Minutes – Executive Policy Committee – November 16, 2005

REPORTS

Minute No. 22 Olywest Project: Economic Development Incentive Package
File FL-2.6

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the administrative recommendation and recommends to Council:

1. That the Chief Administrative Officer be directed to finalize terms and conditions of all agreements including all collateral and ancillary agreements, required to provide an economic incentive package in favor of Olywest Consortium to support development of a new state-of-the art pork slaughterhouse and processing facility pursuant to a proposal dated October 13, 2005 (Schedule "A") which agreements, in the opinion of the Chief Administrative Officer, will satisfy the intent of Council.

2. That those lands contemplated for sale as set out in Schedule "A" be declared surplus to the City's requirements.

3. That the source of the Economic Development Incentive Grant be the Economic Development Investment Reserve.

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

DECISION MAKING HISTORY:

Moved by Councillor De Smedt,
That Rule 9.3 of the Procedure By-law be suspended in order that the following item, which was received too late to be placed on the regular agenda, be considered by Committee.

Carried

Moved by Councillor De Smedt,
That the administrative recommendation be concurred in and forwarded to Council.

Carried

Glen Koroluk submitted documentation in opposition to the Olywest Project: Economic Development Incentive Package.

Re: OLYWEST PROJECT: PROPOSED ECONOMIC DEVELOPMENT INCENTIVE PACKAGE

For submission to: Executive Policy Committee

Original report signed by: Director of Planning, Property and Development

Report date: November 9, 2005

Recommendation(s):

1) That Council direct the CAO to finalize terms and conditions of all agreements including all collateral and ancillary agreements, required to provide an economic incentive package in favor of Olywest Consortium to support development of a new state- of- the-art pork slaughterhouse and processing facility pursuant to a proposal dated October 13, 2005 (attached as Schedule "A") which agreements, in the opinion of the CAO, will satisfy the intent of Council;

2) That Council declare surplus those lands contemplated for sale as set out in Schedule "A";

3) That the source of the Economic Development Incentive Grant be the Economic Development Investment Reserve;

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

REPORT SUMMARY

Key Issues:

- The City of Winnipeg and the Province of Manitoba have been in negotiation with a consortium of two significant pork producers and a processor that has proposed a new $132 million, 300,000 sq. ft. and state-of-the-art slaughterhouse and pork processing plant (Olywest) to be constructed in the eastern Prairies. The consortium were in similar negotiations with one other city in Western Canada
- The new Olywest facility would provide approximately 1,100 new jobs and will have an estimated positive economic impact to the City in excess of $ 1 million annually (including municipal taxes and spin-off benefits).
- The Olywest Facility meets the priorities set out in Plan Winnipeg as well as the Homegrown Economic Development Strategy (HEDS) by drawing from the local employment pool, supporting further employment in value added agribusiness enterprises, as well as enhancing Winnipeg's export profile.

- The Administration has proposed an economic benefit package including land, grants, and a development and permit fee reduction estimated at a total value of $ 3.75 million in order to bring the Olywest facility to Winnipeg.

- Key provisions of the City package include;
  - 60 acres of non-serviced "raw" city-owned industrial land (estimated value $ 600,000)
  - an option for $1 on a further 40 acres of adjacent raw city-owned industrial land (estimated value $ 400,000)
  - an economic development incentive grant estimated at $ 2.4 million
  - a cap on development and building permit fees at a total of $ 1 million (estimated value $ 350,000).

- Additional funding for the Economic Development Investment Reserve Fund will be required to finance the $2.4 million in grants beginning in 2009.

- The Province of Manitoba has also provided an economic benefit package in support of this project that includes training funds, a Manitoba Industrial Opportunities (MIOP) Loan, as well as Infrastructure funding.

- The proposed site is an approximate 114 acre (46 ha) site within the St Boniface Industrial Park immediately east of (the future extension of) Mazenod Rd., south of the Aqueduct, west of Plessis Rd. and north of the CN Symington Rd. marshalling yards (refer to the attached site plan- note that the Parcel in question is referred to as the Proposed site bordered in yellow).

- A key provision of the project is for the City to establish a Local Improvement District (LID) that will see the City front-end the capital cost of an estimated $ 9 to 14 million in public infrastructure including, road, sewer, water, land drainage, signalization, and intersection improvements, to be repaid by benefiting property owners (and principally repaid by Olywest) over a 20 year period.

- The LID that will be largely paid for by the consortium through an annual LID tax, also provides services to an adjacent 119 acre city-owned M3 Industrial zoned site (parcel bordered in green on the attached site plan). City lands suitable for heavy industry are in short supply and this LID will enable the city to market this land for development in the short term. These adjacent city-owned lands are also capable of being rail served making them more attractive to market for both the City and CN Rail.

- Due in part to the Provincial licensing requirements for the facility which may require Public Hearings, the facility will likely break ground in the spring of 2007, with plant opening scheduled for January 2009.

- Key impacts as a result of the Project that will require mitigation include noxious odour and increased trucking to service the plant.

Implications of the Recommendation(s):

General implications:

	None
X	**For the organization overall and/or for other departments**
X	**For the community and/or organizations external to the City of Winnipeg**
X	**Involves a multi-year contract**

Comment(s):

- The Olywest consortium includes a Manitoba Pork Producer (Hytek), a Saskatchewan Pork Producer (Big Sky Farms), and a Quebec Processing Firm (Olymel).
- The proposed $ 2.4 M Economic Development Incentive Grant is to be disbursed over a 9 year period, while the Local Improvement District Taxes will be imposed on property owners in the LID over a 20 year period.

Policy implications:

	No
X	**Yes**

Comment(s):

- Once the appropriate data has been collected and analyzed, Council may be asked to consider a revised Sewer Rate By-law that would include a new surcharge on high strength nutrient discharge.

Environmental implications:

X	**No**
	Yes

Comment(s):

- The project will be subject to Provincial Clean Environment Commission Licensing.

Human resources implications:

X	**No**
	Yes

Comment(s):

-

Financial implications:

	Within approved current and/or capital budget
X	**Current and/or capital budget adjustment required**

Comment(s):

- The Economic Development Reserve will require additional funding to support the proposed $ 2.4 M Economic Development Incentive Grant to be disbursed over a nine (9) year period (likely 2009-2017).
- The Grants are not disbursed until the taxes are received.
- The estimated $ 9-14 million in local improvements would be included within the City's capital budget. However, these local improvements would not impact the City's $61 million borrowing cap as the project will be financed through recoveries from the benefiting property owners over 20 years. The City would interim finance the project until the cost is fully recovered.

REASON FOR THE REPORT:

This Report recommends an economic incentive package estimated at a total value of $3.75 million including the provision of city owned land, economic development incentive grants, as well as a capping of development and building permit fees to Olywest; a consortium of three partners proposing to build a new 300,000 sq. ft. state-of-the-art slaughterhouse and pork processing plant in Winnipeg.

The provision of such economic incentives requires Council approval.

HISTORY:

On Wednesday May 25, 2005, the Mayor and the CAO first met with a consortium represented by Hytek Farms (La Broquerie MB), Big Sky Farms (Humboldt, SK), and Olymel S.E.C. / L.P. (Saint-Hyacinthe, QUE). Representatives from the Manitoba Pork Council were also in attendance. The consortium proposed a new 300,000 sq. ft. and state-of-the-art slaughterhouse and pork processing plant to be constructed in the eastern Prairies. The consortium identified that the total cost of the facility would be approximately $132 million (with working capital of approximately $180 million) and would employ approximately 1,100 new jobs in the City. The consortium was also assessing the possibility of locating the facility in one other Western Canadian City.

Several meetings have occurred subsequent between the consortium (represented by Hytek), the City, the Province of Manitoba, with support from Destination Winnipeg.

Following a number of Administrative proposals and counter-proposals, on October 13, 2005, the Director of the Planning, Property, and Development Department sent the President of Hytek the 3rd Revised Offer (attached) from the City that identified details on the provision of the administration's proposed economic incentive package that would be recommended to Council. The Province of Manitoba provided a similar Term Sheet offer to the consortium.

The Planning, Property and Development Department had received verbal confirmation that the consortium had accepted the terms of the conditional Administrative offer.

Since July 2005, the Province of Manitoba and the consortium have been conducting the necessary due diligence on the Business Plan, the Olywest facility, as well as the proposed site.

Also since July, the City of Winnipeg has been assisting the consortium with their site planning, the determination of the infrastructure necessary to service the site, as well as with the zoning, planning, and local improvement district issues associated with the proposed project.

On November 2, 2005, the President of Hytek confirmed in writing that the consortium had accepted the terms of the Administrative Proposal that is being presented herewith for the consideration of City Council.

DISCUSSION:
Background:

The Manitoba Pork Council has been working with the consortium for almost two years in order to attract a major pork packing plant to the eastern Prairies (and preferably Winnipeg), to minimize risks associated with international export trade (complaints from US Pork Producers), to add more value-added processing to the Western Canadian economy (currently exporting "unfinished" pigs), and to provide competition in the pork processing industry.

The consortium includes:

- Olymel L.P.is owned by a federation of agricultural cooperatives from across Quebec (SFG – a large Quebec Government Venture Capital Fund also owns a large portion). Olymel is a national and an international player in the retail, foodservice, and industrial sector. The company has 10,000 employees and annual sales of $2.5 billion.
- Hytek Ltd. is a Manitoba Company based out of La Broquerie MB. Hytek currently has approximately 400 employees, 50,000 sows, as well as a feed mill to service their hog production.
- Big Sky Farms is a Saskatchewan Company based out of Humboldt, Saskatchewan. Big Sky has approximately 400 employees, 29,000 hogs, as well as approximately $100 million in revenues.

The Pork Industry in Manitoba:

Manitoba is Canada's third largest pork-producing Province (24% of national production). Manitoba has a growing pork processing industry. In 1999, Maple Leaf Pork built a new state-of-the-art processing plant in Brandon that employs approximately 1,150 workers with the capacity to employ another 1,000 to operate a second shift.

Although some suggest that Manitoba is getting close to its pig production limit based upon its current slaughter capacity, marketing for 2003 totaled approximately 7.3 million head of which approximately 1.14 million slaughter pigs and 2.64 million weanlings were exported directly to the US. While the US processors pay a premium for the weanlings, shipping to the US has been impacted in the past by challenges from US producers claiming that Canadian Producers are "dumping".

Manitoba has essentially established two pig industries; an industry to supply slaughter animals both locally and internationally, and a weanling industry to supply grower-finisher barns in the US.

The Proposed Project:

The consortium has stated that the proposed 300,000 sq ft. fully integrated plant would include an enclosed live hog receiving barn (for 4,000 hogs), a kill floor, de-bone, chill, cut, package and rendering plant. A marketing function would also be developed. Two shifts would see the plant operating 16 hours per day.

A 'kill' operation of this scale would be unique within the City of Winnipeg. Among the more significant impacts associated with the plant would be the amount of associated truck traffic estimated at 250-350 incoming trailers with live hogs and 500 smaller outgoing trailers per week with processed product. Much of the product will be shipped to Saskatoon, Japan, Australia, the US Midwest, as well as to the Eastern US and Canada.

The consortium has indicated that the desire is to have the plant under construction by the spring of 2006 with the aim of opening the plant in January of 2008. However, the facility will require a Clean Environment Commission License that likely will require public hearings. It is more likely that the plant will be under construction in the spring of 2007 with the plant opening in January 2009. A Pro-Forma on the Project indicates that the plant would ramp up to full capacity within 5 years.

The "Ask":

The consortium had originally requested a package of incentives from the City and the Province that would total $25 million as well as provide for $30 million in subordinate debt (through the Manitoba Industrial Opportunities Program -MIOP). It is believed that another Western Canadian City, in association with their Provincial government, had offered an Economic Development Incentive package of this magnitude. The range of City of Winnipeg incentives that were originally requested by the consortium included 60 acres of serviced land (for Phase I), the possibility of fixed long-term sewer and water rates, transit service, as well as tax deferral.

Site Selection:

The consortium originally had a short-list of 5 sites within the City of Winnipeg that interested them (four city-owned and one privately held). Two of the sites were associated with the Public Markets site (adjacent to the Manitoba Pork Producers off Marion), with the other three sites in close proximity to the St Boniface Industrial Park site.

In subsequent meetings with the consortium, the City administration had strongly recommended the St. Boniface Industrial Park site as the more appropriate location for such a facility. The recently prepared Public Markets Land Use Plan envisioned "cleaner" industry through enhanced performance standards and medium and light industrial zoning thereby moving away from uses such as meat packing plants.

The proposed site is an approximate 114 acre (46 ha) site within the St Boniface Industrial Park immediately east of (the future extension of) Mazenod Rd., south of the Aqueduct, west of Plessis Rd. and north of the CN Symington Rd. marshalling yards (refer the attached site plan- note that the proposed site is bordered in yellow). A preliminary planning and zoning analysis performed on this site indicate very few approval issues associated with a project of this type (i.e. a short-form sub-division requirement only).

Site Servicing:

This site is essentially non-serviced "raw" M3 (Heavy Industrial zoned) land that requires extensive public infrastructure including road access, water, wastewater and land drainage sewer, as well as storm water retention. Because of the extensive truck movements, significant signalization, intersection, and road improvements would be necessary at Dugald and Mazenod, Ray Marius Rd. and Camiel Sys St., as well as Camiel Sys St. at the intersection with Plessis Rd.

The administration has estimated that the site could be serviced for $ 9 million (i.e. including roads, sewer, intersection improvements, and water brought to just south the aqueduct as well as a retention pond constructed in the south east corner of the 114 acre parcel). A further estimated $ 6 million in "private" infrastructure development south of the aquaduct may be required to service the site (including "looping" of wastewater sewer and water, and roadways). Therefore the cost of servicing this site may total an estimated $15 million including all engineering and contingencies.

The administration has discussed the possibility of extending the public services to the perimeter of the Olywest site thereby extending Mazenod Road south towards the future Elizabeth Road right-of-way as well as extending Ray Marius Road southward. This would provide Olywest with the appropriate infrastructure necessary for their operation (access, egress, service redundancy, etc.)

Policy Review and Benefits associated with the Project:

Positive impacts:

- The proposed site is the best city-owned site for this land use.
- The proposed Local Improvement District will provide public infrastructure necessary to enable the development of adjacent and key city and privately held industrially zoned lands.
- Agribusiness diversification (i.e. will result in two significant pork processors located within the city)
- A new state-of-the-art facility (the Maple Leaf Warman Rd. facility is also fairly new) helping to secure a long-term meat processing industry presence in the city.
- Substantial job creation – 1,100 jobs.
- Substantial new assessment and tax base for the city (estimated $ 1.5 million in local realty and business taxes annually).
- Spin off benefit to local industry

    - Trucking / Inter-Modal Facility (CN)
    - Local construction industry
    - Machinery (water treatment, refrigeration, hydraulics, boilers)
    - Packaging
    - Housing
- Jobs for a growing city and economy

As required in Plan Winnipeg (2C-01) – The City developed and implemented a long-term economic development strategy called "A Homegrown Economic Development Strategy for Winnipeg". It sets out that the City will focus on:

- Growing Local Enterprise and Expanding Exports
- Closing the Skills Gap and Enhancing Immigration
- Creating an Enabling and Competitive Municipal Government

Based on information provided, the slaughterhouse and meat processing facility meets the priorities set out in Plan Winnipeg and its long-term economic development strategy. It will draw from the local employment pool, support further employment in value added enterprises, and enhance Winnipeg's export profile.

Several other Plan Winnipeg policies support this proposal. They include:

2C-02 Facilitate Opportunities for Business Growth in Winnipeg
2C-03 Capitalize on Comparative Advantages
2C-04 Implement Industrial Land Planning Strategy
2C-06 Support Inter-Modal Transportation Strategy
3A-02 Promote Compact Urban Form
3B-06 Accommodate New Industrial Areas

Compatibility with surrounding Land Uses

- The proposed land-use is compatible with the adjacent and surrounding land-uses.
- The proposed facility represents a logical transition from the heavy industrial uses of Symington Yards to the lighter industrial uses with higher development standards found in the existing developed portion of the St. Boniface Industrial Park.
- The nearest residential dwellings are 1.5 kilometres to the northeast and 1.5 kilometres to the southwest.

Potential negative impacts from the Olywest project to be mitigated:

- Odour (the project will be subject to Provincial Clean Environment Commission Licensing)
- Additional trucking requirements and traffic issues
- Potential impact on the types of industry attracted to the remaining St. Boniface Industrial Park lands.
- Lack of adequate existing public Transit Service

Sewer and Water:

Slaughterhouse and meat processing facilities require significant amounts of water for their processing and can discharge high nutrient strength and volumes (notably nitrogen) into the wastewater sewer system. The City's Water and Waste Department (W&W) have planned for new wastewater treatment facilities and additional costs to be incurred as a result of the Province's stated goal of removing nutrients in Lake Winnipeg to 1970 levels. The City currently has planned for over $ 380 million in wastewater treatment plant facility upgrades as well as an additional $10 million in operating costs (not including the cost to pay off debt) in order to achieve the Provincial targets for nutrient reduction by 2014.

W&W are therefore in the process of considering a possible revision to the Sewer By-law that, subject to Council approval, would see all heavy producers of high levels of nutrients pay a surcharge for their wastewater treatment based upon discharge strength and volumes. There is a sound policy rationale for this By-law revision as all ratepayers should not be required to subsidize high nutrient discharge industries.

While Olywest will be providing on-site treatment of their wastewater sewage discharge, it is likely that the Plant will be subject to a high nutrient load surcharge should it be approved by Council. The administration have therefore disclosed to Olywest the W&W intent with regard to a revised Sewer Rate By-law that could incorporate a future high nutrient loading surcharge.

Olywest have naturally expressed some concern that the City's sewer and water rate structure remain "competitive" within the Canadian context. The Administration have responded by advising Olywest that "competitiveness" depends upon a host of factors including provincial requirements, costs to implement those requirements, financing costs, transfers, as well as what is happening in other jurisdictions with which we are trying to be competitive. Furthermore, the costs of sewer and water service are an extremely small percentage of the on-going operating costs for the facility.

As a condition for the private financing on this project, Olywest will require some assurance of future access to the City's sewer and water over a long term. This would include the possibility of the Olywest facility potentially doubling its capacity. The City will work towards a mutually agreeable Sewer and Water Access Agreement in this regard.

FINANCIAL IMPACT:

The Olywest Project has significant and positive financial benefits for both the City and the Province. City economic benefits estimated in excess of $ 1 million annually include;

- An increased Assessment base
- Municipal property and business taxes estimated at approximately $ 760,000 annually.
- Municipal taxes on Hydro and Natural Gas estimated at $ 134,000 annually.
- School Division taxes and Provincial Education Support Levies estimated at $ 736,000.

- Frontage fees and Local Improvement District Levies.
- Development and Building Permit Fees estimated at between $1.2 and $1.35 million (to be capped at $ 1 million as a recommendation of this Report).
- Additional spin-off and multiplier impacts associated with 1,100 new jobs and a $ 130 M capital investment in the city.

Local Improvement District

A key to the project will be the provision for a Local Improvement District (LID) that will allow the City to develop an estimated $ 9-14 million in public infrastructure to service the site including road, signalization, street lighting, and intersection improvements, wastewater sewer, land drainage sewer, retention pond, and water. Olywest, and any other landowners in the LID, will reimburse the City through payments on their annual tax statement as a Local Improvement District tax over a 20-year period.

A LID will require Council approval by by-law subsequent to a public hearing and public notice process. Council cannot approve the LID if 50% of the property owners in the proposed LID file notices of objection.

Both the City and the consortium benefit greatly from the provision of the LID. The consortium will be able to service their site without a significant upfront capital expenditure. The annual LID Levy would be based on the City's long term preferred rate of borrowing (currently estimated at 6.5 %) with a 1% charge for administration.

The estimated $ 9-14 million in local improvements would be included within the City's capital budget. However, these local improvements would not impact the City's $61 million borrowing cap as the project will be financed through recoveries from the benefiting property owners over 20 years. The City would interim finance the project until the cost is fully recovered. The provision of the new infrastructure, essentially paid for by Olywest, will provide site services for adjacent city as well as privately held properties.

These newly serviced city owned M3 lands are in extremely short supply within Winnipeg. It has been estimated that the adjacent 119 acre (48 ha) site would not have been ready for marketing or sale for another 20 years due to the significant cost of servicing the site. This site is also readily rail serviced by the adjacent CN Rail. Rail serviced industrial land is becoming much more marketable as the rising cost of fuel are allowing shipping freight by rail to be economically advantageous. The PP&D, CN Rail, and Destination Winnipeg are already co-marketing this land as potentially rail served.

The Province as a whole will benefit substantially from the economic impacts associated with the development of this facility. Because of the need for guaranteed "local" hogs to feed the plant, new hog barns and feed operations would need to be built, new jobs operating the barns and feed mills will be created, local trucking firms will benefit from the increased business, as well as the spin-off "multiplier" effect that such job creation and investment will provide to rural Manitoba.

The risk to cross border movement of hogs (because of possible trade sanctions) would also be negated.

Based upon detailed information as provided by the consortium, the Property Assessment Department provided the following assessment and property tax estimates associated with the proposed Olywest Project as follows:

Estimated Assessment:	$26,373,000
Estimated Business Assessment:	$ 2,600,000 ARV[1]
Estimated Property Taxes:	
Municipal Portion	$ 508,890
School Division	$ 455,046
Provincial Education	$ 280,861
Total	$ 1,244,797
Business Tax	$ 253,500
Total Property & Business Tax	$ 1,498,297[2]

Estimated municipal portion of property taxes + business tax therefore = $508,890 + $253,500= $762,390. The City will collect an additional estimated $ 134,000 of municipal taxes on Hydro and Natural Gas charges.

The Province of Manitoba has also provided an economic benefit package in support of this project that includes training funds, a Manitoba Industrial Opportunities (MIOP) Loan, as well as Infrastructure funding.

The Administration recommend that the Chief Administrative Officer be delegated the authority to finalize the terms and conditions of all agreements including all collateral and ancillary agreements required to satisfy the intent of Council.

Additional funding for the Economic Development Investment Reserve Fund will be required to finance the $2.4 million in grants beginning in 2009.

[1] Annual Rental Value is 10% of realty value to estimate Business Assessment

[2] Assumptions: Taxes calculated full year 2005 / School Div Louis Riel/ Business tax rate 9.75% / Portioned as commercial property 65% / Does not include frontage levies

Financial Impact Statement

Date: November 9, 2005

Project Name: OLYWEST PROJECT: PROPOSED ECONOMIC DEVELOPMENT INCENTIVE PACKAGE

First Year of Program 2007

	2007	2008	2009	2010	2011-2028
Capital					
Capital Expenditures Required	$ 9,000,000				
Less: Existing Budgeted Costs					
Additional Capital Budget Required	$ 9,000,000	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - (LID Taxes - principal portion)			208,000	223,000	8,569,000
Total Funding	$ -	$ -	$ 208,000	$ 223,000	$ 8,569,000
Total Additional Capital Budget Required	$ 9,000,000				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 675,000	$ 659,000	$ 1,393,000	$ 1,187,000	$ 7,142,000
Less: Incremental Revenue/Recovery	-	-	1,767,000	1,767,000	31,806,000
Net Cost/(Benefit)	$ 675,000	$ 659,000	$ (374,000)	$ (580,000)	$ (24,664,000)
Less: Existing Budget Amounts					
Net Budget Adjustment Required	$ 675,000	$ 659,000	$ (374,000)	$ (580,000)	$ (24,664,000)

Additional Comments:

This analysis is based on the following assumptions: 1) that services will be installed half way down the future extension of Mazenod Road (i.e. $9M), 2) that the $9M cost will be incurred in 2007, 3) that interest payments on the $9M debt will begin in 2008, and 4) that the economic development grant payments and all tax revenues will begin to flow in 2009. The "Other - LID Taxes - Principal Portion" under "Funding Sources" totals $9M between 2009-2028. Direct costs consist of $7.5M in financing costs on the $9M plus $1.2M in admin costs plus $2.4M in grants paid from the Economic Development Investment Reserve, which will require additional funding. Incremental revenues include municipal realty & business taxes, gas & hydro taxes, and LID taxes. Over the course of the 20-year LID amortization period, net revenues will total $24.3M. No provincial taxes or "spin-off" benefits are included in this analysis. Permit revenues of approximately $1M less any estimated admin costs has not been included in this analysis as it is not considered material.

"Original Signed By"
Mike McGinn, CA
Manager of Finance

IN PREPARING THIS REPORT, THERE WAS CONSULTATION WITH AND CONCURRENCE BY: WATER & WASTE, PUBLIC WORKS, LEGAL SERVICES DIVISION, PROPERTY ASSESSMENT, CORPORATE FINANCE, REAL ESTATE DIVISION, PLANNING AND LAND USE DIVISION

THIS REPORT SUBMITTED BY:

Planning, Property and Development Department
Division: Office of the Director
Prepared by: Jim Paterson

Document name: O:\Reports Directive\Office of the Director\Downtown Manager\Olywest Project.doc

Insert electronic attachments here

Site Plan **Schedule "A"**



Manitoba Pork Sep 15.pdf

Olywest Revised.pdf