Agenda - Executive Policy Committee - June 27, 2007

REPORTS

Item No. 2 Winnipeg Economic Opportunity Framework – Implementation Plan
File GG-5

ADMINISTRATIVE RECOMMENDATION:

1. That the implementation plan and performance measures outlined in the report from the Manager of Strategic Management, Chief Administrative Officer Secretariat, dated June 13, 2007, be adopted.

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On June 13, 2007, the Executive Policy Committee granted the Chief Administrative Officer an extension of time of 30 days to report back to the Executive Policy Committee as directed by Council on December 6, 2006.

On May 23, 2007, the Executive Policy Committee granted the Chief Administrative Officer an extension of time of 30 days to report back to the Executive Policy Committee as directed by Council on December 6, 2006.

COUNCIL DECISION:

On December 6, 2006, Council adopted the following:

1. That the economic opportunity framework titled "Winnipeg, A City of Opportunity", as outlined on Appendix "A", be approved, and any Council Decisions, including the 2001 Homegrown Economic Development Strategy, inconsistent with the foregoing be rescinded.

2. That the Chief Administrative Officer be directed to report back to the Executive Policy Committee by March 2007 with recommendations to implement the economic opportunity framework "Winnipeg, A City of Opportunity" and set measurable outcomes to monitor progress in implementing the framework.

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

RE: Winnipeg Economic Opportunity Framework – Implementation Plan

FOR SUBMISSION TO: Executive Policy Committee

ORIGINAL REPORT SIGNED BY:

REPORT DATE: June 13, 2007

RECOMMENDATION:

1. That the implementation plan and performance measures presented in this report be adopted.

Report Summary

Key Issues:

- The Winnipeg Economic Opportunity Framework describes a long-term economic vision that will build on Winnipeg's strengths and advantages and will guide the community towards a long-term and sustainable economic growth.

- Outlined in the Economic Opportunity Framework are a number of policy statements that are to be actively pursued by the City of Winnipeg. These policy statements are grouped into 6 headings (Building a Strong Economic Climate, Priority Investments, Taxation Policies, Improving Customer Service, Intergovernmental Partnerships, Public-Private Partnerships). The Winnipeg Public Service (WPS) has reviewed these statements and has identified an implementation plan, which is presented in the report under these same headings. The WPS has also developed a list of key measurable outcomes that can be used to monitor results.

Implications of the Recommendation(s):

General Implications

( ) None

(X) For the organization overall and/or for other departments

( ) For the community and/or organizations external to the City

( ) Involves a multi-year contract

Comment(s): The implementation plan has initiatives that span departments with a particular focus on Planning, Property and Development.

Policy Implications

(x) No

( ) Yes

Comment(s): In all but three cases, the implementation plan includes initiatives for which there is sufficient policy direction already in place for the WPS to proceed.

There are two items in the implementation plan where Council direction/approval is required. That direction/approval will be sought through separate reports or processes. The two items include:

1. Reference to developing a Brownfield strategy. The City owns land parcels that require remediation. A strategy would be developed for that would identify the marketability of sites, as well as, options for funding the remediation effort required, including how Provincial and Federal programs might be leveraged. Council approval for the development of such a strategy would be sought through a separate report.

2. Reference to the City developing a taxation policy/plan. To give predictability to Winnipeg business (and residents) a tax plan/policy could be developed that would focus on high level taxation objectives in the longer term. A 3 year budget could be developed in 2008 (2008-2010) as the explicit plan for Council's current term. It should be noted that the development of a taxation policy/plan would be subject to any direction Council or Executive Policy Committee might provide relative to the findings of the Mayor's Economic Opportunity Commission with respect to the elimination of the business tax. The Commission's recommendations are expected in June.

Regulatory Implications

() None

(X) Eliminates or reduces regulatory impact

( ) Proposes regulatory impact

Comment(s): The plan includes the implementation of the Mayor's Red Tape Commission recommendations.

Environmental Implications

(X) No

( ) Yes

Comment(s):

Human Resources Implications

(X) No

( ) Yes

Comment(s):

Financial Implications

(X) Within approved current and/or capital budget

( ) Current and/or capital budget adjustment required

Comment(s):

Report

REASON FOR THE REPORT:

The Chief Administrative Officer was directed by Council to report back to Executive Policy Committee with recommendations on implementing the Economic Opportunity Framework "Winnipeg, A City of Opportunity" and to recommend measurable outcomes to monitor progress in implementing the framework.

HISTORY:

On December 6, 2006 Council adopted Executive Policy Committee's report of November 29, 2006 entitled "Economic Opportunity Framework – City of Opportunity". Council concurred with Executive Policy Committee's recommendation that the Chief Administrative Officer report back (to EPC) with recommendations on implementation and to set measurable outcomes.

DISCUSSION:

The Winnipeg Economic Opportunity Framework describes a long-term economic vision that will build on Winnipeg's strengths and advantages and will guide the community towards a long-term and sustainable economic growth.

Outlined in the Economic Opportunity Framework are a number of policy statements that are to be actively pursued by the City of Winnipeg. These policy statements are grouped into 6 headings. The Winnipeg Public Service (WPS) has reviewed these statements and has identified an implementation plan, which is presented below under the same headings as the Framework. The WPS has also developed a list of key measurable outcomes that can be used to monitor results.

A. Building a Strong Economic Climate – Implementation Plan

1. REPORT ON CITY TRENDS
October, 2007

A Trends Report will be prepared to inform Council of the state of Winnipeg's economy. The Trends Report will provide socio-economic information, as well as, a profile of the City's key financial/service indicators. In preparing this report, the City will work with Destination Winnipeg and other partners to ensure efforts are not duplicated.

2. DEVELOP CRITERIA TO ASSESS ECONOMIC DEVELOPMENT PROJECTS
December, 2007

The City will work in partnership with Destination Winnipeg to develop a method for assessing economic development initiatives/projects. This will assist Council in decisions with respect to providing incentives (or not) to private development and in the development of policy. Currently, business development opportunities are assessed by an interdepartmental team through a single point of contact at the City (Manager, Economic Development). The Manager links closely with other levels of government and partners such as Centre Venture, etc. The City has supported an array of development projects over the years (Winnpak, Motor Coach Industries, Granny's Poultry, Vita Health, MTS Centre, etc.) by providing incentive packages that have included city-owned land, incremental tax (municipal portion of realty and business tax), as well as, relief on building and development fee charges as appropriate. The criteria described above will assist in targeting these kinds of supports to those economic development projects that are most in support of Council's objectives.

3. DEVELOP AN EMPLOYMENT LANDS STRATEGY
October, 2007

A comprehensive land use planning strategy will be developed in partnership with industry and economic development stakeholders to consider where people are going to work, the nature of that work and future land requirements to accommodate the economic activity. The strategy presents an opportunity for the City to understand the impacts of economic growth on land use, traffic flow, goods movement and servicing, particularly with regard to infrastructure requirements and related costs. The analysis and planning associated with this strategy will assist business development. In addition, this Strategy and the overall Land Development Plan (Plan Winnipeg 2030) will facilitate strategic decisions with respect to infrastructure investments in the future.

4. DEVELOP A DOWNTOWN EMPLOYMENT LANDS STRATEGY
January, 2008

A Downtown Employment Lands Strategy will be developed as a component of the employment lands strategy. The focus specifically on the downtown will provide insight with respect to opportunities for downtown development, land use, traffic flow, etc. and will facilitate business development in the downtown.

5. REPORT ON WINNIPEG'S PROJECTED GROWTH PATTERNS

December, 2007

Based on population projections done by the Conference Board of Canada, the Employment Lands Strategy and the City's Residential Land Supply Study, the City will report on the projected growth patterns in Winnipeg looking forward to 2030. This information will communicate land development opportunities in a more transparent and accessible way.

6. ESTABLISH A BROWNFIELD STRATEGY

2007/2008

(PENDING APPROVAL UNDER SEPARATE REPORT)

The implementation plan includes development of a Brownfield strategy. The City owns land parcels that require remediation. A strategy would be developed for that would identify the marketability of sites, options for funding the remediation effort required, including how Provincial and Federal programs might be leveraged, etc.. Council approval for the development of such a strategy will be sought through a separate report.

7. ENSURE FASTER PERMITS AND LAND DEVELOPMENT APPROVAL PROCESSES

Permits X-press

Ongoing

The building permit process is one of the most critical City processes in terms of supporting economic development. To date, the Permits X-press Initiative has introduced a dedicated customer service area and appointment system for professional applicants, improved ability to search the status of a permit application, more payment options, and better application process for commercial projects. Initiatives in 2007 will include enhanced web page and online services for homeowners, improved turnaround time for foundation permits and faster approval processes through better documentation and communication processes.

BizPal

Fall, 2007 (launch)

Under this initiative, the City will enter into a partnership with the Province of Manitoba and Industry Canada to provide the *BizPaL* service to potential businesses wishing to establish themselves in Winnipeg BizPaL is a free of charge, web-based service, developed by Industry Canada, that allows business clients to easily generate a customized list of the permits and licenses they require from all levels of government by answering some simple generic questions about their business. BizPaL allows partners to present the BizPaL service to their clients in the context of their own website, with the client never needing to know that the data is actually coming from the centralized BizPaL server. BizPaL aggregates license and permit information from multiple jurisdictions and helps businesses to navigate this information through a simple online

question and answer wizard. It also uses basic information about each permit and license including cost, frequency of renewal, contact information, and wherever possible a link to additional information located on a participating jurisdiction's website.

Business Development Administrator
Ongoing

The Business Development Administrator is a single point of contact for significant projects. The Administrator assists applicants with large, complex or unique projects, is involved in the approval process from beginning to end and works closely with staff across City departments. Since the position was put in place (18 months ago), the City's Industry Advisory Group has recognized the value and importance of the position. This initiative has streamlined the land development approval process.

8. IMPLEMENT MAYOR'S RED TAPE COMMISSION RECOMMENDATIONS
January, 2008

Implement the recommendations of the Mayor's Red Tape Commission which will improve how we do business with small business, reform land use approvals, reduce red tape, enhance customer service, and streamline government.

9. REPORT ON SERVICE PERFORMANCE
March, 2008

The 2007 Operating Budget was presented and adopted in a 'service based view'. This new view of the budget included a description of each service, the key goals, and service statistics and provides service based budget information (how much the service will cost and how the service is to be funded). The 2008 Operating budget will include performance measures on service. The service view assists Council in deliberating priorities and in assessing value for money – both important in supporting Winnipeg's economy.

10. PROVIDE LOGISTICAL SUPPORT TO THE FILM INDUSTRY AND EVENT ORGANIZERS
Ongoing

The City has provided support to a range of films and a number of special events (ranging from the Grey Cup, World Women's Hockey and the Junos to the Manitoba Marathon and Teddy Bear Picnic.). These events have direct economic benefits, enhance the City's image and contribute to a high quality of life. In addition to sometimes providing financial support, the City provides logistical support - coordinating permits, locations and specific City goods and services. To further enhance the level of support provided, the creation of "e" film and cultural services (on-line permits, site location profiles/photo gallery, etc.) is being explored.

Outcome measures:

A. Trends in Winnipeg's economy including: gross domestic product (GDP), real personal disposable income per capita, average salary per employee compared to other cities, housing starts and house prices for new and resale, compared to other cities.	'Trends Report' to Council starting in 2007.
B. Trends in municipal taxation and spending including: per capita property and business tax levels relative to other cities, residential property taxes and utility costs compared to other cities and per capita spending compared to other cities	Report to Council starting in 2007.
C. Trend in customer satisfaction and in approval times related to building permits	Report to Standing Policy Committee on an annual basis starting in 2008.
D. Trend in customer satisfaction and in approval times related to development applications	Report to Standing Policy Committee on an annual basis starting in 2008

B. Priority Investments – Implementation Plan

1. DELIVER NEW / IMPROVED BASIC INFRASTRUCTURE
2007/Ongoing

Implement the City's 2007 Capital Budget - an investment of $427 million in capital projects with a focus on roads, bridges and water and wastewater treatment. In addition to creating jobs and a demand for goods, this investment has direct benefit to the business sector. Statistics Canada estimates that, for each $1.00 of public capital investment, industries such as construction, transportation, wholesale, retail, communication and other utilities, see a marginal benefit of between 19 cents and 42 cents.[1]

2. DELIVER NEW / IMPROVED COMMUNITY AMENITIES
2007/Ongoing

In addition to an investment in roads and bridges, the City's 2007 Capital Budget includes investments in amenities such as bike and walking paths and recreation infrastructure which are all important to businesses interested in a high quality of life for employees.

3. IMPLEMENT NEW APPROACHES TO CAPITAL PROJECTS
2007/Ongoing

Three projects were approved as part of the 2007 Capital Budget process to be P3 candidates. These projects include the Four District Model Building replacement which will see 3 new

[1] Tarak M. Harchaoui, Faouzi Tarkhani and Paul Warren, *Insights on the Canadian economy- Public infrastructure in Canada: Where do we stand?* (Ottawa, Statistics Canada, 2003)

Police Stations built; the full rehabilitation of the Disraeli Bridge and Overpass facility; and the twinning of McGillivary Blvd. between Waverley St. and Columbia Dr.

Further, the City has established a P3 Committee, chaired by the Chief Financial Officer (or designate), whose mandate includes identifying appropriate P3 candidates.

The P3 approach may allow these investments (and the resulting economic spin-offs) to proceed faster than may otherwise have been the case.

4. IMPLEMENT QUALITY OF LIFE PRIORITIES
2007/Ongoing

In July 2006 Executive Policy Committee identified their priorities as Crime Reduction, Visible Front Line Service (clean and green) and Infrastructure (pipes and pavement). The 2007 adopted Operating Budget saw additional investments in 'clean and green' of $10.5 million dollars. These investments included investments in things like additional tree planting and pruning, street cleaning and litter collection, street and lane sweeping, graffiti removal, flower plantings, snow clearing and street maintenance. These investments make Winnipeg more attractive for existing and potential employers/employees alike. Additional investments were also made in road maintenance.

The 2007 budget also includes new investment in the Winnipeg Police Service to support a Street Crime Unit and CrimeStat. Beyond that, the budget supports a number of personal and business security initiatives currently being provided by the Service including, for example, the CounterAction Program. The CounterAction Program is an educational and awareness approach for business owners and their staff. It teaches better means of detection and apprehension of criminals, and how to better deal with various crimes. The training people receive through the program can also be applied to their home and their communities. To strengthen these and other efforts, Division Commanders will now also meet semi-annually with BIZ groups, as well as on an ad hoc basis, to deal with specific community concerns.

5. REPORT ON SERVICE PERFORMANCE (discussed previously)
March, 2008

The 2007 Operating Budget was presented and adopted in a 'service based view'. This new view of the budget included a description of each service, the key goals, and service statistics and provides service based budget information (how much the service will cost and how the service is to be funded). The 2008 Operating Budget will include performance measures on service. The service view assists Council in deliberating priorities and in assessing value for money – both important in supporting Winnipeg's economy.

Outcome measures:

A. Trend in the City's infrastructure deficit.	Report to Council once each term.
B. Trend in the number of kilometers of roadway renewed.	Reported through Service based budget
C. Measures of crime clearance rates, of crime by geographical area and of crime in all categories.	Reported through CrimeStat and updated weekly

C. Taxation Policies – Implementation Plan

1. STREAMLINE GOVERNMENT

March, 2008 / Ongoing

The City will continue to look for alternative ways of doing business in an effort to reduce costs and the size of the City's footprint on the local economy. To date efforts have included the contracting out of services such as: solid waste collection, handi-transit, engineering design and construction of capital projects, components of snow clearing, maintenance of major drains, some laboratory testing for water and wastewater, sludge hauling, etc. As a result of these efforts, efficiencies through business process reengineering and revenue shifts, the City has reduced or frozen commercial and residential property taxes for 10 years. Further, the business tax rate has been frozen at 1996 levels, with a phased-in reduction introduced in 2005. These tax freezes and reductions have supported local business.

Finding efficiencies is an ongoing imperative, the results of which will be again reflected in the 2008 budget planning process.

2. DEVELOP A TAXATION POLICY/PLAN

March, 2008

(PENDING DIRECTION ON RECOMMENDATIONS OF MAYOR'S ECONOMIC OPPORTUNITY COMMISSION)

To give predictability to Winnipeg business (and residents alike), a taxation policy/plan could be developed with respect to Council's high level, long term taxation objectives and a 3 year budget could be developed in 2008 (2008-2010) as the explicit plan for Council's current term. The development of a taxation policy/plan would be subject to any direction Council or Executive Policy Committee may give relative to the findings of the Mayor's Economic Opportunity Commission with respect to the elimination of the business tax. The Commission's recommendations are expected in June.

3. ELIMINATE THE LICENSE IN LIEU OF BUSINESS TAX

January, 2008

(PENDING BUDGET DELIBERATIONS)

Pursuant to the recommendation of the Red Tape Commission, Council approved the elimination of the license in lieu of business tax for home-based businesses effective 2008, depending on 2008 budget deliberations.

4. IMPLEMENT THE SIMPLIFIED ENTERTAINMENT TAX

Immediate

Pursuant to the recommendation of the Red Tape Commission, Council approved a simplified Entertainment Funding By-law that now imposes an amusement tax only on persons attending cinemas and entertainment facilities with a fixed seating capacity of 5000 or more.

5. DIRECTION WITH RESPECT TO TAX INCREMENT FINANCING
Fall, 2007

Research, analysis and recommendations will be brought forward to assist Council in providing direction with respect to Tax Incremental Financing including how the City efforts could work in collaboration with provincial incentives.

Outcome measures:

A. Trends in municipal taxation and spending including: per capita property and business tax levels relative to other cities, residential property taxes and utility costs compared to other cities and per capita spending compared to other cities	Report to Council starting in 2007.
B. Incremental tax revenue generated in the area through City's tax incentive programs	To be determined

D. Improving Customer Service – Implementation Plan

1. IMPLEMENT MAYOR'S RED TAPE COMMISSION RECOMMENDATIONS (discussed previously)
January, 2008

The recommendations of the Mayor's Red Tape Commission are being implemented. The recommendations include such things as improving how the City does business with small business, reforming land use approvals, reducing red tape, enhancing customer service, and streamlining government. Recommendations will be implemented by January 2008.

2. SET A FOCUS ON CITIZEN/CUSTOMER SERVICE
Immediate

The City has implemented a Competencies Initiative which applies behaviors, skills, capabilities, knowledge, attributes and attitudes to positions. One of the five Core Competencies for all City employees is "Citizen and Customer Focused". This competency is now required for all jobs and are key considerations in selection and performance evaluation processes.

Further, an Administrative Directive will be developed and implemented that directs customer service to be the mission of every employee. In addition, standards will be set with respect to customer service, including guidelines for phone, voice mail and e-mail messaging, and for communicating with internal and external customers.

3. DETERMINE THE BUSINESS CASE FOR A 311
September, 2007

The business case for the delivery of a 311 service initiative is currently being developed; one that is internally operated, an outsourced model and a hybrid model (facilities and technology outsourced with City staff). 311 will serve as the customer service backbone for the organization and will introduce new customer service standards for the City. 311 will be a single point of access to all municipal services and programs using an easy to remember three-digit telephone number, where citizens can obtain information, request services, or raise a concern.

4. IMPLEMENT ONLINE SERVICES
Ongoing

A number of initiatives have been implemented to support e-service to citizens including, for example, Navigo which allows citizens to plan their transit trip and "Leisure Online" which was recently launched and allows citizens to browse through the Leisure Guide course catalogue online and register for a course or program from any computer with Internet access. The Permits X-press' initiative has implemented several on-line services including the ability to apply for permits on line. The City also hosts a range of census data on Winnipeg's population and demographic data – broadly and by neighbourhoods – which is frequently accessed by business (established and new). These on-line services support business both directly and indirectly. Among others, online services to be implemented in 2007 include providing information with respect to public notices on line and adding on-line permit applications for homeowners.

5. MEASURE CUSTOMER SERVICE PERFORMANCE
September, 2007

Both 311 and the new Service Based Budget format will allow the administration to report to Council more comprehensive service statistics and performance measures and thereby, promote greater accountability.

Citizen/customer polling is one mechanism the City uses to evaluate citizen/customer satisfaction. A number of Departments and Service areas (Water and Waste, Public Works, Transit, Community Services, Police, etc.) conduct citizen/customer satisfaction surveys and an overall citizen satisfaction survey is coordinated by the CAO Secretariat. The next survey will be done in early fall and reported to Council in September.

Outcome measures:

A. Citizen/Customer Service Satisfaction Surveys	Report to Council starting in 2007. Service specific survey results reported to various Standing Policy Committees and through the service based budget..
B. Service performance information	Report through service based budget starting in 2008.

E. Intergovernmental Partnerships – Implementation Plan

1. IMPLEMENT INTERGOVERNMENTAL AGREEMENTS

Ongoing

The City has a number of intergovernmental agreements now being implemented. The agreements, among other things, are in support of significant infrastructure investment and have direct and indirect economic benefits.

a. The Winnipeg Partnership Agreement was signed on May 20, 2004 by the governments of Canada, Manitoba and Winnipeg. This five year, $75 million, tripartite funding agreement commits all parties to cooperate in promoting and supporting sustainable economic, social and community development in Winnipeg.
b. The Canada Strategic Infrastructure Fund provides an opportunity for a unique partnership between the Federal, Provincial and City government. Three significant projects fall under the partnership and total $165 million in tri-level funding: the Kenaston Underpass, Wastewater and Recreation and Leisure Projects.
c. The Manitoba/Winnipeg Infrastructure Program is a six year program covering April 1, 2005 to March 31, 2011, which replaces the former Urban Capital Projects Allocation. The City will work with the Province to select projects from the priorities included in the City's Capital Budget.
d. The Building Manitoba Fund is a Provincial program that provides the City of Winnipeg with a share of provincial income tax and fuel tax revenues in support of public transit, roads and other municipal infrastructure and services. In 2006 the City of Winnipeg received $83.1 million dollars from this fund.
e. Federal Gas Tax is an agreement between the Federal and Provincial governments and by the Province and City of Winnipeg which will see the Federal Government transfer $101 million of gas tax revenue to the City of Winnipeg over 5 years. The fund, established to help build communities by providing reliable, predictable funding in support of municipal infrastructure, will be used for wastewater, roads and bridges and transit projects. The City's capital plan reflects these new investments. In 2007 the City of Winnipeg will receive $16.4 million dollars from the fund. The Federal government has extended the gas tax funding by another 4 years (to 2013).
f. The Public Transit Capital Trust (previously known as Bill C-66) is a Federal program which provides increased public transit funding. In 2007 the City will receive $24.9 million from this fund.
g. The Municipal Rural Infrastructure Fund (MRIF) represents a partnership agreement between the Federal and Provincial Governments. The purpose of MRIF is to improve local infrastructure primarily in rural and northern communities, as well as urban areas. A number of projects have been approved for organizations in Winnipeg and the City of Winnipeg has itself submitted projects for consideration.

2. ESTABLISH REGIONAL MUNICIPAL PARTNERS

2007

The Inter-municipal Service Sharing Initiative, which was approved by Council in December 2005, is designed to share in the benefits of (and promote) regional economic growth by delivering City services to surrounding municipalities. In June 2006 Council directed the

administration to develop service sharing agreements with the RM's of Macdonald and East St. Paul and to continue discussions with the RM's of Rosser and West St. Paul. These initiatives will help ensure the efficient use of the taxes in the region and supports regional cooperation on economic development initiatives.

3. SUPPORT ECONOMIC OPPORTUNITY PARTNERSHIPS
Ongoing

An Economic Opportunity Partnership has been developed between Kansas City, Missouri and Winnipeg. This partnership is chaired by Councillor Leipsic and there are bi-annual visits between the two jurisdictions.

The City and Destination Winnipeg participate in the North America's Super Corridor Coalition (NASCO) which considers key trade and transportation issues between Canada, the United States and Mexico.

Outcome measures:

A. Increase in funding for the City from the other levels of government.	Reported through a Report to Council, the Annual Financial Report and the Operating and Capital Budgets

F. Public-Private Partnerships – Implementation Plan

1. IDENTIFY ECONOMIC DEVELOPMENT OPPORTUNITIES
January,2008

The Mayor has established the Mayor's Trade Council to develop strategies for economic development in Winnipeg. The Mayor's Trade Council will operate as a task force with eight months to examine emerging trade opportunities, consult with private and public sector stakeholders whether local, provincial, regional or national, develop collaborative strategies mindful and supportive of the Manitoba International Gateway Strategy (MIGS), and deliver a final report and recommendations.

2. WORK CLOSELY WITH PARTNERS
Ongoing

The City works very closely with its partners in economic development including, Destination Winnipeg, Centre Venture, the Forks North Portage Partnership, BIZ groups, etc. This close working relationship helps to ensure that economic develop efforts are fully leveraged and that efforts are not duplicated. Immediate efforts include working with CentreVenture to assist as necessary in establishing a plan for moving their Heart of Gold Plan forward and, as mentioned earlier, working with Destination Winnipeg in the development of criteria to assess economic development projects. Also more immediately, the City will work with the Downtown BIZ, the

Exchange District BIZ and the Chamber of Commerce in their efforts to develop a retail strategy for the downtown. A data base of current business will be developed and maintained. Together with a range of socio-economic and demographic information, the data base will facilitate the identification of business opportunities that can then be marketed to a targeted group of potential businesses.

It should be noted that beyond partnerships directly associated with economic development, the City has a number of partnerships that cross City service areas - Take Pride Winnipeg, Manitoba Public Insurance, Winnipeg Humane Society, the Zoological Society, and the Winnipeg Regional Health Authority to name just a few. These partnerships are very important in insuring that City services are addressing local needs and in ensuring that service delivery is as efficient and effective as possible – all of which is an indirect support to economic development activities.

Outcome measures:

• The amount of private sector dollars leveraged by government investment.	Initiative specific reports to Council.
• Private partnerships established.	Initiative specific reports to Council.

Financial Impact Statement — Date:

Project Name: — **First Year of Program**

	0	1	2	3	4
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments: There is no financial impact associated with this report.

original signed by
Manager of Finance & Administration

IN PREPARING THIS REPORT THERE WAS:

Internal Consultation With and Concurrence By:
Planning, Property and Development Department
Winnipeg Police Service
Corporate Finance Department

External Consultation With:
None

THIS REPORT SUBMITTED BY:

Department: Chief Administrative Officer Secretariat
Division: Strategic Management Division
Prepared by: Connie Walker
File No.