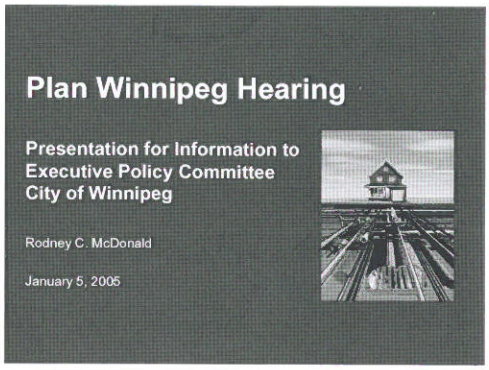


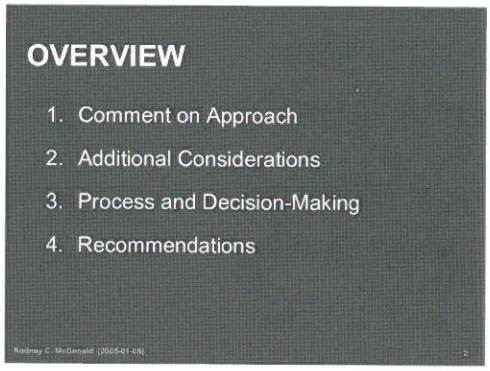
Cover Slide

Your worship Mayor Katz, members of the Executive Policy Committee, City staff, fellow delegations and observers.

Good afternoon, my name is Rodney McDonald. I have an undergraduate degree in economics with a minor in commerce, and I'm currently completing a Masters in Environment and Management at Royal Roads University in Victoria. I am a full time consultant, working with a diverse group of clients across Canada on issues of sustainability, primarily policy development and implementation. I also have a strong background in green building and often act as an advisor in this capacity to architects and developers. I grew up in Charleswood, literally across the street from the perimeter highway and a farmers field, living there until my early 20's and we now own a home in the Corydon/Osborne Village area. I travel regularly to cities across Canada, and have in recent years visited cities in the United States, Western Europe and Australia.

Lisa and I are here for information. We have prepared this presentation for the members of EPC because we feel you have not been provided with adequate information to make a sound decision on this issue. As professionals, time and time again we encounter instances in which decision makers have not been provided with sufficient information to make robust decisions that ensure the long-term sustainability of their organizations or communities.

We each have our own separate presentation to deliver today.



Overview

Here is a quick overview of my presentation.

First I am going to comment on approach. There are two ways to approach planning for the future. I will identify and comment on the approach that has been used to address the issue at and here, and identify an alternative approach and provide examples of its use.

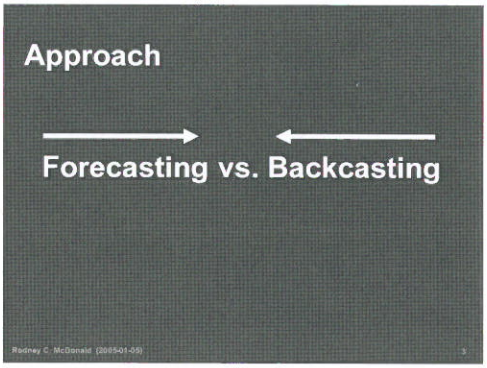
Second, there are many considerations that have been missed in the analysis. In the interests of time, I will only touch on a few.

Third, I'm will speak briefly about process and decision-making, and hopefully leave you with an understanding that there approaches to governance and public participation that would certainly make your lives much easier.

Fourth, I have three recommendations, in the hopes of suggesting a path beyond the stalemate between those who support the proposed amendment and those who are in opposition.

Before I proceed it is important for you to know that I do not oppose the Plan Winnipeg amendment per se. I can envision a need for Waverly West, but only once the City's population has grown to such a large degree that tens of thousands of new residents live downtown and we have exhausted absolutely every option for densification. That is a future I would like to see for Winnipeg.

I am not in opposition to development, just development that seems unsustainable.



Forecasting vs. Backcasting

Forecasting

You are being told that population projections are x and the demand for housing in the future will be y. This is forecasting. Forecasting is standing in the present, looking around you and projecting what the future may hold based upon best guesses today. Most people are very familiar with forecasting. Companies forecast sales. You engage in forecasting during your annual budget processes. In some contexts, forecasting is useful and appropriate. For example, based on the saturation of our local soils and precipitation in the form of snowfall, we can perhaps forecast a spring flood. By it's nature, forecasting is primariy a reactive approach to planning.

When it comes to planning a business or a community, successful ones the world over know that forecasting isn't the the best approach to planning for the future. Instead, the companies and communities that will succeed in the 21st century are the ones that create their future. Rather than reactive, this active or create approach is process called backcasting.

[Advance]

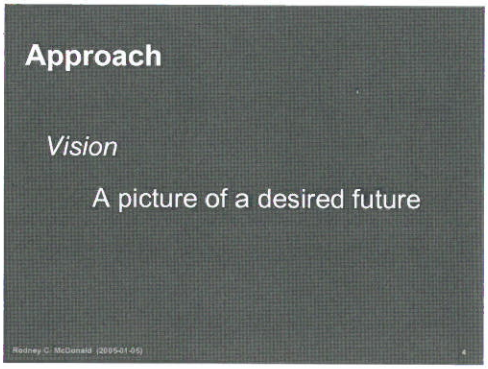
Backcasting

Backcasting is is an increasingly popular technique that is being used to replace forecasting where appropriate. It is a process whereby businesses or communities decide what they want the future to look like and then devise strategies to make that preferred future happen.

A sample of communities in Canada currently using this approach include:

- Resort Municipality of Whistler
- Halifax Regional Municipality
- Town of Canmore
- Strathcona County

These communities are developing visions of what they want their communities to look like in the future and then creating that future.

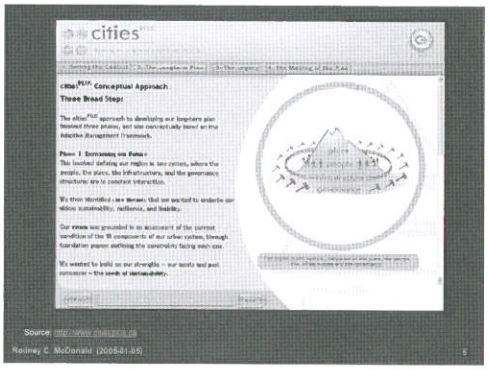


Vision

A vision is a picture of a desired future. A good vision – one that is implemented - is co-created by people within an organization or community, so everyone understands and can help make the vision reality.

Although there is a vision statement in Plan Winnipeg, the proposed amendment is such a divisive issue in our community demonstrates that we need a better vision.

Why is a good vision so important. In the words of John Kotter, a member of the faculty at Harvard Business School, a good vision clarifies the general direction for change. With clarity of direction, hundreds or thousands of more detailed decisions are simplified. For the members of City Council, days or months of torturous discussions could be eliminated if they could ask simple question – is this in line with our vision?



Cities Plus

One of the best examples of vision and backcasting is Cities Planning for Long-Term Urban Sustainability, or CitiesPLUS. CitiesPLUS was an international competition to develop a sustainable city. The competition was sponsored by the International Gas Union, a global organization representing more than 62 countries active in the natural gas industry. Canada was one of only eight nations invited to participate in the International Sustainable Urban Systems Design Competition. The other participants included China, India, Germany, Russia, Argentina, Japan, and the U.S.. Each of the international participants was required to show how their metropolitan areas can achieve sustainability by 2100.

The metropolitan area selected to represent the Canadian submission was the Greater Vancouver Regional District - a working partnership of 21 municipalities and one electoral area that delivers regional services to over two million people.

Team Canada, chaired by the Honorable Lloyd Axworthy with Michael Harcourt as Vice-Chair, was comprised of 500 experts and participants from 30 cities across Canada. By incorporating economic, social and environmental priorities in a systems approach during a 2-year long exercise Team Canada developed the most comprehensive long-term approach to municipal planning. Their efforts culminated in Team Canada being awarded the Grand Prize at the international Sustainable Urban Systems Design competition at the 2003 World Gas Conference in Tokyo.

Because of **citiesPLUS** Greater Vancouver has represented Canada in showing how a large metropolitan area can reach the destination of sustainability over the next 100 years.



John Knott

A second example of an approach to long-term planning and development using a vision and backcasting approach is that practiced by John Knott. In the United States, Mr. Knott is widely regarded as one of the nation's leading developers. A third generation developer, he is co-founder and CEO of the Noisette Company.



Noisette

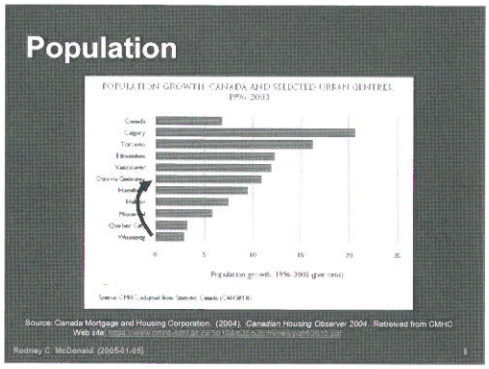
Noisette is a 3,000 acre city-within-a-city. It is an area of North Charleston, South Carolina targeted for integrated restoration as a sustainable community. The Noisette community boundaries are roughly those that defined North Charleston when that community was incorporated in 1973. However, in the last 30 years, through annexation and "green-field" subdivision development, North Charleston has expanded into one of the state's largest cities.

The Noisette Project is a unique public-private partnership between John Knott's Noisette Company and the City of North Charleston, which teamed up in the late 1990s to revitalize the Noisette area. In exchange for the right to purchase 400 acres of old Navy base property at the city-appraised fair market value, John Knott agreed to launch a master planning effort to help guide the city's efforts to redevelop the adjacent 2,600 acres of private residential neighbourhoods, private commercial structures, and municipal property – a project of unprecedented scale.

Contracting with two of the country's premier architectural and land planning firms, and in consultation with an international group of environmental, social and professional organizations, Knott's team has created an outline for restoration of a healthy, sustainable, human-scale community.

The plan seeks to preserve historic architectural styles, neighborhood diversity and the area's unique social fabric. It also works to restore environmental stability and beauty, attract jobs, improve services like education and healthcare, reduce dependence on car travel, promote recreation, eliminate the foundations of crime and poverty, and strengthen the sense of pride many North Charleston resident feel toward their community.

After years of development, community input and revisions, the master plan was presented to the City of North Charleston in December 2003. It was reviewed in community meetings, neighborhood gatherings and private one-on-one sessions. And it was accepted by the City as satisfaction of the Noisette Company's contractual agreement in early 2004.



Population

Before I talk about additional considerations I will pause and talk about population.

According to Canada Mortgage and Housing Corporation, compared to nine other major cities in Canada, Winnipeg's population growth was the lowest from 1996 to 2003.

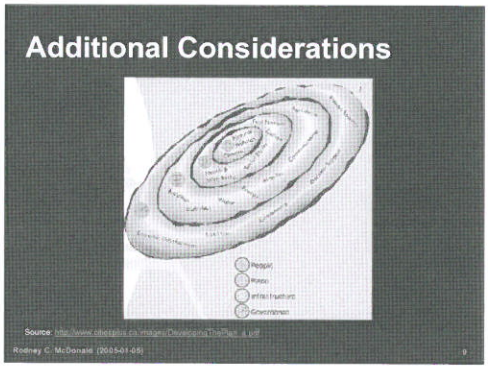
I have a few comments about population.

1)Winnipeg is vulnerable to exurban development because it is playing a zero sum game with others in the capital region (not enough people to go around).

The larger question we should consider is why do people not want to live here?

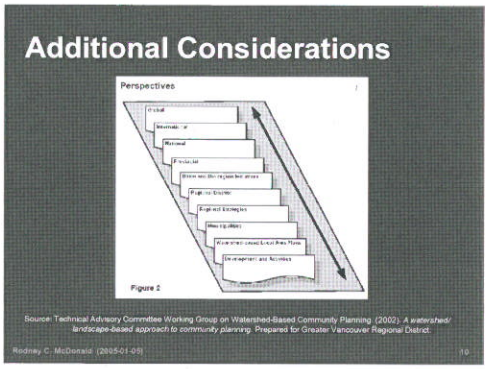
2) People leaving and not wanting to come here.

3) International migrants.

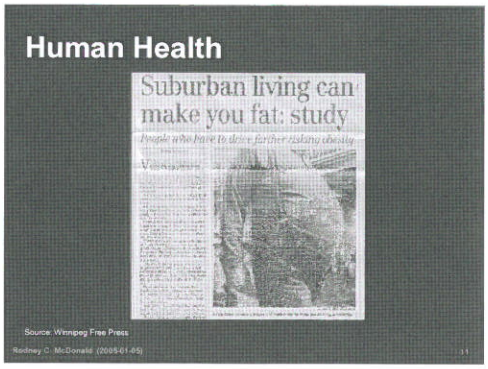


Additional Considerations

This graphic, taken from the Cities Plus documentation, identifies the issues that must be considered at four different levels. Quickly, at the level of place is is necessary to consider natural habitat and climate. At the level of people is it necessary to consider culture, social equity and health & well being. At the level of infrastructure is is necessary to consider energy, water and mobility. And, at the level of governance it is necessary to consider decision support.



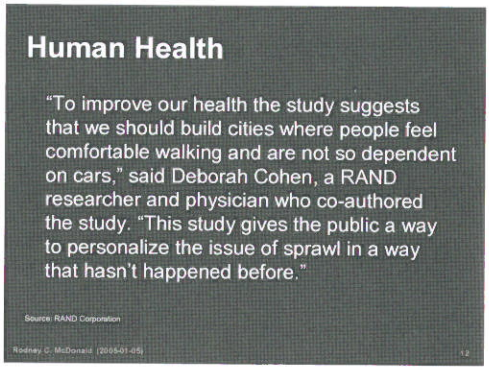
It is also important to consider provincial, national, international and global perspectives.



Human Health

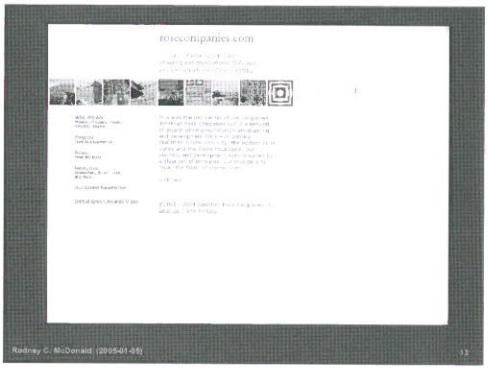
The first additional consideration I want to talk to you about is Human Health

As this headline states, some are starting to make the connection that suburban living can make you fat. There is a cost to this that has not been factored into the financial analysis.



In a study prepared by the RAND Corporation, they concluded:

"To improve our health the study suggests that we should build cities where people feel comfortable walking and are not so dependent on cars," said Deborah Cohen, a RAND researcher and physician who co-authored the study. "This study gives the public a way to personalize the issue of sprawl in a way that hasn't happened before."



Jonathan Rose

The second additional consideration I want to talk about is energy use.

For some time now there has been a lot of focus on the energy efficiency of buildings. I think it is more important to focus on the energy efficiency of people and communities rather than simply the buildings that people live and work in. One land development company this addressing this issue is the Jonathan Rose Companies.