Area

By-Law No.

Atlas Sheet No.

N

AL27
RIEL
COMMUNITY

File No. **DASZ 9/11**

Explanation

An application for the approval of the plan of subdivision shown outlined below and for a proposed zoning change to By-law No. 200/2006 by rezoning the land located between St. Mary's Road and St. Anne's Road, north of the Perimeter Highway, south of Aldgate Road from an "RR5" RURAL RESIDENTIAL 5 DISTRICT to an "R1-S" & "R1-M" RESIDENTIAL SINGLE-FAMILY DISTRICTS and a "PR1" PARKS AND RECREATION 1 DISTRICT to facilitate the continuation of the River Park South Neighbourhood lands located to the north by the creation of the block plan and public right-of-ways for future residential development as shown outlined below.

THIRD READING : EFFECTIVE DATE :

ZONING AGREEMENT : YES ☐ NO ☐ CAVEAT No.

Schedule "B" for File No. DASZ 9/2011, Riel Community Committee, dated May 9, 2011

By-Law No. ______________

File No. **DASZ 9/11**

Atlas Sheet No.

N

AL27
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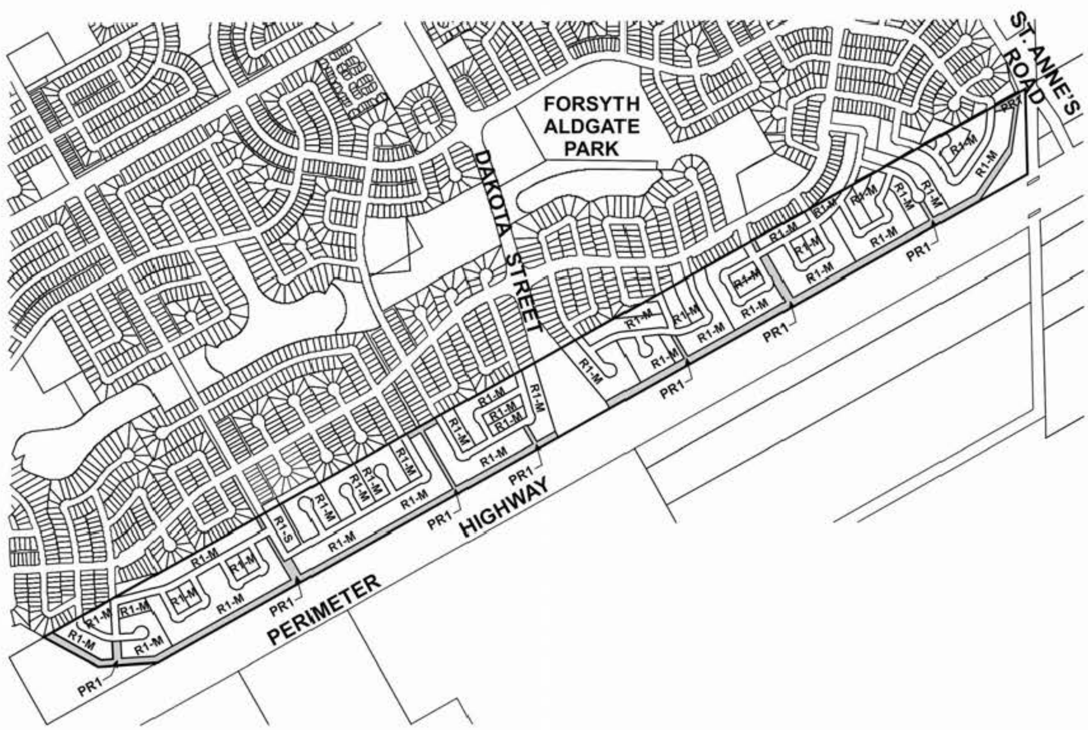


THIRD READING : ______________ EFFECTIVE DATE : ______________

ZONING AGREEMENT : YES ☐ NO ☐ CAVEAT No. ______________

Schedule "C" Report of the Administrative Coordinating Group dated May 12, 2011

SCHEDULE C

REPORT OF THE ADMINISTRATIVE CO-ORDINATING GROUP – REVISED MAY 12, 2011

RE: PROPOSED SUBDIVISION AND REZONING OF LAND BETWEEN ST. MARY'S ROAD AND ST. ANNE'S ROAD, NORTH OF THE PERIMETER HIGHWAY, SOUTH OF ALDGATE ROAD – RIVER PARK SOUTH DEVELOPMENT INC. (RIVER PARK SOUTH EXTENSION) - DASZ 9/11

It is recommended that the approval of DASZ 9/11 be subject to the following:

A. Plan Considerations

1. The Applicant providing and legally opening property required for Dakota Street between the north limit of the Planned Area and the South Perimeter Highway, as determined by, and to the satisfaction of, the Director of Public Works.

2. The Applicant providing right-of-way to accommodate each cul-de-sac turnaround consistent with the dimensions shown on Streets and Transportation Drawing ST-90 (revised) or ST-90-A.

3. The Applicant ensuring that, in intersections of local streets within the Planned Area, the angle of intersection is no less than 70º, as measured in the quadrant with the acute angle.

4. The Applicant ensuring that no cul-de-sac street exceeds 105 m in length.

5. The Applicant providing a utility corridor/right of way for the existing wastewater interceptor sewer and watermain that traverse the Planned Area.

6. The Applicant providing additional pathway connections, in accordance with Schedule B, to ensure the following:
   i) contiguous off-road (via PR lands or sidewalk) connection within Phase 5 from the north limit of the Planned Area to the east-west pathway corridor at the south limit of the Planned Area, to connect as directly as possible to the pathway within Forsythe Aldgate Park;
   ii) access points to and from the southerly east-west pathway corridor at maximum 500-m intervals;

iii) additional means of access/egress for 6-m-wide rear-yard park corridors greater than 100 m in length;
iv) a connection, at the northeast limit of the Planned Area, to St. Anne's Road, unless accommodation is made within lands immediately north of the Planned Area.

7. The Applicant providing either a wider PR parcel (greater than 6 m) or a flared area, to ensure adequate visibility at the intersections of the easternmost and westernmost local pathways to the southerly east–west pathway, to the satisfaction of the Director of Planning, Property and Development.

B. Seven Development Agreements

The Applicant entering into seven **Development Agreements** with the City of Winnipeg - one for each of the proposed seven phases of development (as identified in Schedule "E" - Proposed Phasing Plan for DASZ 9/11) - containing all of the following conditions applicable to each of the respective phases:

1. The Developer shall, at no expense to the City, install all wastewater sewers required to serve the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.

2. The Developer shall, at no expense to the City, install all watermains required to serve the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.

3. The Developer shall install lot line services to service all lots within the Planned Area, as follows:

   i. The Developer shall, at no expense to the City, construct and install wastewater and water building services from the wastewater sewer and watermain, to service all lots within the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.
   ii. The Developer shall ensure that each sewer service remains plugged from installation until the foundation excavation has been backfilled and the roof of the dwelling has been sheathed, after which the house sewer may be connected. The Developer hereby indemnifies the City against all actions, claims, demands, damages, losses, and costs, including legal and court costs, suffered or incurred by the City arising out of any failure to do so.
   iii. The Developer shall replace or repair any water or sewer service found to be defective within one year following the date the water is turned on for domestic use, and shall pay the City any cost incurred by the City arising out of any such defect.

4. The Developer shall, at no expense to the City, install all land drainage sewers required to serve the Planned Area, as determined by, and to the satisfaction of, the Director of Water and Waste.

5. The Developer shall, at no expense to the City, provide a lot grading plan, prepared by a municipal engineer, for the Planned Area, and construct all drainage works necessitated by the design.

6. The Developer shall, at no expense to the City, construct all swales, catchbasins, and leads required to provide lot drainage prior to the issuance of building permits.

7. The Developer shall, at no expense to the City, provide all easements with respect to the installation, maintenance, and replacement of swales, catchbasins, and leads for lot drainage upon registration of the approved subdivision mylars in the Land Titles Office.

8. The Developer shall pay the Seine River Waterway Land acquisition charge ($145.00/acre) for Phases 6 and 7 of the development.

9. The Developer shall, at no expense to the City, construct 200-mm- and 150-mm-thick portland cement concrete pavements to widths of 10.0 m and 7.5 m, and all related works, including, but not limited to, drainage facilities, in all streets within the Planned Area, all as determined by, and to the satisfaction of, the Director of Public Works.

10. The Developer shall, at no expense to the City, construct 1.5-m-wide by 100-mm-thick portland cement concrete sidewalks on the standard alignment (0.3 m to 1.8 m inside the property line) along both sides of all streets within the Planned Area with rights-of-way 22.0 m or greater in width, except where frontage roads are constructed, as determined by, and to the satisfaction of, the Director of Public Works.

11. The Developer shall construct all sidewalks concurrently with the pavements with which they share the right-of-way.

12. The City may file appropriate caveats in the Land Titles Office, notifying prospective homeowners of the proposed sidewalk locations.

13. The Developer shall, at no expense to the City,
    i) remove the existing connection to the North Service Road (Frobisher Road) along the South Perimeter Highway at St. Anne's Road,
    ii) restore the ditch along St. Anne's Road in this vicinity,
    iii) dead-end the service road at the east limit of the Manitoba Hydro Substation and tower, approximately 530 m east of St. Mary's Road, by constructing a temporary cul-de-sac turnaround to a standard similar to that of the existing service road, and
    iv) erect barricades and signing across the full width of the dead-ended roadway,

    all as determined by, and to the satisfaction of, the Director of Public Works.

14. The Developer shall, at no expense to the City, construct a paved cul-de-sac-style vehicle turnaround at the terminus of each temporarily paved dead-ended street and provide any rights-of-way or easements necessary to accommodate same, all as determined by, and to the satisfaction of, the Director of Public Works.

15. The Developer shall, at no expense to the City, erect and maintain barricades and signing across the full width of any temporarily dead-ended streets, due to phasing of development, immediately upon completion of the paving or when house construction has begun, whichever is sooner, as determined by, and to the satisfaction of, the Director of Public Works.

16. The Developer shall, at no expense to the City, sod boulevards and plant trees on all streets within the Planned Area, all in accordance with drawings and specifications to be prepared by the Developer and submitted to, and approved by, the Director of Public Works.

17. The Developer shall, at no expense to the City, maintain the boulevard improvements for one year, in accordance with specifications approved by the Director of Public Works.

18. The Developer shall, at no expense to the City, ensure that two means of paved vehicular access are available at all times to each stage of development of the Planned Area, to the satisfaction of the Director of Public Works. This may require the construction of temporary paved roadways and the provision of easements or rights-of-way.

19. The Developer shall, at no expense to the City:
    - i) ensure that construction traffic uses access routes determined by the Director of Public Works;
    - ii) maintain those access routes in a clean, dust-free condition, free of dropped and tracked-on mud; and
    - iii) undertake the regular cleaning, including, but not limited to, scraping and sweeping, of those access routes and all streets within the Planned Area,

    until building construction, including landscaping, is complete, and all as determined by, and to the satisfaction of, the Director of Public Works.

20. The Developer shall, at no expense to the City, cause to be installed standard, reflectorized, permanent street-name signs at each new intersection within or adjacent to the Planned Area, as determined by the Director of Public Works.

21. Prior to construction, the Developer shall, at no expense to the City, obtain approval of and install, and subsequently maintain, at the entrances to the Planned Area, development information signs, containing no advertising, and showing the Planned Area, zoning information, a north directional arrow, St. Mary's and St. Anne's Roads, the future Dakota Street and the South Perimeter Highway, all proposed collector streets, public lanes, sidewalks, and active transportation facilities, any natural tree stands, any proposed school sites, and all proposed parks, and proposed community mail-box sites

- all with the approval of, and to the satisfaction of, the Director of Planning, Property and Development.

22. The Developer shall, at no expense to the City, cause to be installed ornamental street lights in all streets within the Planned Area, to the satisfaction of the Director of Public Works.

23. The Developer shall, at no expense to the City, cause underground electrical and telephone services to be installed to serve the Planned Area, to the satisfaction of the Director of Public Works.

24. The Developer shall pay all costs associated with the relocation of street lights and other utilities made necessary as a result of, or required to accommodate, the works to be constructed by the Developer to serve the Planned Area, as determined by, and to the satisfaction of, the Director of Public Works.

25. The Developer shall, at no expense to the City, construct, within the rear yards of all single-family or two-family lots abutting St. Mary's Road, St. Anne's Road, the future Dakota Street, and the South Perimeter Highway, a uniform, 2.0-m-high noise-attenuation fence, as determined by, and to the satisfaction of, the Director of Public Works, and permit the City to file a caveat against the title of each such lot, requiring the owner(s) to maintain and/or repair and/or replace the fence as originally constructed, to the satisfaction of the Director of Public Works.

26. All single-family and two-family residential lots backing onto St. Mary's Road, St. Anne's Road, the future Dakota Street, and the South Perimeter Highway, shall be of sufficient depth to provide a minimum rear-yard set back which, together with other sound attenuation measures such as a berm and/or noise-attenuation fence, achieves the City's Motor Vehicle Noise Policies and Guidelines sound-level limit of 65dBA in the typical outdoor recreation area of those lots, and the Zoning Agreement covering those lots shall stipulate this minimum rear yard.

27. The Developer shall pay its share of the cost of traffic-control signals to be installed, in the future, at the intersections of Dakota Street with John Forsythe Road and Aldgate Road, when, and as determined by, the Director of Public Works.

28. The Developer shall, at no expense to the City, initiate and control the regular cleanup of litter and refuse from the contractors and builders for this development, both on-site and off-site, during the installation of services and construction of buildings, until completion of all construction, as determined by, and to the satisfaction of, the Director of Public Works.

29. The Developer shall dedicate to the City, as Public Reserve, at least 8% of the land contained within the Planned Area, and pay its share of the cost of services in streets abutting the dedicated land, all in accordance with City policy, and as determined by, and to the satisfaction of, the Directors of Public Works and Planning, Property, and Development. The Public Reserve configuration shall be almost entirely linear,

completing the pathway network initiated within the development to the north, and shall include an east-west corridor along the south limit of the Planned Area and strategically placed walkways, linking to this east-west corridor, which align with existing trail networks to the north, and providing connections to each phase of this development. The dedication of Public Reserve will be tabulated for the entire Planned Area and accrued through each phase of development, with final compensation tabulated, as necessary, within the last phase of development.

30. If the Developer is unable to dedicate a full 8% of the land, the Developer shall dedicate an amount of land satisfactory to the Directors of Public Works and Property, Planning and Development, and make up the shortfall by:
    a) undertaking enhanced improvements to the dedicated park and/or trail areas, which may include tree plantings, site furnishings, lighting, etc., in accordance with plans and specification approved by the Director of Planning Property and Development; or
    b) paying to the City the value of the difference between 8% of the land and the land actually dedicated, the value of the servicing of the land not dedicated, and the value of the landscaping of the land not dedicated, or
    c) alternatively, and subject to all approvals being obtained, improving a southerly east-west path corridor, and extensions of the north-south connections to it, within the Provincial right-of-way adjacent to the Planned Area,

    all with the understanding that park land dedication credits will be determined based on usable green-space area, by the Director of Planning, Property and Development, such that land set aside for noise-attenuation berms or any other significantly sloped land (1:4 or higher), which limits usability, will not be credited as public reserve.

31. The Developer shall, at no expense to the City, landscape the public reserve/pathway areas in accordance with plans and specifications provided by the Developer and approved, prior to the commencement of construction, by the Director of Planning, Property and Development. Above and beyond the required grading, levelling, sodding, and provision of land drainage and water service, the scope of landscaping shall include:
    a) the construction of a minimum 3.5-m-wide, asphaltic concrete pathway within the southerly east-west corridor, to comply with the latest Active Transportation standards;
    b) the construction of all other paths, a minimum 2.0 m wide, in asphaltic concrete.

32. All trails and landscaping shall be in accordance with Universal Design Standards.

33. If the City determines that the provision of water service to the public reserves is not required, the Developer shall provide compensation either in site amenities of equivalent value or in accrued credit.

34. The Developer shall assume responsibility for the maintenance of all park sites and trails, until they are developed, as-built drawings have been provided, and they are turned over to the City for maintenance.

35. The Developer shall, at no expense to the City, maintain the public open space and pathway improvements for a period of two years, in accordance with specifications approved by the Director of Public Works. The City also reserves the right to impose longer maintenance terms for amenities and features, such as naturalized areas, that the Director of Public Works deems to be beyond their standard scope of development.

36. Following completion of all major construction works, the Developer shall, at its cost, have the locations of the survey monuments within each phase verified and, where the survey monuments have been disturbed, moved, covered, mutilated, or destroyed, have them replaced by a Manitoba Land Surveyor, who shall provide the Director of Planning, Property and Development with a certificate that all survey monuments within the Planned Area have been verified and/or replaced.

37. The Developer shall pay the full cost of engineering services provided by or on behalf of the City in connection with the installation of, and provision of as-built drawings by March 31 of the year following substantial performance showing, the services required to serve the Planned Area for each phase of the development.

38. The Developer shall pay to the City, prior to the release of the subdivision mylars, for each phase, for registration in the Land Titles Office, $1,200.00 plus GST per acre of the Planned Area of that phase, to defray the City's administration and related costs associated with the preparation and implementation of the Development Agreement for that phase.

THIS REPORT SUBMITTED BY:

Administrative Co-ordinating Group
File No. DASZ 9/11
Revised May 12, 2011

“original signed by S.M. Matile, P. Eng.”
S. M. Matile, P. Eng., Chair
Land Development Branch

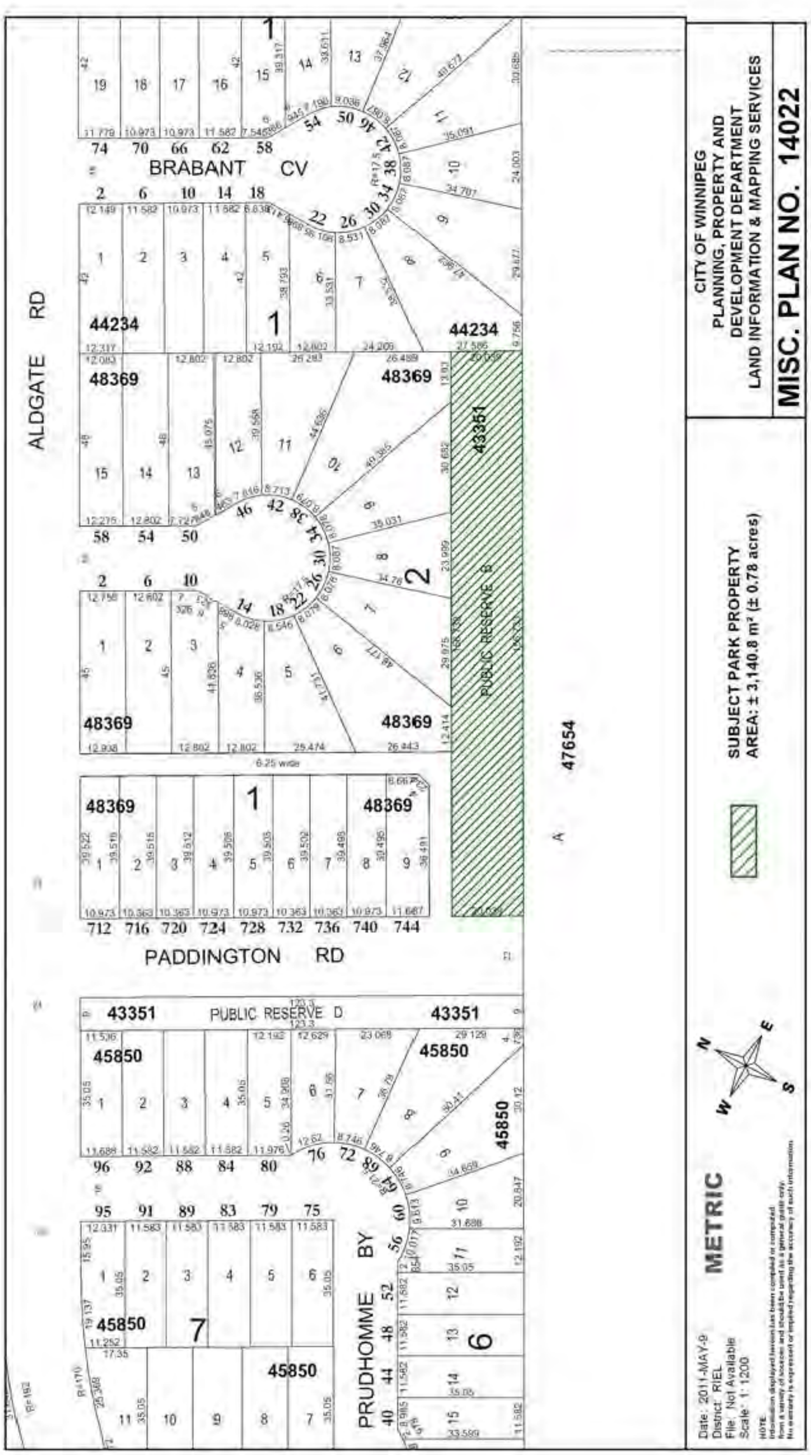
“original signed by R.J. Hartmann, P. Eng.”
R. J. Hartmann, P. Eng.
Public Works Department, Transportation Division

“original signed by F. C. Mazur, P. Eng.”
F. C. Mazur, P. Eng.
Water & Waste Department

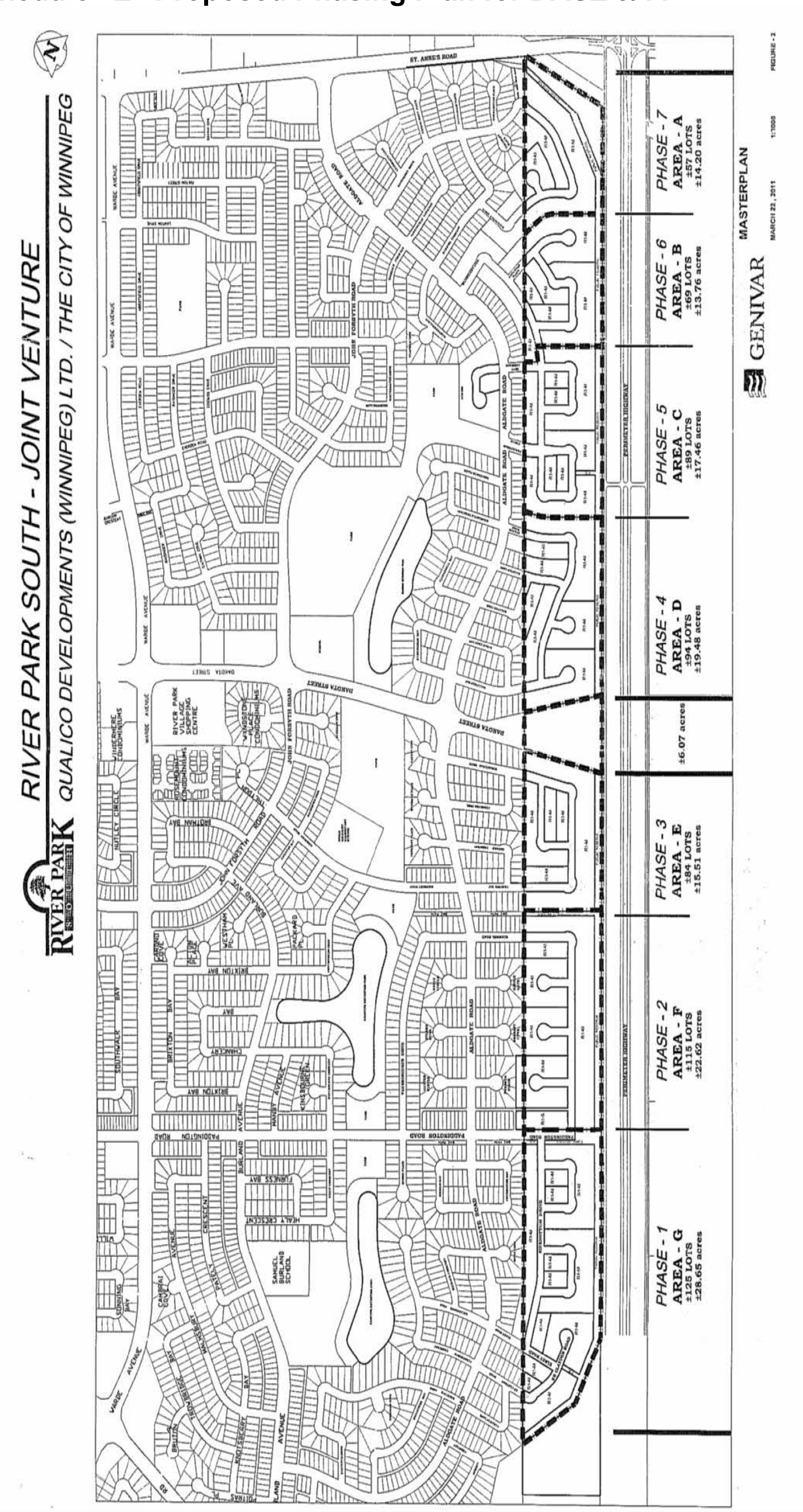
“original signed by D. Beaton, MLArch.”
D. Beaton, MLArch.
Parks, Riverbanks, & Community Initiatives Branch

/sm

Schedule "D" Miscellaneous Plan No. 14022



Schedule "E" Proposed Phasing Plan for DASZ 9/11



This is Exhibit "AA" referred to in the

Affidavit of Alan A. Borger sworn

before me this 27th day of February, 2018.

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A Notary Public in and for
the Province of Manitoba.

EXHIBIT “AA”
List of Exhibits

Exhibit “A” – Impact Fee Bylaw
Exhibit “B” – Council Minutes of October 26, 2016, including the Resolution, EPC Recommendation and Administrative Report
Exhibit “C” – Subdivision Standards By-law
Exhibit “D” – Parameters
Exhibit “E” – Map of Waverley West, South Pointe and Prairie Pointe
Exhibit “F” – Waverley West Area Structure Plan
Exhibit “G” – Financial Cost Share Model - Framework
Exhibit “H” – Council Minutes of May 29, 2013 re: Prairie Pointe
Exhibit “I” – Prairie Pointe Development Agreement
Exhibit “J” – NDLea Transportation Review
Exhibit “K” – NDLea Cost Benefit Report
Exhibit “L” – City’s Cost Benefit Report
Exhibit “M” – MMM Cost Benefit update
Exhibit “N” – Deloitte Update
Exhibit “O” – Hemson Growth Report
Exhibit “P” – Hemson Technical Report
Exhibit “Q” – Concerns with the Technical Report – Chart and Categories A to H
Exhibit “R” – EPC Agenda – September 21, 2016
Exhibit “S” – EPC Disposition – September 21, 2016
Exhibit “T” – City Information Circular – October 14, 2016
Exhibit “U” – City Backgrounder – October 14, 2016
Exhibit “V” – Phase One Map
Exhibit “W” – Working Group Terms of Reference
Exhibit “X” – OurWinnipeg
Exhibit “Y” – Complete Communities
Exhibit “Z” – Council Minutes of June 22, 2011 re: City Joint Venture
Exhibit “AA” – Exhibit List