



**NORTH
PORTAGE**
DEVELOPMENT
CORPORATION

CONNECTING

2020-2030

TEN YEAR

CONCEPT +

FINANCIAL PLAN



**NORTH
PORTAGE**
DEVELOPMENT
CORPORATION

INTRODUCTION

The Forks North Portage (the Partnership) is responsible for the continuing renewal and stewardship of two sites in Winnipeg's downtown: North Portage and The Forks.

Established as a community development corporation by the three levels of government (*North Portage Development Corporation 1984; The Forks Renewal Corporation 1987*), The Forks North Portage has directly or indirectly assisted in the development of residential, commercial and institutional, recreational, educational, and historical and cultural facilities in the downtown.

Moving beyond the Partnership's 2010-2020 *Building Connections* ten-year plan, *Connecting 2020-2030* identifies future directions The Forks North Portage will take over the next ten years to carry out its mission in the downtown, including continuing initiatives, projects in the planning and implementation stages and themes and project concepts to be further explored.

Completion of The Plan follows a series of public consultation interviews with key stakeholders carried out over the past year, concluding with public open houses in November 2019.



WHO WE ARE

The mission of The Forks North Portage is to act as a catalyst, encouraging activities for people downtown through public and private partnerships and revitalization strategies, and to work to ensure financial self-sufficiency.



CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





THEMES FOR 2020 TO 2030

- ▶ (Re)Investment
- ▶ All-season Activation
- ▶ Environmental Stewardship
- ▶ Reconciliation + Celebrating History
- ▶ Financial Sustainability

NORTH PORTAGE

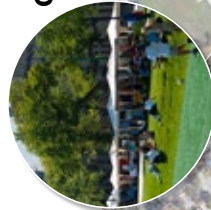
Winnipeg Adult Education Centre



Consultations & Community Enhancements



Central Park



Eyes and Ears in the Downtown



Social Well Being & Reconciliation



Kiwanis Chateau



Reinvesting in Facilities



The Promenade & Webb Place

Portage and Main

CONNECTING

2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





NORTH PORTAGE

The North Portage neighbourhood shall be a centre of commerce, culture and living, integrated to form a diverse downtown community through a mixture of public uses including: residential, commercial and institutional, recreational, educational and entertainment facilities.

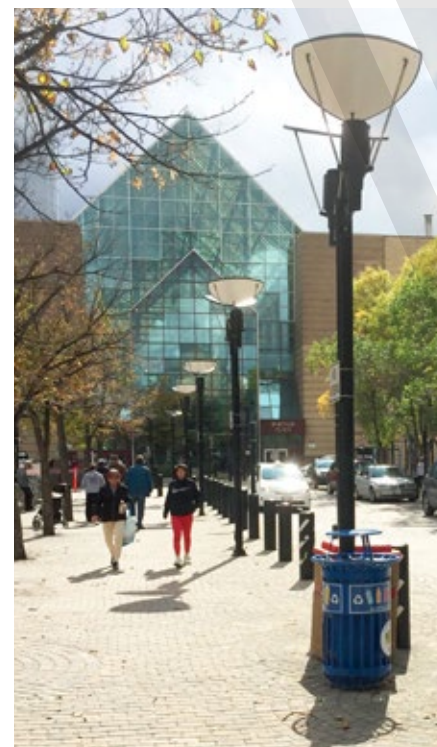
REINVEST IN FACILITIES

Ensure ease of access and work with building owners to revitalize facilities to meet present-day needs.

Facilities operating, some for over 30 years, require upgrades or enhancements to remain viable over the long-term.

The Forks North Portage as a landlord at North Portage will:

- ▶ Maintain private roadways for ease of access for pedestrians and vehicles
- ▶ Work with building owners, supporting plans to revitalize facilities to meet present day needs





CONSULTATIONS + COMMUNITY ENHANCEMENTS

The Forks North Portage will partner with BIZ organizations and others to carry out community consultations in the Central Park neighbourhood to identify potential community enhancement projects to support over the next ten years.

Preliminary ideas to be explored include:

- ▶ Develop “meeting places” indoors and outdoors for people to gather and connect with others in the neighbourhood (eg. building spaces, community gardens, pop up parks)
- ▶ A mural program presenting themes of history, social justice and reconciliation





CENTRAL PARK PROGRAMMING

The Forks North Portage, as a member of Central Park's stewardship committee, will assist with programming and explore amenities such as a new stage, warming huts and other features to sustain this vital central gathering place.

Central Park is home to many newcomer communities and has increasingly become a hub of activity in Winnipeg's central neighbourhood.

Several organizations in the Central Park neighbourhood have implemented activations to bring life to the neighbourhood's popular gathering place.





SOCIAL WELL-BEING

The Forks North Portage as a stakeholder in the downtown and member of the Downtown BIZ will continue to support BIZ programs that contribute to the social well-being of those in need.

Downtown is diverse, home to people of all income levels and from many cultural backgrounds.

The health of downtown requires a social investment in people as part of downtown revitalization.

A collective focus from the levels of government, businesses, social well-being agencies and the community at large is required to address issues such as poverty, homelessness, mental health and addictions.



RECONCILIATION

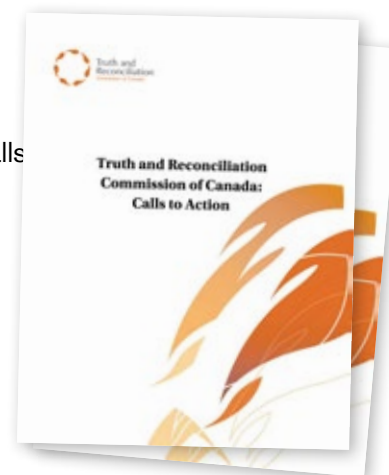
CONTINUED



The Forks North Portage as landlord, advocate and facilitator will support reconciliation initiatives at North Portage and The Forks.

The Forks North Portage will partner with others through public forums, programs and special events to provide opportunities for Indigenous and non Indigenous peoples to come together and build relationships in the spirit of reconciliation.

As a member of the City of Winnipeg's Indigenous Accord, The Forks North Portage will help partners raise public awareness of Truth and Reconciliation Calls to Action and the Missing and Murdered Indigenous Women and Girls Calls For Justice recommendations.





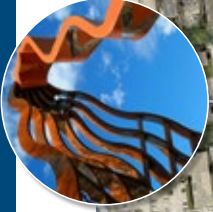
EYES + EARS

Adding to the mix of downtown residents and offering a variety of reasons to visit downtown is key to a vibrant downtown and can influence change in public perceptions about safety in the downtown.

- ▶ Continue to encourage and support a variety of activities including development and programming that encourages more vibrant pedestrian life
- ▶ Support safety initiatives that provide extra “eyes and ears” in the downtown
- ▶ Encourage and support collaborations such as the Downtown Safety Partnership and new initiatives proposed to facilitate a cohesive approach to downtown safety



THE FORKS



Niizhoziibeau



Railside at The Forks



South Main



Portage and Main



Outdoor Common



Forks Market Refresh



Waterfront Development

CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





THE FORKS

The Forks shall be developed as a meeting place, a special and distinct all-season gathering and recreational place at the junction of the Red and Assiniboine Rivers, through a mixed use approach including recreational, historical and cultural, residential and supportive commercial uses.

Planning & Development

The Forks is committed to ensuring that new projects are designed to meet consistently high standards by adhering to the following guiding principles:

- ▶ Create a rich pedestrian environment
- ▶ Ensure a diversity of uses, facilitating a variety of projects
- ▶ Promote innovation and excellence
- ▶ Ensure ease of access to and from The Forks
- ▶ Integrate heritage themes into new projects where possible





PROGRAMMING

By leveraging community partnerships and reinvesting revenues from its commercial operations, The Forks will continue to develop community infrastructure and deliver quality, affordable programming for everyone in all seasons.



- ▶ Function as an **outdoor community centre** with a variety of healthy living activities for visitors
- ▶ **280+ events** annually with a diverse program supporting “meeting place” mission
- ▶ **Community engagement** with third parties delivering most events
- ▶ Forks signature events supported by sponsors: **Canada Day, New Year’s Eve & River Trail**
- ▶ Ideas and talents of others leads to innovative projects: **River Trail, Warming Huts + dining on the river**
- ▶ Help to brand Winnipeg as the **Canadian centre for human rights education**



CONNECTING WITH HISTORY

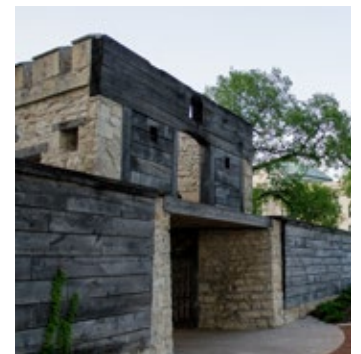
The Forks celebrates the history of the site and is committed to telling its stories.

Located on Treaty 1 territory and the homeland of the Métis, The Forks is a site of national historic significance. With guidance from The Forks Heritage Advisory Committee, The Forks story will be told in a number of ways:

- ▶ Existing projects where enhanced storytelling opportunities exist (eg. Niizhoziibeau, The Waterfront Loop)
- ▶ A speakers bureau arranged through partnerships (eg. Manitoba Treaty Relations Commission)
- ▶ Oral history tours provided by elders
- ▶ Self-guided tour app
- ▶ Social media coverage of archaeological investigations/findings
- ▶ Interpretive signage and other landscape features such as public art
- ▶ Marketing and communication

Upper Fort Garry

- ▶ Programming will educate visitors on the impact of Upper Fort Garry on the history of Winnipeg, Manitoba and Canada





PUBLIC ART AT THE FORKS

Public Art is an integral feature of The Forks. It allows us to create new landmarks, express our local history and heritage, visually register important moments or events, and reflect our diverse cultural community.

- ▶ Through The Forks Foundation, seek donors to fund additional public art on site
- ▶ Through donors, partners and sponsors, undertake public art in various forms: temporary and permanent installations, art exhibits, and festivals

1 Alloway Arch + Widow's Mite



2 Memorial to Residential School Survivors



3 Parkade Murals



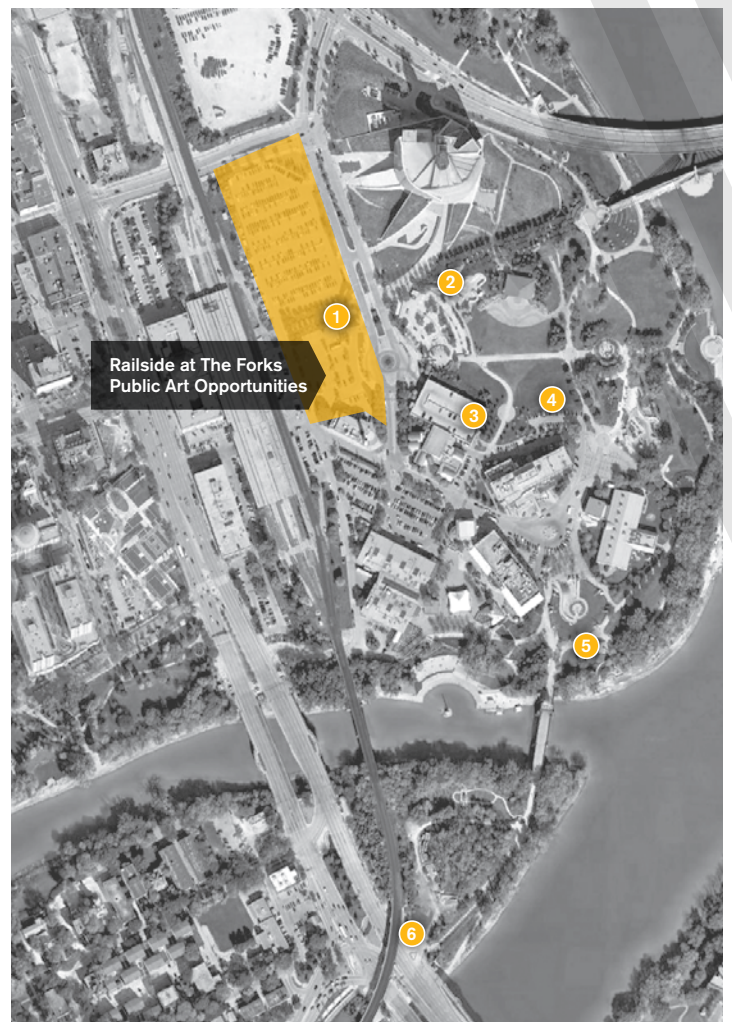
4 Forever Bicycles



5 MMIWG Memorial



6 Niimaamaa

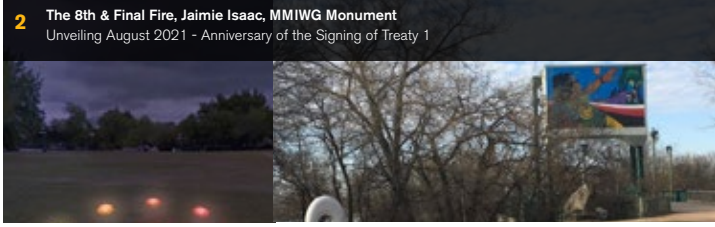
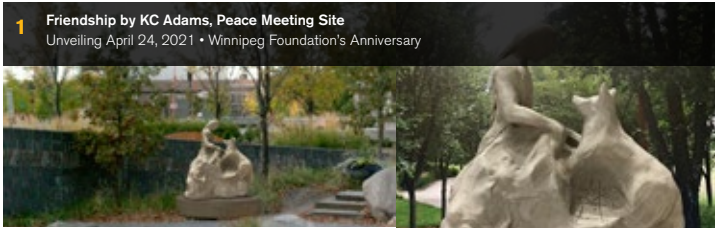
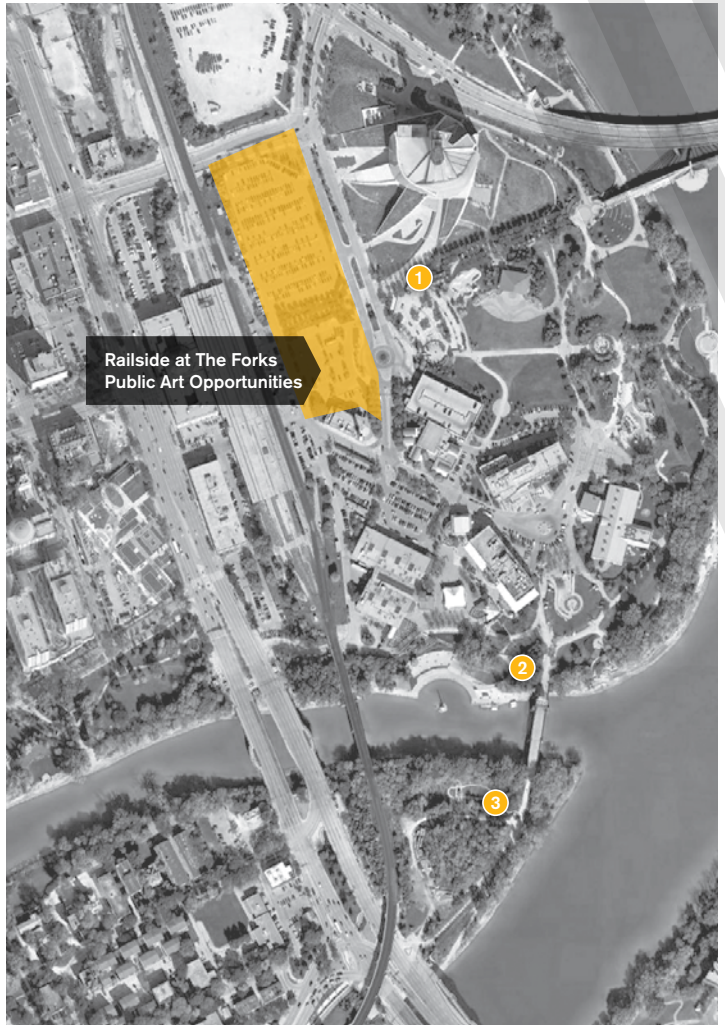




PUBLIC ART AT THE FORKS

Stories of Compassion

Throughout Manitoba's history there have been acts of kindness and exchanges between settlers and Indigenous people. Upcoming public artworks are inspired by these kinds of acts, in order to build a strong foundation of Indigenous and settler relations into the future. Through the support of The Winnipeg Foundation, these public artworks will become a reality at The Forks.





TARGET ZERO

The Forks is committed to achieving its ambitious sustainability targets - shrinking its carbon footprint, diverting garbage, reducing water waste, and reducing its overall energy consumption (and costs).

The Target Zero initiative, originally implemented in 2008 to reduce The Forks' carbon footprint, is an ongoing initiative focused on the environmental stewardship of The Forks site. The Forks will continue to implement innovative and responsible environmental practices that are good for the planet and the bottom line. Moving forward, The Forks will;

- ▶ Investigate how solar heat could contribute energy to our geothermal collector and beyond
- ▶ Plan district geothermal system for Railside at The Forks development
- ▶ Create site-wide composting program
- ▶ Continue planting trees to green site and offset carbon
- ▶ Continue to research and implement sustainable alternatives to current practices throughout our operations



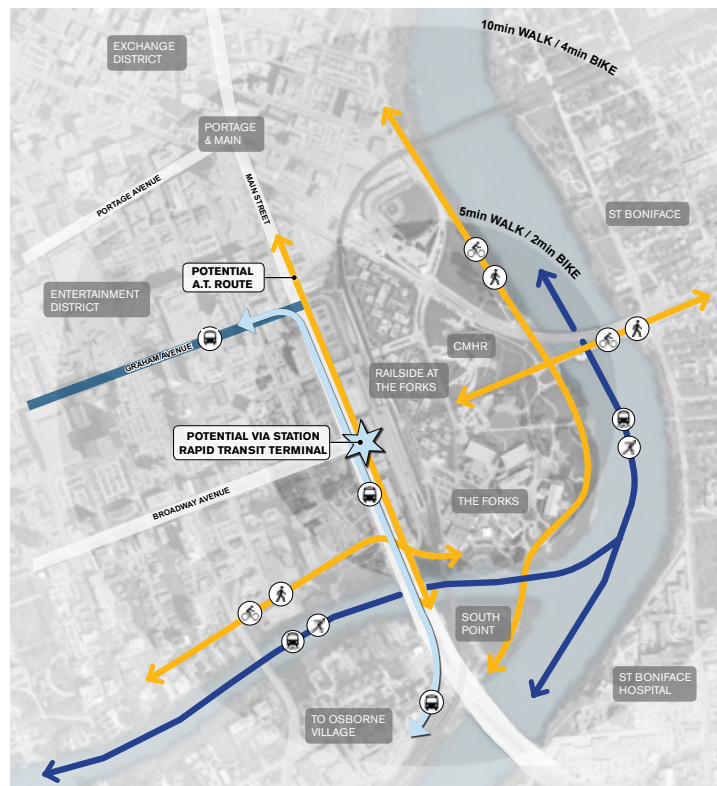


TARGET ZERO

The Forks is committed to achieving its ambitious sustainability targets - shrinking its carbon footprint, diverting garbage, reducing water waste, and reducing its overall energy consumption (and costs).

Planning for the future: Connections

Active Transportation, and Alternative Modes of Travel
(eg. completing bike path connection from Osborne to St. Boniface).



CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





REFRESH: RE-INVESTMENT

The Forks is committed to sustained investment in its assets, site operations and programming.

The Forks Market Refresh + The Common

The Forks operates 365 days of the year, maintained at a world class standard for visitor comfort. With renewal of The Forks beginning over 30 years ago, there is an ongoing requirement to address wear and tear of aging infrastructure.



CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN



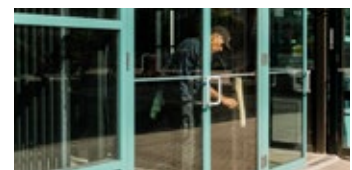


CAPITAL REGENERATION



The modern day Forks is over 30 years old, with some of its infrastructure closer to 100 years old. As the stewards of the site, it is our responsibility to maintain, upgrade and replace aging infrastructure.

The Forks alone has over \$75 million in assets that require care, refurbishment and sometimes replacement. Big ticket items like sewer pipes, the roof of The Forks Market, cobblestone, lighting and others are part of a capital regeneration plan for the next ten years. This is an integral component of the Ten Year Concept and Financial Plan.





RAILSIDE AT THE FORKS

Railside is a major step in the evolution of The Forks - representing the first ever opportunity for living at The Forks. The overall goal for the Railside lands is to create a diverse, resilient and welcoming place that augments and enhances the existing character of The Forks



This is a 20 Year Plan to transform the 12 acre surface parking lots of Railside and Parcel 4

2013

City asked The Forks to consult public on future development on areas used as Railside and Parcel 4 parking lots

2014

Council approved Preliminary Railside Concept Plan, TIF and intent to transfer P4 ownership to Forks

2015

Forks completed three phases of public consultation on future development

2016

Council amended approval to allow for TIF to proceed on Railside (phase 1) and to transfer P4 at such time as "there is resulting demand"

2017

Council formally approved Railside at The Forks Concept Plan as Council policy





RAILSIDE AT THE FORKS

Railside at The Forks: Making it Happen

Advancing
Development

Connecting
The Forks

New Partnerships
and Collaboration

Elevating
Environmental
Stewardship

Stimulating
Investment



- Detailed design - buildings and public space
- Finalize deals with Development Partners
- Secure development approvals
- Commence construction

- 1,200 +/- residential units
- 120,000 +/- square-feet of commercial space and community facilities
- 6+ acres of new public plaza space

- Enhanced connectivity through The Forks site and to the downtown
- More of The Forks - more activities, more programming, more public space, more great design

CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





SOUTH MAIN CONNECTION

The Forks will continue to connect with stakeholders to pursue interest in seeing South Main area developed in a way that will complement The Forks.

Railside at The Forks brings The Forks closer to South Main and Portage and Main. South Main west is a mixture of the historic and the new and is experiencing a modern renaissance. The ArtisREIT development at 300 Main St. at Graham Ave. will bring new residents into the area, The Fortune Block has been restored along the plans for a Jazz plaza on the adjacent vacant lot, with plans to redevelop the

Winnipeg Hotel. As well, the relocation of Robertson College to South Main has brought some 1,000 students into the area. The number of surface parking lots in the area which represent potential for interesting, new land use that would enhance the pedestrian environment and connection to The Forks, and help generate potential for a rapid transit hub at Union Station.



Renewal

Development opportunity

Introducing new uses

Connection

Pedestrian experience

CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN



GO TO THE WATERFRONT



Niiizhoiibeau

Bicycle Routes

Waterfront Development

Alexander Docks

St Boniface Belvédère

The Waterfront Loop

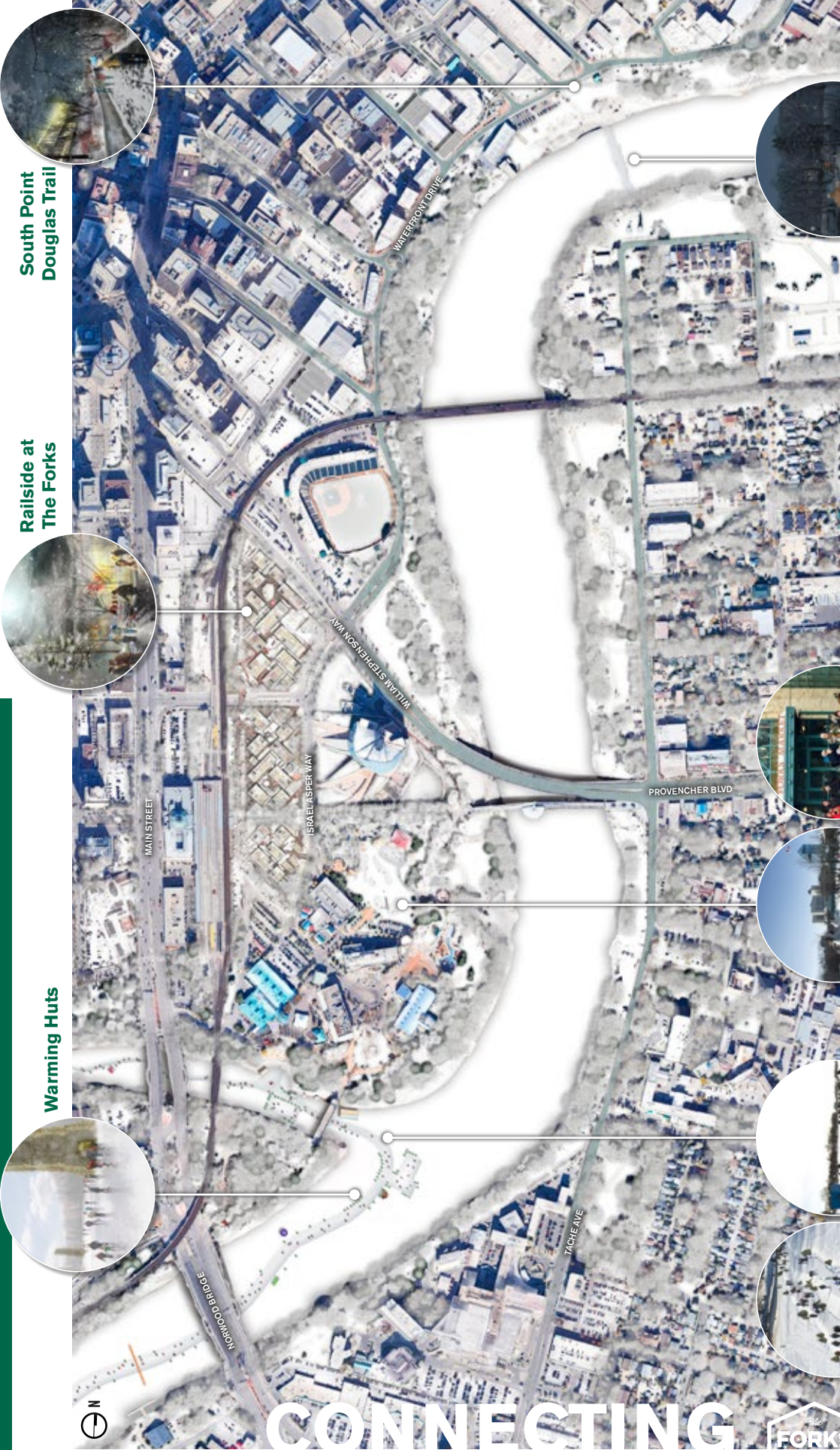
River Spirit Waterbus

South Point Douglas Trail

CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN



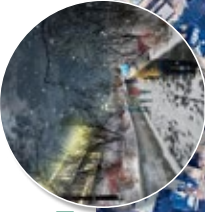
GO TO THE WATERFRONT



Warming Huts



Railside at The Forks



South Point Douglas Trail



The Forks River Trail



The Forks Arctic Glacier Winter Park



Winter River Crossings

CONNECTING 

CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





GO TO THE WATERFRONT

Keeper of the Vision: The Forks will continue to work with partners to implement the long-term vision to build and celebrate Winnipeg's identity as a river city and inspire new riverfront development.

- ▶ Endorsed by Winnipeg City Council (2014) this 20-year vision plan reveals opportunities and identifies potential projects that could shape the future of our waterfront
- ▶ Enhanced linkages between The Forks and adjacent lands are key to the ongoing vitality of The Forks
- ▶ Working with partners to develop points of interest along the riverfront beyond The Forks borders will be a recurring theme

Public Consultations (June 2017)



Alexander Docks



Future Park Site / Marina



Governor's Greenhouse Eatery



Wellington Riverwalk



Transit Oriented Infill Development



Point Douglas Linear Parkway



South Point Douglas Pathway



St. Boniface Belvédère

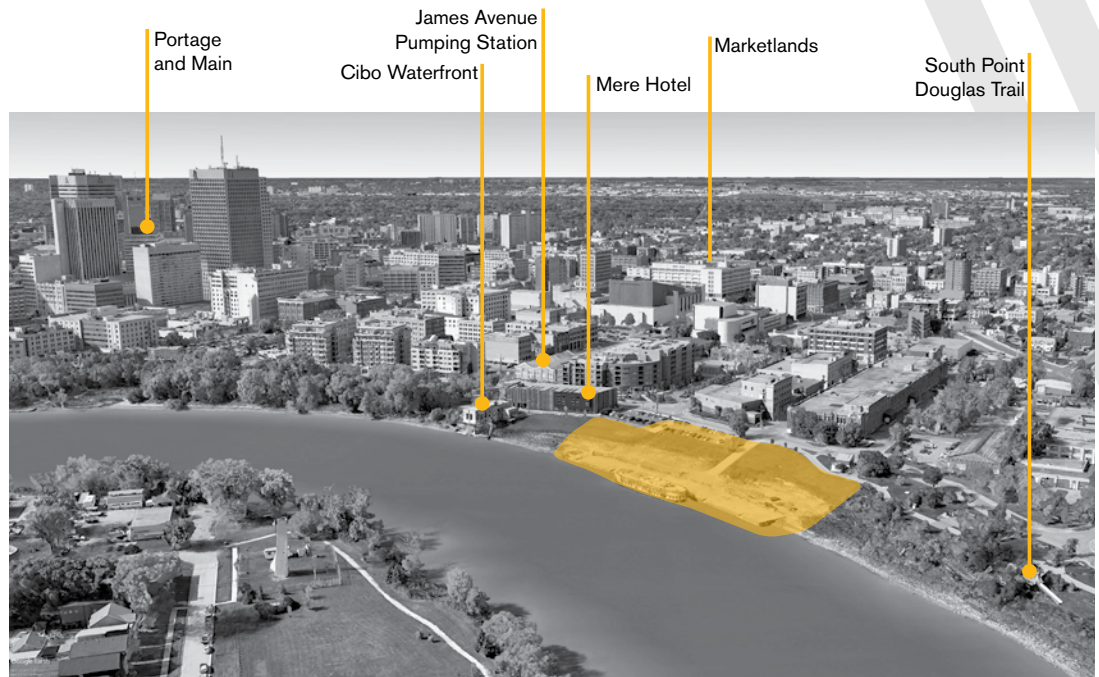


GO TO THE WATERFRONT

The Forks will work with the City of Winnipeg and Exchange District BIZ to assist in the completion and implementation of a renewal plan for the Alexander Docks site.

Key opportunities identified through public consultations include:

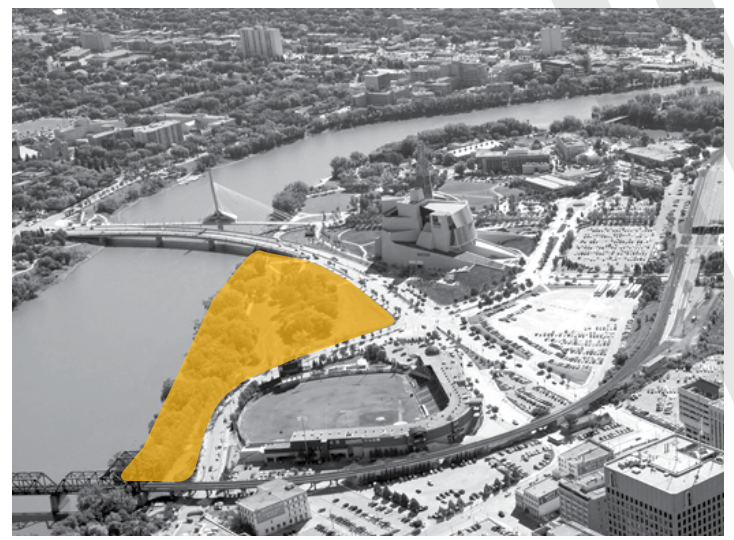
- ▶ Waterfront plaza with seating
- ▶ Small commercial kiosks
- ▶ Dock for summer and winter river access
- ▶ Future water bus stop
- ▶ Tour boat landing
- ▶ Gateway to the East Exchange
- ▶ Tina Fontaine Memorial
- ▶ 1919 Victoria Park Strike gathering interpretation





GO TO THE WATERFRONT

Consistent with the goals of Go to the Waterfront, The City and The Forks will collaborate on long-term plans for the future development of this potential marina site.



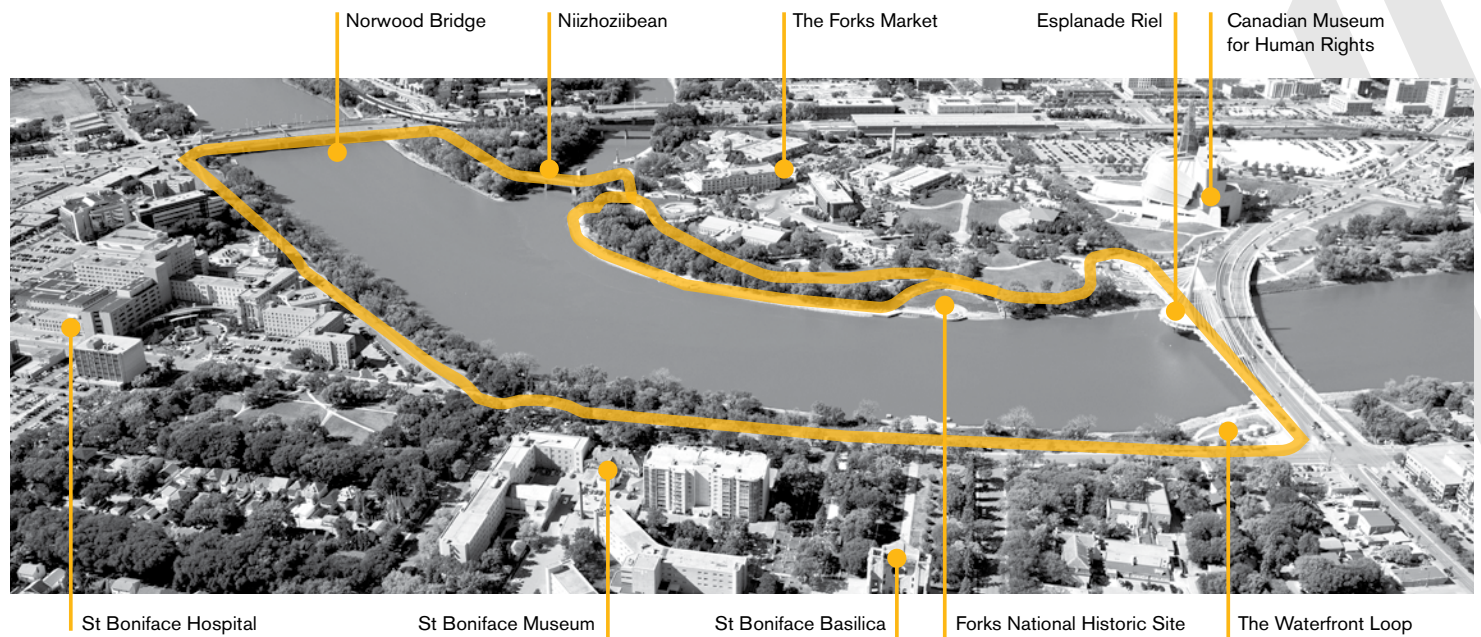
Key opportunities include:

- ▶ Mixed use development, connected to Railside and Parcel 4 redevelopment
- ▶ Enhanced pedestrian trail connections and public space
- ▶ Small marina development



GO TO THE WATERFRONT

A walk along The Waterfront Loop connects historic sites and iconic architecture, fused together with distinct cultural precincts that span the Red and Assiniboine Rivers.



- ▶ St. Boniface and The Forks working group has come together to brand this 2.5 km route to solidify The Waterfront Loop as major public attraction.
- ▶ There are compelling buildings, story lines, vistas and natural features that, collectively, will become the experience of The Waterfront Loop.

- ▶ Through landscaping, lighting, signage and art, The Waterfront Loop will unify elements of our past, present and future.
- ▶ The vision is to become internationally recognized as a significant cultural and recreational destination with themes of health and fitness, history, compassion, reconciliation and human rights.

Go To The
WATERFRONT

CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





GO TO THE WATERFRONT

Features of The Waterfront Loop



Go To The
WATERFRONT

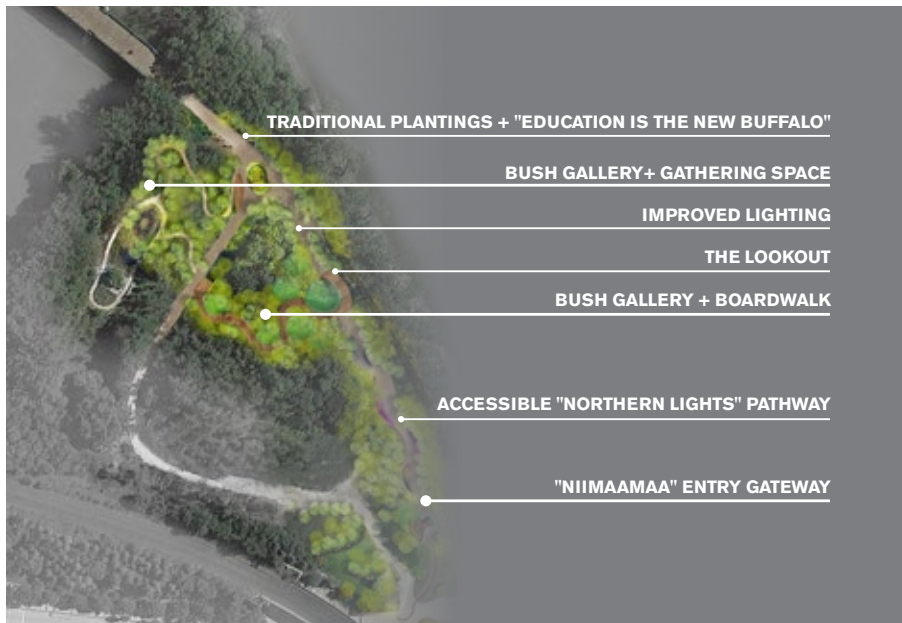
CONNECTING
2020-2030 TEN YEAR CONCEPT + FINANCIAL PLAN





GO TO THE WATERFRONT

Along The Waterfront Loop to Niizhoziibean:
A place for ceremony + celebration



Future Directions: Bush Gallery + Gathering Space

The Gathering Space, located in the lower basin area will feature a space for ceremony and celebration enhanced by a lodge-like structure that invites everyone in.

The Gallery boardwalk hovers above the forest floor providing exploration of a permanent collection of curated art pieces, complimented by temporary art installations that will transform the bush gallery.

The southern entry to The Forks, formerly known as South Point, has been named Niizhoziibean to honour our city's Indigenous heritage. Niizhoziibean embodies the spirit of the traditional past of The Forks and enhances our understanding of what this place means - a collaborative space where people have been coming together to trade, grow, and make life for millennia.



FINANCIAL STORY



Positive Trajectory: Entrepreneurial approach has led to an increase in visitations, business for The Forks tenants, and profitability.

Capital Regeneration: To address aging infrastructure, we undergo a regular Capital Assets Inventory and analysis which contributes to a proactive annual capital program, and an understanding of mid- and long-term requirements.

Financial Sustainability: With a deliberate approach of operational efficiency and a strong foundation from which to build, The Forks is approaching financial self-sufficiency.

Economic Activity



FINANCIAL STORY

North Portage Neighbourhood

The North Portage neighbourhood was strongly resourced at the outset of development in the late 1980s. As such, the role of the Partnership in recent years has been that of a steward of the neighbourhood with the assets enabling operations and development on The Forks' site. Until The Forks' development is fully realized, there will remain a dependency on the strong financial position generated by the North Portage assets. Supporting or carrying out revitalization initiatives at North Portage will be guided by the mandate that The Forks North Portage Partnership remain whole and allow for the continuing renewal of The Forks.

The Forks Site

The Forks site continues to grow in popularity as a destination for tourists and locals. The Market Refresh project along with developed amenities over the last several years has driven visitations, revenues, and profitability which in turn has allowed for continued reinvestment. Capital regeneration will continue to be on the front burner as the site enters its fourth decade and the built environment ages through its useful life.

The Rainside at The Forks mixed-use development is planned to be financially self-sufficient. This will be achieved through land lease payments from private developers, tax increment financing, infrastructure grants from governments, and other partners, sponsors, and interested citizens.

The Rainside at The Forks financial plan is dependant cash-flow-wise on TIF and as such will require The Partnership to borrow against future tax reimbursements.

Economic Impact

Since its inception, both The Forks and the North Portage sites have contributed to the municipal, provincial, and federal economy. Together, with roughly \$1.2 million paid annually in taxes at The Forks site and \$3.6 million at the North Portage site, \$4.8 million is paid annually in property taxes between the two sites. Redevelopment considered within this plan on both the North Portage site and through Rainside at The Forks could see this number rise by at least \$3.7 million annually, not including the initial economic impact of construction.

The Forks Economic Impact

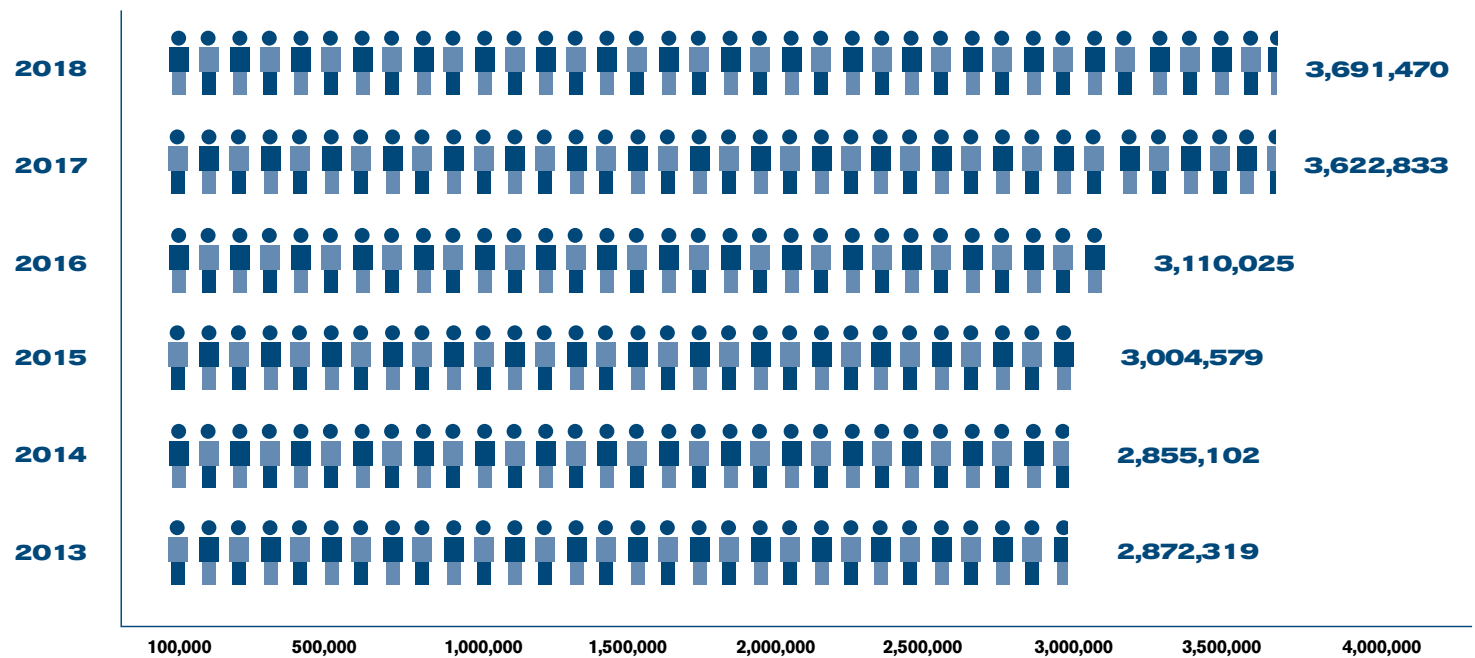
	Pre-Development (1987)	2017/18	Forks + Rainside South
Annual property taxes	0	\$1.2M	> \$5.1M
Annual direct/indirect benefits	0	\$190M	> \$220M

Based on the 2017/18 InterGroup Consultants study, The Forks and tenants contributed approximately \$190 million in annual direct and indirect economic benefits; paid \$26 million in annual wages, salaries, and benefits; and employed 1500 people, representing 860 FTEs. Rainside South alone is projected to add significant new economic activity through new commercial and residential operations (\$20.9 million annual contribution to Manitoba's GDP) and one-time construction expenditures (\$152.9 million). This new development will generate \$1.3 million in federal taxes, \$1.6 million in provincial taxes and \$2.1 million in municipal taxes annually.

FINANCIAL STORY

Trajectory

The Partnership is trending towards financial self-sufficiency. In 2014, projects at The Forks began to be considered with an entrepreneurial approach. This involved identifying and acting on opportunities that contribute to the mission statement and to profits which has resulted in average project returns of 24%. Projects such as investments in the Travel Manitoba building, The Forks Market Refresh, and paid parking at The Forks have put The Forks and thus the Partnership as a whole on a new trajectory which sees increased visitations, increased business for tenants at The Forks, and increased profitability and therefore strong reinvestment overall. The following illustrates a quantitative example of continuous improvement on the 'meeting place' element of the mission statement:



FINANCIAL STORY

Capital Regeneration

The Forks North Portage Partnership takes a proactive approach to capital regeneration with the guiding philosophy that the most risky and expensive maintenance is deferred maintenance. Every five years, a fulsome Capital Assets Inventory is undertaken, updating replacement costs and life expectancies. This inventory allows the Partnership to set out an annual capital program sufficient to deal with needs over the subsequent several years. The capital program is currently set at \$1,000,000 per year which is allocated annually over renewal items, longer term infrastructure projects, and enhancements. The 2020-30 period will see the completion of the 5-year Market window replacement program, continuation of a multi-year site lighting renewal program, and sub-grade work site-wide.

Along with the owned infrastructure (private roadways, etc) at North Portage, estimated replacement value of the depreciating assets are over \$75,000,000. This includes visible infrastructure of the public realm at The Forks such as the historic rail bridge, the roadways, the Broadway Promenade, site-wide landscaping, the Market Plaza and Outdoor Common, the Port, the Market building, along with the site-wide underground services owned and maintained by the Partnership such as sewer pipes, catch basins, watermain fittings, irrigation, geothermal system, etc.

Beyond Sustainability

Several strategies have come together over the past three decades that suggest the Partnership can exceed its goals of financial sustainability. The initial investment by the three levels of government ensured the North Portage site was fully outfitted and was swiftly earning revenue. The Forks has taken longer to develop, its slower growth enabling a true mix of uses and diverse business models. The recently adopted entrepreneurial approach to mission-minded business at The Forks Market, combined with a public appetite for contributing to The Forks through paid parking has escalated the site's ability to resource its own operations, development, and infrastructure renewal. The 2020-2030 plan as presented could see the Partnership and its site tenants in a position to pay \$8.5 million in property taxes per year, fulfil its proactive capital regeneration responsibilities, and continue to develop as presented within this plan. The Partnerships receives no operational funding from any level of government - this plan will allow this funding model to remain this way. By leveraging our own strength, as well as both public and private partnerships, we have the capacity to fully implement the 2020-2030 plan.

PROJECT SUMMARY CHART

The Forks District	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Private	Government	Partnership	TOTAL
1. Public Space Enhancements														
The Forks site														
- Infrastructure renewal													7,250,000	7,250,000
- Target Zero (district geothermal)											6,000,000	2,000,000	1,000,000	9,000,000
- Active Transportation													760,000	760,000
- Public Art											2,000,000			2,000,000
Heritage														
- Interpretive installations											1,000,000		1,000,000	2,000,000
- Archaeology & environmental investigations (Raiside)													250,000	250,000
Go to Waterfront														
- Niizhoziibeaa (gathering place, drum park, signage, Niimaamaa bench, bush gallery, new lookout)											650,000		50,000	700,000
- Marina precinct (concept and predevelopment activities)													250,000	250,000
- Alexander Docks (planning assistance)													70,000	70,000
- Waterfront Loop (signage, facilitation & coordination)											450,000	200,000		650,000
2. Mixed Use/Commercial														
The Forks Market														
- Infrastructure renewal													6,375,000	6,375,000
- Leasehold improvements													6,750,000	6,750,000
Raiside at The Forks														
- Public spaces, art, promenade											145,000,000			145,000,000
- Residential, commercial, office											314,000,000			314,000,000
- Parking structure (VIA location)											15,000,000			15,000,000
- South Main consultations & planning													100,000	100,000
North Portage Neighbourhood														
1. Reinvesting in facilities														
Maintenance and upgrades													1,000,000	1,000,000
Reinvestment in Portage Place											300,000,000			300,000,000
2. Consultations & Community enhancements														
Central Park programming amenities (eg. stage, warming hut etc)													100,000	100,000
Community enhancements (eg. meeting places)											2,000,000		100,000	2,100,000
3. Social Well Being & Reconciliation														
Community liaison: consultations, advocacy, facilitation, reconciliation projects													200,000	200,000
											785,200,000	2,200,000	24,355,000	811,755,000