Minutes – Executive Policy Committee – January 16, 2024

Report – Standing Policy Committee on Property and Development – January 11, 2024

Item No. 2 2023 Complete Communities Land Monitoring Report and Declaration of Surplus Land – South of 7740 Wilkes Avenue

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Property and Development and submitted the following to Council:

1. That the 2023 Complete Communities Land Monitoring Report (attached as Appendix A) report be received as information.

2. That the Public Service be directed to report back in up to 270 days on whether the following properties are suitable as Transformational Employment Opportunity Sites:

   A. South End Water Pollution Control Centre (Seniuk Road)

   B. Des Trappistes Agricultural Land (SW Des Trappistes and Waverley Street)

   C. Former sludge drying bed (PTH #101)

3. That the City-owned property located at 7740 Wilkes Avenue and identified as “Subject City Property” on Misc. Plan No. 7912/18, be declared surplus to the needs of the City.

4. That, subject to the approval of Recommendation 3, the Chief Administrative Officer be delegated the authority to approve the request for proposal evaluation criteria required to market the “Subject City Property” on Misc. Plan No. 7912/18 and approve the sale.

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

Report – Standing Policy Committee on Property and Development – January 11, 2024

DECISION MAKING HISTORY:

Moved by Councillor Rollins,

That Rule 10(3) of The Procedure By-law No. 50/2007 be suspended in order that the following item, which was received less than four business days preceding the committee meeting, be considered by Committee.

Carried

Moved by Councillor Rollins,

That the recommendation of the Standing Policy Committee on Property and Development be concurred in and forwarded to Council.

Carried

STANDING COMMITTEE RECOMMENDATION:

On January 11, 2024, the Standing Policy Committee on Property and Development concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

David Grant submitted a communication with respect to the matter.

ADMINISTRATIVE REPORT

Title: 2023 Complete Communities Land Monitoring Report and Declaration of Surplus Land – south of 7740 Wilkes Avenue

Critical Path: Standing Policy Committee on Property and Development – Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
J. Veitch G. Chappell (Acting)	H. Borys	N/A	M. Jack

EXECUTIVE SUMMARY

The *2023 Complete Communities Land Monitoring Report* (Appendix A) seeks to provide an accurate picture of recent residential and non-residential development activity and estimated land supplies to support policy and decision-making. As per *Complete Communities 2.0* (CCDS) policy, it is required to be updated annually as a critical tool to monitor and inform the CCDS's implementation. It provides an update based on development activity in the last year.

Its main findings include the following:

- In 2022, 53 percent of all permits issued for the construction of new residential dwelling units were located in the intensification target area[1]. Over the last five years, the City has averaged 58 percent. Both figures exceed CCDS's 50 percent target; this is expected to continue going forward.
- As of January 1, 2023, the City had a healthy supply of vacant greenfield residential land, with estimated supplies of 13.5 years of vacant planned land and 10 years of vacant serviced land. These figures exceed CCDS targets of 10 and five-to-seven years respectively. Council will need to continue to invest in timely planning and servicing, as appropriate, in order to maintain this healthy supply.
- As of January 1, 2023, the City has an estimated 5.6 years of unencumbered, shovel-ready vacant industrial-zoned land. However, the City's ability to accommodate growth is limited by the site preferences of potential users and the limited extent to which these sites are being actively marketed. Additional supply stands to be added in the coming years with the servicing of the first phase of CentrePort South.

[1] Defined in *Complete Communities 2.0*, this is the portion of the urban area of the city that is considered to be built out (on a neighbourhood basis). Development that occurs within the intensification target area is generally considered infill development, while outside is either greenfield or rural development. It includes a range of Urban Structure designations, including Downtown and Mature Communities, as well as most Corridors and Recent Communities.

- As of January 1, 2023, the City had an estimated 27 years of vacant commercial land, marking the continued persistence of an oversupply first identified in the 2018 *Employment and Commercial Lands Study*. This study warned that this oversupply may limit market-related incentive to retail intensification and could result in existing commercial uses being "cannibalized" and relocating from existing commercial areas, vacating these areas and negatively impacting their vitality.

It also links land supply monitoring with CCDS implementation by reporting on City initiatives that will help it achieve its intensification targets, updating the Greenfield Development Opportunities and Constraints table found in the Appendix of *Complete Communities 2.0*, and by providing timing recommendations for growth-enabling infrastructure and secondary plans needed to maintain a healthy supply of greenfield land.

This report's findings were developed in consultation with industry stakeholders, including the Urban Development Institute (UDI Manitoba) with respect to quantifying greenfield residential demand and land supply.

Although CentrePort South will increase the industrial land supply, the ability to deliver significant single user development sites to the market is almost non-existent. The Public Service recommends several City-owned properties are investigated as Transformational Employment Opportunity Sites ("TEOS"). TEOS refers to a unique and highly impactful type of economic development initiative that occurs infrequently, typically once in a generation and marked by considerable government investment.

Due to recent demand for TEOS, it is recommended that 7740 Wilkes Avenue (the "Subject City Property") be declared surplus to the City's needs. The Subject City Property was circulated to City departments and a few comments were identified (e.g. proximity to the Winnipeg Police Service shooting range). Should the Subject City Property be declared surplus and the shooting range proximity be addressed, the site will be marketed through a request for proposal. Additional approvals for a change in land use will be necessary should a viable development proposal be submitted. Marketing the Subject City Property is a proactive step towards attracting large international companies to Winnipeg.

RECOMMENDATIONS

1. That the *2023 Complete Communities Land Monitoring Report* (attached as Appendix A) report be received as information.

2. That the Public Service be directed to report back in up to 270 days on whether the following properties are suitable as Transformational Employment Opportunity Sites:
   A. South End Water Pollution Control Centre (Seniuk Road)

   B. Des Trappistes Agricultural Land (SW Des Trappistes and Waverley Street)

   C. Former sludge drying bed (PTH #101)

3. That the City-owned property located at 7740 Wilkes Avenue and identified as "Subject City Property" on Misc. Plan No. 7912/18, be declared surplus to the needs of the City.

4. That, subject to the approval of Recommendation 3, the Chief Administrative Officer be delegated the authority to approve the request for proposal evaluation criteria required to market the “Subject City Property” on Misc. Plan No. 7912/18 and approve the sale.

5. 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

On May 26, 2022, the *Complete Communities Direction Strategy 2.0 By-law* 119/2020 came into effect as a city-wide secondary plan covering the entire city. It is intended to guide growth, development, and land use in support of the City’s development plan, *OurWinnipeg 2045*.

Policy B1.5.2 (General Growth) of Complete Communities 2.0 directs the Public Service as follows:

5.2 Report annually to Council on:

a. Residential development patterns and the City’s progress towards achieving the intensification target;
b. Actions undertaken by the City in the previous year aimed at achieving the intensification target;
c. The supply of vacant serviced and planned greenfield land;
d. Changes to conditions described in the table of greenfield development opportunities and constraints contained in Appendix A; and
e. Other contextual economic measures as appropriate.

Pursuant to the “Real Estate - Declaration as Surplus and Sale of Property” policy adopted by Council on September 29, 2021, Council approval is required to declare land surplus to the City’s needs where the Director of Planning, Property and Development does not have delegated authority.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving the *2023 Complete Communities Land Monitoring Report* as information.

If the Subject City Property is declared surplus by Council, it is the intention of the Public Service to market the lands through a request for proposal. Should a proponent be selected, the City’s standard terms and conditions will include provisions to protect the City’s interests in the event that environmental contamination is discovered.

The Winnipeg Police Service shooting range located adjacent to the Subject City Property will be impacted. Relocation of the shooting range or mitigation measures may be necessary depending on the type of development proposed on the Subject City Property. The existing agricultural lease on-site will also require termination.

Pursuant to the "Real Estate - Declaration as Surplus and Sale of Property" policy, Standing Policy Committee on Property and Development has the authority to approve sales and evaluation criteria used in request for proposals related to City property. This report recommends that the Committee's authority to approve a sale of the Subject City Property and its evaluation criteria be delegated to the Chief Administrative Officer.

HISTORY/DISCUSSION

Introduction

The *2023 Complete Communities Land Monitoring Report* (Appendix A) will help implement *Complete Communities 2.0* policies, including:

- Prioritizing growth in areas that best support Complete Communities principles;
- Accommodating market demand for new housing;
- Providing for predictable development through the timely delivery of City-funded growth-enabling and growth-supportive infrastructure; and
- Optimizing existing infrastructure and services (Policy B1.1.1, General Growth).

The report's findings were developed in consultation with industry stakeholders, including close collaboration with the Urban Development Institute (UDI Manitoba) in quantifying its greenfield residential land supply.

Intensification target

In each of the last five years, the City has exceeded *Complete Communities'* 50 percent target, with an annual average of 58 percent. This can be largely attributed to the increase in multifamily units relative to the forecast upon which the target was based. This is a notable shift in the residential market in that, prior to 2018, the City had exceeded 50 percent intensification only once.

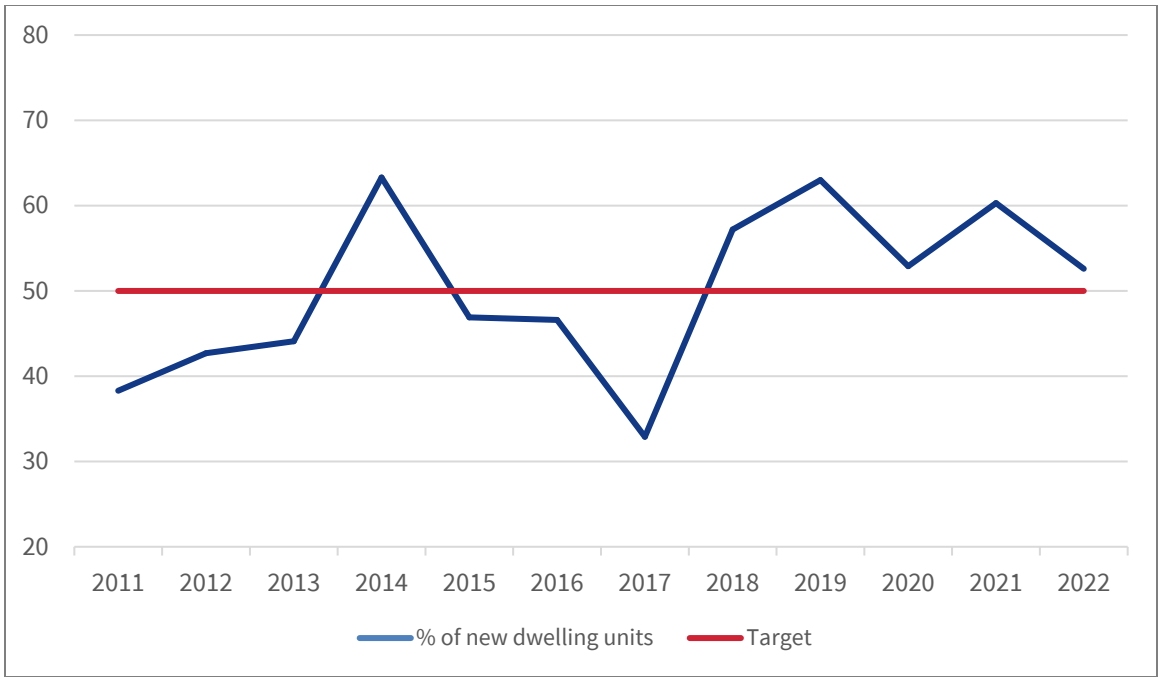


Figure 1: Percent of new residential dwelling units as intensification, by year

Based on the City's *25-Year Population, Housing, and Employment Projections*, released by the Office of Economic Research in February 2023, and assuming forecasted dwelling types are distributed to infill and greenfield areas in line with recent historical averages, it can be expected that the City's intensification rate will consistently surpass its 50 percent target over the next 25 years.

For Downtown, *Complete Communities 2.0* establishes a minimum target of 350 new dwelling units per year to 2030, and 500 units per year after that. In 2022, permits were issued for 141 new dwelling units. However, its annual average over the last five years has been 427. Given the size of Downtown projects, a high level of year-over-year variance is common.

Other residential development trends

In 2022, 59 percent of new residential units were accommodated in apartment dwelling types, as opposed to 29 percent in single-detached dwellings ("singles"), 7 percent in rowhouse dwellings ("rows"), and 5 percent in semi-detached ("semis") dwellings. This is comparable to the five-year average of 61 percent apartments, 27 percent singles, 7 percent rows, and 5 percent semis.

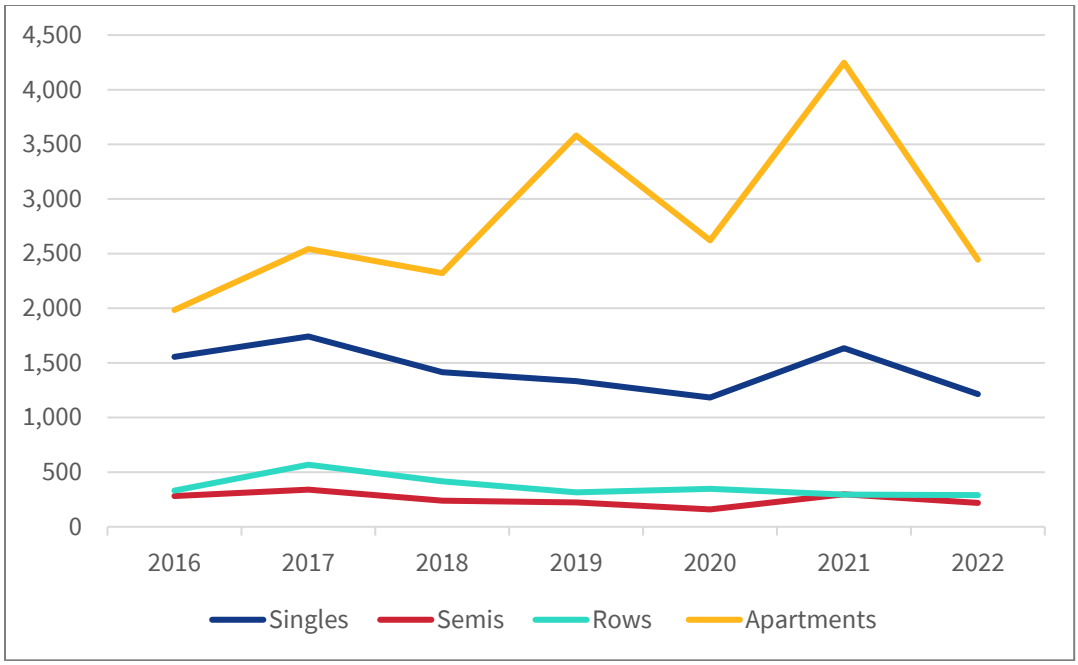


Figure 2: New residential units by dwelling type, by year

This volume of apartment development has helped buoy higher intensification rates. In 2022, the intensification target area accommodated 73 percent of all new apartment units, 21 percent of all singles, 5 percent of all semis, and 39 percent of all rows, comparable to a five-year average of 79 percent apartments, 23 percent singles, 13 percent semis, and 35 percent rows.

In 2022, permits were issued for the construction of 187 secondary suites. Secondary suite activity has been on a steady increase over the last decade since City regulations were relaxed. Previous years have seen 180 in 2021, 90 in 2020, and 117 in 2019.

Greenfield residential land supply summary

Greenfield land refers to urban development that occurs on previously undeveloped land and is needed to reliably and predictably accommodate demand for housing, particularly ground-oriented dwelling units. The City of Winnipeg currently has a healthy supply of vacant greenfield land, with its supplies exceeding all *Complete Communities'* targets (see below). But while the timing of precinct planning processes and growth-enabling infrastructure is not immediately urgent, Council will need to continue to appropriately invest in these items in order to maintain this healthy supply.

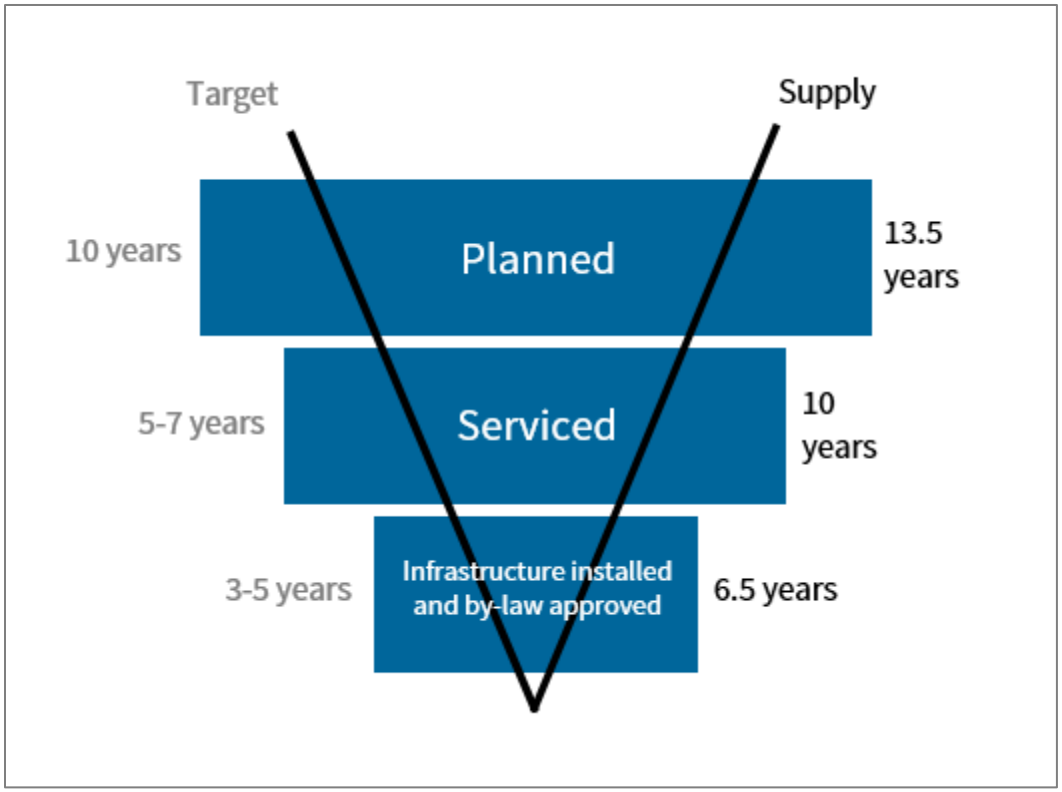


Figure 3: Greenfield land supplies in relation to Complete Communities 2.0 targets, as of January 1, 2023

These estimates are based on a demand scenario that assumes the continuation of existing development trends. Changes in greenfield development rates and/or densities would impact this estimated supply. The implications of more drastic demographic and/or market changes are also considered.

Non-residential land supplies and development trends

This analysis identified 334 acres (about half the size of Central Park in New York City) of unencumbered, shovel-ready, vacant industrial zoned land in the City of Winnipeg as of January 1, 2023, which translates to an estimated 5.6-year supply. Additional supply exists where sites may be regionally serviced but locally un-serviced, where they may be designated but not zoned for employment uses, and where a reasonable amount of intensification could occur on existing occupied sites. However, the City's ability to accommodate growth is limited by the site preferences of the potential user and the limited extent to which these vacant sites are being actively marketed or available at a given time. This caveat was strongly stressed by stakeholders over the course of consultation.

In 2022, 63 acres of vacant industrial-zoned land were absorbed[2] in the City of Winnipeg, right in line with a five-year average of 61 acres. In 2021, 38 total acres of vacant industrial land were absorbed in the City, compared to 87 acres in the RM of Rosser, 24 acres in Headingley, and 13 acres in Springfield; the City of Winnipeg accounted for 21 percent of all vacant land absorbed in adjacent Capital Region employment areas in this time.

[2] In this context, a property is considered absorbed if a new building is erected on previously-vacant land.

This analysis also identified a vacant commercial land supply of 578 acres, which is estimated to translate to a 27-year supply. These results affirm the continued persistence of an oversupply of commercial land first identified in the 2018 *Employment and Commercial Lands Study*, which warned that, “The City may wish to be cautious about making additional commercial lands available for development at this time, as an oversupply of developable land may result in existing commercial uses being ‘cannibalized’ and relocating from existing commercial areas” (i.e. existing commercial uses vacating existing areas, negatively impacting their vitality).

In 2022, permits were issued for the construction of approximately 2.4 million square feet of non-residential floor area, an increase from a five-year average of 1.7 million. It is estimated that this is equivalent to 3,990 jobs. The Northwest quadrant captured 54 percent of this new 2022 floor area, followed by 43 percent in the East and 3 percent in the Southwest. Notable non-residential projects include:

- A 23 storey, 375,000 sq. ft. office tower for Wawanesa at 236 Carlton St in the South Portage neighbourhood.
- A 16 storey, 349-unit student dormitory at 2537 Pembina Hwy in the Fairfield Park neighbourhood.
- A 190,000 sq. ft. air cargo logistics warehouse at 2020 Sargent Ave in the Airport neighbourhood.
- A 130,000 sq. ft. BeeMaid Honey manufacturing processing facility at 645 Black Diamond Blvd in the St Boniface Industrial Park neighbourhood.
- A four storey, 93,000 sq. ft. office building for PayWorks at 90 Payworks Way in the South Pointe neighbourhood.

Growth management

The report concludes by linking City development activity and land supplies with CCDS 2.0 implementation in a section focused on growth management. It describes actions undertaken by the City in the past year to help achieve the intensification target. Items include tax increment financing grants, infrastructure improvements such as water main renewals, and planning initiatives such as the completion of a Planned Development Overlay for the Glenwood neighbourhood and the ongoing Water and Wastewater Capacity Study.

An update to the Greenfield Development Opportunities and Constraints table is provided, a tool originally provided in the Appendix of CCDS 2.0 to help communicate and implement its greenfield phasing policies by highlighting vital information, including anticipated growth-enabling and -supportive infrastructure investments. Sites included in this table have been identified as having at least one planning and/or infrastructure constraint to development which the City will be responsible for overcoming. Anticipated infrastructure projects were updated to reflect current status, need, and recommended timing based on ongoing department analysis.

Finally, in combining infrastructure need with existing land supplies and Council targets, this analysis provides timing recommendations for growth-enabling infrastructure and secondary plans needed to maintain a healthy supply of greenfield land. These recommendations align with the 2024 Infrastructure Plan and are being provided to inform Public Service planning and Council investment.

INFRASTRUCTURE PLAN

Project	1 to 6 years	7 to 10 years	11 to 20 years
NEWPCC Upgrades: Biosolids	Funding should be secured for detailed design and construction to occur in this time period		
NEWPCC Upgrades: Nutrient Removal Facilities	Funding should be secured for detailed design and construction to occur in this time period.		
WEWPCC Facilities Plan	Funding is approved. Study is ongoing and will be completed in this time period.		
CentrePort South Water and Sewer	Funding is approved for Phase 1A detailed design and construction to occur in this time period	Additional funding required for future phases. The servicing report conceptually recommends the following timelines after Phase 1A service: Phase 1B after five years, Phase 1C after 10, Phase 2 after 20, and Phase 3 after 30. This timing will be refined based on absorption of preceding phases.	
Southwest Interceptor	Funding is approved for detailed design and construction to occur in this time period.		
Warde Ave extension		Funding should be secured for detailed design to occur in this time period. Construction may occur in this time period.	
Chief Peguis Trail (Main to Brookside)	Funding should be secured for detailed design to occur late in this time period.	Funding should be secured for construction to occur in this time period.	
Precinct D/B interceptor		Funding would need to be requested for detailed design to occur late in this time period. A secondary plan should be prepared in advance of detailed design to inform the study's land use assumptions.	Funding would need to be secured for construction to occur in this time period.
Clement Parkway (Grant to Wilkes)			Funding should be secured for detailed design and construction to occur

			towards the middle of this time period.

Figure 4: Recommended timing of growth-enabling infrastructure

Plan	Units[3]	Years supply	Year plan should be adopted by Council
Existing vacant planned	28,360	13.5 years	n/a
South Transcona	4,590	2.2 years	2026
Fort Whyte	1,370	0.7 years	2026
Precinct D	10,780	5.1 years	2029
Precinct B	3,770	1.8 years	2034

Figure 5: Recommended timing of growth-enabling secondary plans

Summary

In summary, the City has a healthy supply of vacant greenfield residential land, a very constrained supply of unencumbered, shovel-ready vacant industrial-zoned land, and continues to maintain an oversupply of vacant commercial-zoned land. It has also achieved its intensification target in each of the last five years.

This report links this information to other City services, such as investment planning, to ensure Complete Communities objectives are integrated across the organization. For example, it provides timing recommendations for growth-enabling infrastructure and secondary plans to ensure healthy land supplies, which is critical in providing for housing affordability and diversity.

As per Policy B1.5.2 (General Growth) of *Complete Communities 2.0*, these items will be continually monitored and reported upon annually as a critical tool to monitor and inform CCDS's implementation. In regularly providing Council with this information, these annual reports will support policy and decision-making, private sector investment, and City investment planning and asset management.

Transformational Employment Opportunity Sites

In the past, international companies have come to Winnipeg looking for land to develop significant industrial operations which would employ hundreds of local residents. Development inquiries are fielded by the Province of Manitoba, Economic Development Winnipeg and/or the City's Economic Development office. Due to business sensitivities or competing interests, companies are typically reluctant to advertise their presence.

Winnipeg (and most other markets) are generally not prepared for very large/mega construction opportunities. Outside of the anticipated CentrePort development, very limited industrial land currently exists - the majority of which (current or planned) is not intended for large scale operations. For Winnipeg to remain a viable location for international companies, a proactive approach to land development is necessary.

The City continues to own several large land holdings which should be leveraged to attract transformational employment opportunities.

[3] Figures rounded.

The City holdings are:

a. West End Water Pollution Control Centre (7740 Wilkes)
    - Roughly 500 acres of un-serviced agricultural land
    - The Winnipeg Police Service Gun Firing Range is located on-site
    - Perimeter Highway access

b. South End Water Pollution Control Centre (Seniuk Road)
    - Approximately 220 acres of un-serviced agricultural land
    - Comprised of three non-contiguous sites
    - St. Mary's Road access

c. Des Trappistes Agricultural Land (SW Des Trappistes and Waverley Street)
    - Over 500 acres of un-serviced agricultural land
    - Located south of Des Trappistes and the Manitoba Hydro corridor
    - Waverley Street access

d. Former sludge drying bed (PTH #101)
    - Nearly 230 acres of un-serviced agricultural land
    - Includes a Winnipeg Police Service training facility
    - Perimeter Highway access

It is possible some of the sites will not be suitable for development due to a variety of obstacles (servicing capacity, environmental issues, civic department objections, etc.). Further investigations are necessary for the City to understand what type of opportunities may exist. The City must position itself with Transformational Employment Opportunities Sites ("TEOS) to remain competitive with other municipalities.

TEOS refers to a unique and highly impactful type of economic development initiative that occurs infrequently, typically once in a generation. These opportunities are a highly strategic, economically significant, and efficiently executed approach to economic development, marked by considerable government investment, high performance in key metrics, and alignment with expert insights on land utilization, characterized by several key features:

1. Significant Financial Support from Senior Levels of Government: This aspect underscores the importance and scale of these opportunities, as they receive substantial funding and backing from high-level governmental bodies. This support is crucial for the realization and success of such projects, reflecting their strategic importance in the broader economic landscape.

2. High Scores on Performance-Based Measures: These opportunities excel in metrics like property tax per hectare and jobs per hectare. This indicates their efficiency and effectiveness in generating economic value and employment, relative to the land and resources utilized. Such measures are essential for evaluating the impact and success of these projects in tangible terms.

3. Alignment with Insights from Report on Land Supply: Transformational employment opportunities would ideally align with the recommendations in this report, including optimal use of land, sustainable development practices, and strategies for maximizing economic and social benefits from available land resources.

Declaration of Surplus – 7740 Wilkes Avenue (Subject City Property)

During 2023, the Public Service (through the Province) received an inquiry from an international battery manufacturer who sought a sizeable property which had direct highway access and close proximity to rail and electrical service. The inventory of City sites was reviewed and the land south of the West End Water Pollution Control Centre located at 7740 Wilkes Road (Subject City Property) appeared to be the most suitable candidate. Ultimately, nothing came of the inquiry but a second and third inquiry from different international companies soon followed.

As the City tends to be more reactive than proactive with its development sites, there is strategic value in declaring the Subject City Property as surplus to the City's needs. Whether or not the most recent inquiries result in a development, the City is better positioned to address future employment opportunities – opportunities which often have challenging deadlines due to national or international competition. Undertaking due diligence (appraisals, engineering review) and a declaration at the initial stage of inquiry will shave weeks and months off the development timeline and benefit all future inquiries.

The Subject City Property was circulated to all City departments for civic need. The site, as shown on Appendix B attached, has an unusual shape for a couple of reasons – the Winnipeg Police Service operate a shooting range south of the Subject City Property and the northeast corner of the site was excluded for a proposed snow dump. The circulation resulted in the following comments:

- Winnipeg Police Service indicated that the agricultural land between the shooting range and treatment cells should remain undeveloped for safety reasons.
    - As a consequence of the Police position, the future proposed snow dump is unclear.
- Parks believes the Subject City Property would be a good candidate for reforestation and/or redirection of sale proceeds toward forest acquisition.
- Real Estate leases much of the Subject City Property for agricultural purposes and any development on site would require the existing lease to be terminated.

The operation of the shooting range represents a concern, as the Winnipeg Police Service members must perform regular training. Without the exact knowledge of a proposed

development on the Subject City Property, it is difficult to determine what type of mitigation measures might be possible. Should a development opportunity be presented that is significant enough to warrant a relocation of the shooting range, it may allow for consideration of whether a joint use facility with other levels of law enforcement is viable. Should Council declare the Subject City Property surplus, the Winnipeg Police Service will be a stakeholder group involved in development discussions.

Declaring the Subject City Property is a critical first step towards development, but far from the only step. An OurWinnipeg amendment is required to re-designate the Rural Agricultural use to Employment Lands. An additional Council approval is necessary to subdivide and rezone the property. Depending on how the servicing is procured, further approvals will also be necessary. It is expected that servicing costs will exceed $20 million, including a regional feedermain extension, dependent upon the proposed development.

An external appraisal of the Subject City Property was conducted to consider possible sale outcomes. Valuations were completed based on the site's 'as is' agricultural land use as well as a proposed serviced industrial site. The estimated values ranged from approximately $7 million to $70 million, but it is acknowledged that the site is difficult to value based on its unusually large size. Marketing the property is the best way to determine what a purchaser is prepared to pay for the site. The Subject City Property will not be sold below appraised value and servicing costs will be recovered.

Should the Subject City Property be declared surplus, the site will be marketed through a request for proposal. Evaluation criteria will be consistent with the key features noted above for TEOS, in addition to criteria for the sale price and criteria which addresses the City's Climate Action Plan.

The Ward Councillor was notified as to the intentions of the Public Service.

FINANCIAL IMPACT

Financial Impact Statement

Date: January 4, 2024

Project Name:

2023 Complete Communities Land Monitoring Report & Declaration of Surplus Land – south of 7740 Wilkes Avenue

COMMENTS:

There are no direct financial implications associated with this report.

Mike McGinn Jan. 4, 2024
Mike McGinn, CPA, CA
Manager of Finance

CONSULTATION

This Report has been prepared in consultation with:

- Legal Services, as to legal issues

OURWINNIPEG POLICY ALIGNMENT

OurWinnipeg 2045 policies related to land monitoring activities include the following:

LEADERSHIP AND GOOD GOVERNANCE

5.4 **Integrated Knowledge and Resources**. Coordinate inter-departmental systems, projects, and resources, making the best use of internal and external expertise to better understand service needs, find the most appropriate solutions, optimize resources, and maximize community outcomes.

5.5 **Evidence-Informed Decisions**. Invest in data and technology in order to support objective, evidence-informed decision-making; support open government and open data principles for collection and sharing; help coordinate records and information management; and improve process efficiency, results-based service delivery, and accountability.

ECONOMIC PROSPERITY

3.5 **Strategic Enterprise Supports**. Invest in employment lands servicing based on an analysis of municipal and regional supply, municipal return on investment, and future land requirements in industry sectors that are integral to achieving sustainable, local economic growth.

CITY BUILDING

6.6 **Intensification Target**. Achieve the intensification target by making development in intensification target areas easier and more desirable and predictable, as directed in Complete Communities.

6.8 **Plan for and Accommodate Forecasted Growth**. Provide for predictable development, through the timely delivery of City-funded growth-enabling and growth-supportive infrastructure, within the City's financial capacity.

6.14 **Greenfield Phasing**. Provide for timely capital infrastructure and local area plans to enable and support the full build out of greenfield lands in accordance with Complete Communities greenfield phasing policies.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

The *Winnipeg Climate Action Plan* prescribes key directions and actions to implement the City's climate change mitigation efforts. The following plan directions relate to growth management:

- Direction 1.4 Encourage Sustainable Transportation Options.
- Direction 1.8 Ensure the City's Land Use, Transportation, and Built Environment Policy, Bylaw, and Regulation Recognize the Council-Approved Climate Protection and Mitigation Priorities.
- Direction 3.1 Increase Use and Efficiency of Public Transit Systems
- Direction 3.2 Increase the Density of Urban Development Along Key Transit Corridors.
- Direction 3.3 Design New Suburban Communities to Enable Enhanced Transit Services and Access to Transit Corridors.
- Direction 4.1 Increase Strategic Infill Development that Provides Access to and Capitalizes on Existing and Planned Corridors with Frequent Transit Service.
- Direction 4.2 Ensure New Areas of Growth are Designed According to the Principles of Complete Communities.
- Direction 4.3 Pursue Transit-Oriented Development.
- Direction 4.4 Support Redevelopment of Former Commercial and Industrial Lands into Active Use.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

The *Winnipeg Poverty Reduction Strategy* (2021-2031) is framed around 10-year goals and objectives intended to implement the plan's mission to demonstrate leadership in poverty reduction and to provide City services using a poverty reduction lens. The following goals and objectives relate to growth management:

Goal 2, The City Actively Plans for and Partners in Affordable Housing. 10-year objectives include:

C. Municipal tools, resources, and partnerships are developed and used to encourage and facilitate affordable housing development.

Goal 5, Transportation System Equity is Enhanced. 10-year objectives include:

A. The affordability and accessibility of transportation and transit service is increased.

SUBMITTED BY

Department: Planning, Property, and Development
Division: Urban Planning and Design
Prepared by: Michael Pyl, RPP, MCIP
Date: January 3, 2024

Appendix A: *2023 Complete Communities Land Monitoring Report*

Appendix B: Misc. Plan 7912/18

