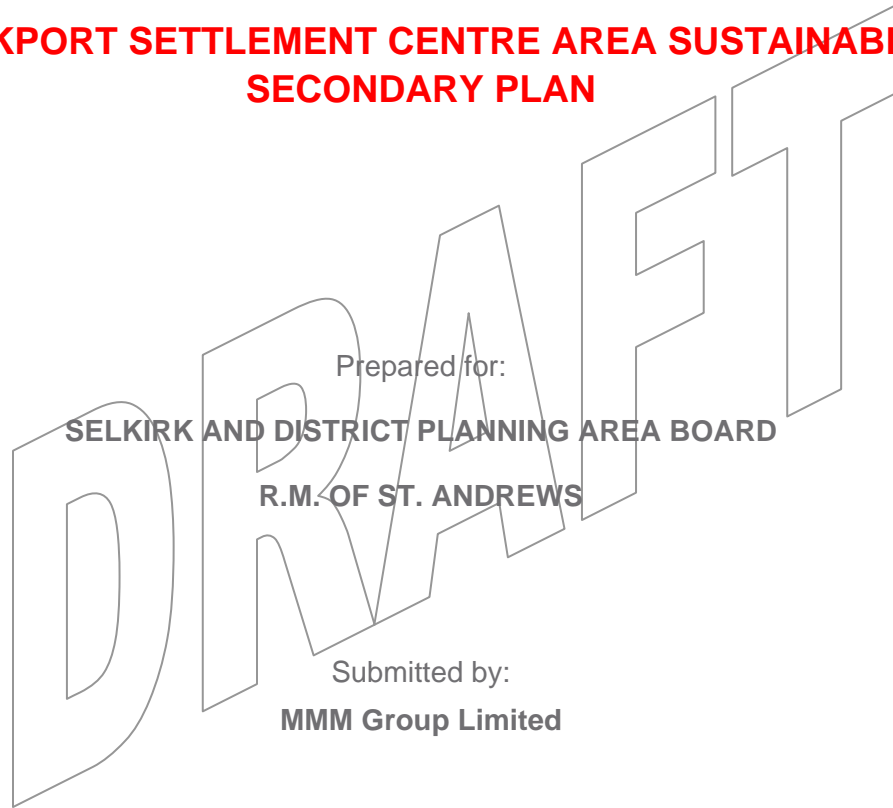


LOCKPORT SETTLEMENT CENTRE AREA SUSTAINABLE SECONDARY PLAN



Prepared for:

SELKIRK AND DISTRICT PLANNING AREA BOARD

R.M. OF ST. ANDREWS

Submitted by:

MMM Group Limited

March 2010

5509028.101

EXECUTIVE SUMMARY

In 1999, the R.M of St. Andrews along with the R.M. of St. Clements and the Triple “S” Community Futures Development Corporation began a planning process called the Lockport Destination Strategy that focused on initiatives to enhance Lockport’s role in the Red River Corridor. In 2007, the Selkirk and District Planning Area Board released a Background Report for the five year Development Plan Review and is now in the final stages of adopting a new Development Plan. The Development Plan emphasizes the importance of concentrating development within Settlement Centres such as Lockport.

The purpose of this background study is to provide general information on the Lockport Settlement area to inform the development of a Secondary Plan for the St. Andrews Lockport Settlement Centre that will build on the previous planning efforts. This Secondary Plan will be used to guide the development of the area and to create specific policies for a more detailed direction of land use.

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STANDARD LIMITATIONS

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1.0 INTRODUCTION

1.1 Purpose of the Secondary Plan

This background study will summarize a variety of topics that will be used as a basis for the public consultation sessions and development of the Lockport Settlement Centre Sustainable Secondary Plan (the Plan). The Plan will build on previous planning initiatives to create a development strategy that will be implemented as a planning tool adopted by the Council of St. Andrews. Secondary plans are enforceable by-laws adopted by Council that must be consistent with the Development Plan. Once a secondary plan is passed all proposed developments must conform to the applicable provisions of the Development Plan, the Zoning By-law and the Secondary Plan. The following sections provide background information pertinent to the planning area including previous planning documents, population and demographics, economic growth and development, land use, infrastructure, transportation, culture and heritage, environmental issues and tourism.

1.2 Background

Lockport, Manitoba is located 20 kilometres north of the City of Winnipeg on Provincial Trunk Highway (PTH) #44. Lockport is located in both the Rural Municipality (R.M.) of St. Andrews to the west, and Rural Municipality of St. Clements to the east which are divided by the Red River. The R.M. of St. Andrews extends north from the R.M. of West St. Paul to the Village of Dunnottar, Winnipeg Beach and the R.M. of Gimli along the west shore of the south basin of Lake Winnipeg. In addition to Lockport, the R.M. of St. Andrews contains various other smaller settlements such as Clandeboye and Petersfield. The focus of this background study will be on the St. Andrews Lockport Settlement Area which has been defined as the area located between the Red River to the east, the CPR Railway Tracks to the west, a third of a kilometre north of Donald Road to the south and the City of Selkirk boundaries to the north including the McKenzie Road Subdivision (See **Figure 1**).

Figure 1: The Planning Area



In 1999, the R.M. of St. Andrews along with the R.M. of St. Clements and the Triple “S” Community Futures Development Corporation undertook a planning process called the Lockport Destination Strategy that focused on initiatives to enhance Lockport’s role in the Red River Corridor. Through a series of facilitated workshops, the Lockport Destination Strategy identified the following goals for the Lockport area:

- To become a seasonal destination;
- Sustain and interpret the heritage values of St. Andrews Lock and Dam and its importance to river navigation;
- Strengthen ties between Lockport and the region; and

- Support and improve Lockport's heritage values, economic vitality and quality of life.

To support these goals, the following three suggestions were put forth by the business community:

- Foster a co-operative business environment;
- Remove current constraints in development capacity by introducing municipal sewage treatment services; and
- Create a detailed master plan to guide the expansion of existing businesses and development of vacant lands to complement and improve the overall Lockport experience.

Local businesses who were surveyed as part of the Destination Strategy Study suggested a number of development opportunities which should be pursued to achieve the identified goals. These include:

- Hotel accommodations;
- Year-round heritage interpretive programs and festival events;
- Complete heritage streetscapes and building façade redevelopment;
- Provisions for pedestrian connections to both sides of the Red River and within business areas of Lockport;
- Bed and Breakfast facilities;
- Boutiques;
- Gift Shops; and
- Late night businesses.

To support the goals and initiatives put forth in the Lockport Destination Strategy a publicly-accountable, non-profit development organization was recommended to manage assets and raise revenues to promote tourism. However, due to a variety of local and political factors, the development organization failed to materialize.

2.0 EXISTING PLANNING POLICIES AND GUIDELINES

2.1 The Selkirk and District Development Plan By-law 190/08

The Lockport Settlement Centre is within the Selkirk and District Planning Area Board (SDPAB) boundaries. The SDPAB promotes the co-operation between municipalities in the planning and delivery of services and development of infrastructure in the region. Planning districts are responsible for the adoption, administration and enforcement of the planning by-laws for the entire district. The SDPAB Development Plan sets out the plans and policies of the planning district which respect physical, social, environmental, and economic objectives. Throughout the SDPAB Development Plan, Secondary Plans are identified as an implementation tool for policies and objectives in the following areas:

- Sustainable development;
- Densification of residential development to support infrastructure improvements and public transportation;
- Resource efficiency;
- Rehabilitation of environmentally degraded resources such as soil and water;
- Adaptive and mitigative solutions to climate change;
- Waste reduction strategies;
- Promoting liveable, inclusive and affordable communities;
- Regional development and cooperation;
- Regional infrastructure solutions;
- Promotion of public transit and active transportation options;
- Prohibiting new developments that cause significant interference and unduly impair the present and potential capability of these routes to carry traffic safely and efficiently; and
- Maximizing the use of the existing municipal infrastructure prior to extending the system.

Figure 2 shows the planning area with the two land use designations of Settlement Centre and Rural Residential as outlined in the SDPAB Development Plan. Areas designated as rural residential are reserved for the establishment of rural non-farm residences with or without on-site sewer and water services on small acreage lots excluding cottages or resort type development. Areas designated as Settlement Centres contain urban, semi-urban, and suburban land uses or

developments that either presently exist or may be considered. The density and scale of permitted developments would depend upon, among other things, criteria such as the carrying capacity of the existing and proposed infrastructure, the desired level of development, and compatibility with the surrounding areas.

Figure 2: Lockport Settlement Centre Development Plan Designations

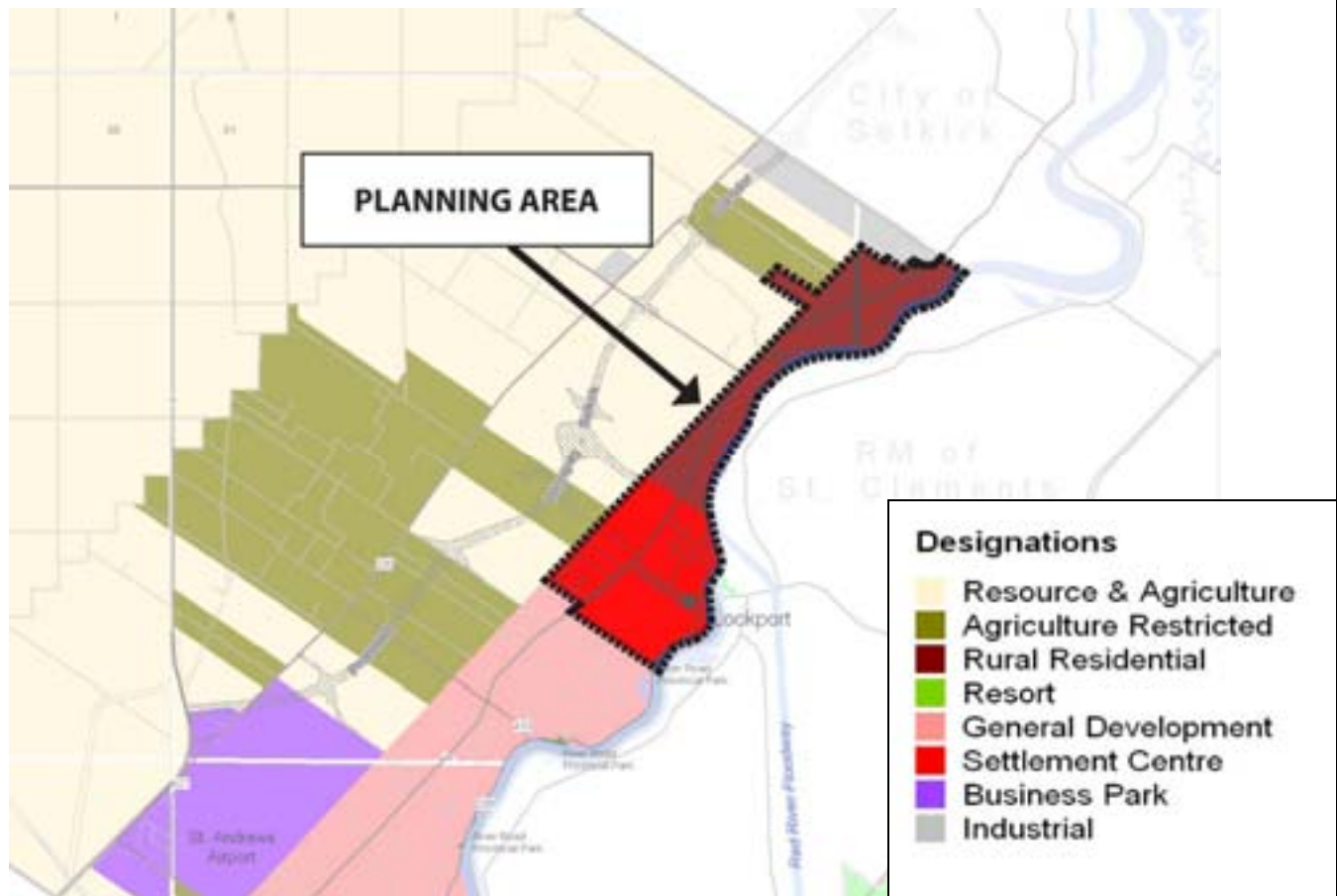


Figure 3 outlines a brief listing of some of the planning policies that are relevant to the development of the secondary plan. A complete listing of all the policies can be found in Appendix 1.

Figure 3: Key Development Plan Policies Affecting the Proposed Secondary Plan

Sustainable and Regional Development	Settlement Centre
Rural residential development shall not be permitted within a buffer area adjacent to a designated settlement centre or City of Selkirk except where a proposal is in accordance with a sector or secondary plan and which would not adversely affect or block the growth of the settlement centre or the City. (RR-Policy #1)	Growth of settlement centres shall be directed in a manner that piped water, sewers, public transportation and other municipal services can be extended at an economically feasible cost. (SC Policy #4)
Rural residential development shall not be located in areas subject to flooding, areas with a continually high water table, or areas with other natural hazards such as erosion. (RR Policy #5)	Infilling and revitalization of existing built-up areas shall be encouraged as a means to accommodate new development in settlement centres. Where suitable vacant infill land is not available, new development shall be encouraged to locate adjacent to built-up areas where public services can be efficiently and economically expanded. (SC Policy #5)
Land uses that are incompatible with residential uses shall not be allowed in rural residential developments. (RR Policy #6)	Land uses shall be so grouped and located so as to be compatible with the existing or proposed land uses. (SC Policy #8)
Home-based business shall be considered secondary to a primary residential use and shall not have undesirable effects on neighbouring land uses. Home-based businesses shall be regulated by the municipality's zoning by-laws. (RR Policy #7)	As a condition of approving a subdivision in a settlement centre where a central sewage disposal system does not exist, the building lots shall be of adequate size to permit the effective functioning of an on-site sewage disposal system in accordance with Provincial regulations. (SC Policy #12)
Small scale commercial uses may be appropriate in the Rural Residential areas if they service the local population. (RR Policy #8)	The planting of landscaping is be encouraged especially along public rights-of-way, public open spaces and in areas in public view. (SC Policy #14)
To restrict the premature fragmentation of land, the developer will need to justify further subdivision by demonstrating to the satisfaction of the Council that there is sufficient demand and insufficient supply of lots for the proposed subdivision. (RR Policy #9)	Mixed Use Nodal areas shall seek to provide a range of housing options and goods and services to the local community, while reducing reliance on automobiles and promoting sustainable development practices. (SC Policy #17)
Development will be guided by Secondary plans which outline future servicing options including phasing, time lines and where on-site services may continue to operate. (RR Policy #10)	Commercial uses which cater to highway traffic (for example: motels, gas stations and the like), and those which require large sites (for example: drive-in businesses, lumber yards and the like), shall be grouped and located on sites zoned for highway commercial areas which may be adjacent to provincial highways. (SC Policy #19)
Subdivision design shall minimize impact to ecologically sensitive lands and consider all modal transportation options for future residents. (RR	Development in highway commercial areas shall have a high quality of design. Regulations will be established to control and regulate outdoor

Sustainable and Regional Development	Settlement Centre
Policy #16)	storage and advertising. (SC Policy #21)
Rural residential developments shall be sited to minimize conflict with adjacent uses and adhere to the siting criteria. (RR Policy #12)	Industrial uses considered obnoxious, noxious, or dangerous by reason of noise, smoke, lighting, hours of operation, vibrations, and / or hazardous materials shall be directed to areas designated Industrial or Business Park. (SC Policy #24)
Sustainable land use and development shall be promoted. (SD Policy #1)	The expansion of trails in the Planning Area for alternative transportation, recreation, and tourism purposes will be encouraged. (Transportation Policy #20)
Incentives for increased sustainability shall be sought out and applied for; Measurable targets for greenhouse gas reduction shall be established. (SD Policy #8 and #9)	New or expanded development, including proposed subdivisions, shall be limited so as to ensure that there are facilities and the capacity in place to adequately manage the waste that will be generated. This includes solid, liquid and sewage waste. (MSI Policy #10)
The Planning Area Board shall support efforts to reduce solid waste by encouraging composting and waste reduction strategies. (SD Policy #11)	
The Selkirk and District Planning Area Board shall promote a variety of housing options that encourage affordability, universal design and visitability. (LIAC Policy #1)	The Planning Area Board and municipalities shall encourage the formation of and support municipal heritage committees in order to identify, commemorate and protect heritage resources and to provide a source of advice on heritage issues. (Heritage Policy #3)
Compact urban and non-farm residential settlement patterns that foster public transportation shall be encouraged. (SD Policy #3)	In reviewing and evaluating development and subdivision proposals, consideration shall be given to the provision of an economical and safe transportation system for all modal types and emergency vehicles that is integrated with the existing transportation network and adequate to meet present and future needs. The preparation of a secondary plan may be required and any associated costs will be the responsibility of the developer. (Transportation Policy #1)
The Planning Area Board shall engage the public in efforts to encourage sustainable development. (SD Policy #4)	
The Selkirk and District Planning Area Board and constituent municipalities will work with neighbouring municipalities and other capital region municipalities to avoid and minimize land use conflicts with adjacent municipalities. (RDC Policy #1)	
The Selkirk and District Planning Area Board will encourage efficient and cost effective provision of public services by collaboratively exploring the potential for regional services and revenue sharing. (RDC Policy #3)	

2.2 St. Andrews Zoning By-law 4066

Zoning by-laws contain provisions that regulate the use, size, height, density and location of buildings and parking provisions on properties within an area. Zoning by-laws also includes maps that clearly identify zoning districts to facilitate land use management and protect the community from conflicting land uses. They also help to regulate a community's vision and provide guidelines that direct future development within the area (**Figure 4**).

Figure 4: R.M. of St. Andrews Zoning By-law 4066 for the Planning Area



Figure 4 is color coded to reflect the different land use zones in the planning area. **Figure 5** lists the land use zones and brief description and some typically permitted uses.

Figure 5: Land Use Zones and Common Land Uses

Abbreviation	Name	Description	Common Permitted Uses
A40	Agricultural Limited	This zone provides for agricultural uses and activities; however limits are placed on the size of livestock operations due to land use or environmental considerations.	General Farm Activities with limited livestock, produce sales, Bed and Breakfasts, Garden Centres, Home Occupations
AR	Agricultural Restricted	This zone provides for the accommodation of hobby and part-time farming operations and low density rural and non-farm residential uses.	Produce Sales, General Farm Activities with less than 10 Animal Units, Garden Centre, Home Occupations, and Religious Facilities
RA	Suburban Residential	The "RA" Suburban Residential Zone provides for the establishment of single family dwellings and related compatible uses. Conditional approval may also be given for multiple family housing developments such as duplexes, triplexes, fourplexes, town or row housing and lowrise apartments.	Bed and Breakfasts, Educational Facilities, Home Occupation, Public Utilities, Single and 2-Family Dwellings
CH	Highway Commercial	This zone provides for appropriate land to accommodate those businesses requiring large site areas and to provide retail and personal services adjacent to major transportation routes or arterial streets to serve the needs of the travelling public. Uses generally serve a broad regional clientele.	Amusement Enterprises, Automobile Sales and Repair, Cocktail Lounges, Health Services, Hotels and Motels, Personal Services Establishments, Single and Multi Family Dwellings, Restaurants, and Retail Businesses
RT	Recreation Tourism	This zone provides for a broad range of commercial recreational uses. Residential developments associated with recreational uses may also be permitted.	Amusement Enterprises, Cocktail Loungers, Health Services, Hotels and Motels, Public and Commercial Recreational Facilities, Single and Multi-family

Abbreviation	Name	Description	Common Permitted Uses
			Residential and Retail businesses
M2	Heavy Industrial Zone	Provides for a wide range of industrial uses where a certain level of nuisance may occur, such as noise, odour, dust, vibration, aesthetics and heavy truck traffic. Typical uses would include foundries, asphalt plants, concrete plants, wrecking facilities, processing and manufacturing facilities, etc.	Automobile Sales and Services, Concrete Batching Plants, Food Processing and Manufacturing, Professional Offices, Restaurants, Storage Facilities, Veterinary Clinic and Waste disposal facilities
PR	Parks and Recreation Zone	Recreational Zones are primarily designed to accommodate public recreation uses such as picnic area, public parks, playgrounds, sports fields, arenas, and curling rinks	Campgrounds, Educational Facilities, Museums, Sports fields, Public and Commercial Recreational Facilities.

2.3 Lower Fort Garry Management Plan

National Historic Sites of Canada have Management Plans implemented by Parks Canada (See Appendix A). The Management Plans include policies for protection and preservation of historical sites. Maintaining the integrity of National Historic Sites and commemorating these places is crucial. The sites must serve as educational and be enjoyable for the future generations. The Lower Fort Garry Management Plan (LFGMP) was prepared in October 2007.

Management Plans have provisions for the commemorative integrity of a historical site, resource protection, and visitor use. Key issues identified in the LFGMP include: renewing the relevance of the program and increasing attendance, telling broader stories of the fort, the fur trade and western Canada, and partnering and collaborating with others.

These issues are important to the Lockport Settlement Centre area as Lower Fort Garry has an average annual attendance of 35-40,000 people. Based on the key issues identified in the LFGMP, it outlines the following strategic goals and action items:

- Integrate a business and marketing framework into the development of visitor experiences;
- Deliver programs and services that are relevant to Manitoba and that increase attendance;
- Monitor emerging trends in tourism and leisure and develop new products, experiences and facilities consistent with target audience needs and expectations;
- Work with internal and external partners for program development and promotions;
- Seek partners and sponsors involvement in program development and delivery;
- Foster relationships with the business community-particularly to encourage use of meeting and convention capabilities; and
- Participation in a regional water and waste-water study being undertaken by the Regional Municipality, and will consider the relative merits of partnering in this system versus recapitalizing onsite infrastructure.

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3.0 POPULATION & DEMOGRAPHICS

As of 2006 the R.M. of St. Andrews had a population of approximately 11,359 people. This population has increased an average of 1.35% per year since 1986 (**Table 1**).

Table 1: St. Andrews Population Growth 1986-2006					
Year	1986	1991	1996	2001	2006
Population of St. Andrews	8755	9461	10145	10695	11359
Percentage Change	n/a	8.1%	7.2%	5.4%	6.2%

The Lockport Study Area contains about 1,653 people which constitutes approximately 15% of the population of the R.M. of St. Andrews. This number is based on an average of 2.9 persons per dwelling unit with approximately 570 dwellings in the study area. There is a total of 699 properties within the study area. The majority of the community is made up of families with children. The average age of the population is 41 years old, with 19.23% of the population being between the ages of 40-49. (See Appendix B)

Table 2: St. Andrews 2006 Census Data	
Average housing payment	\$845/month
Average gross rent	\$537/month
Percentage of dwelling units owned	96%
Percentage of dwelling units rented	4%
Number of apartments less than 5 stories.	0
Number of detached duplexes	0
Average value for a single detached home in 2006	\$222,022
Average household income	\$77,928
Average household size of people per dwelling unit	2.9
Percentage of Immigrant Population	7.1%
Percentage of Visible Minorities	1%
Total Employed Population (15 years and older)	71.6%
Percentage of Population who work in the Municipality	8.29%
Percentage of Population who work from home	10.4%
Percentage of Population who work outside of the Municipality	78.8%

In addition to the majority of the dwelling units being privately owned, St. Andrews has a very low population mobility rate with 74.7% of the population of 5 years of age and older remaining in the same residence for the past five years. The housing stock varies in age with 66.8% of the houses being constructed before 1986.

Building permit data shows that there is a moderately strong demand for single family dwellings in the R.M. of Andrews with an average of 62 single family building permits applied for each year. However building permit activity for the study area is substantially less.

Table 3: Single Family Dwelling Permits in the Lockport Settlement Centre Planning Area						
Year	2004	2005	2006	2007	2008	2009
Study Area	5	6	4	1	1	1

However, the community is growing and expanding with other new developments. There is a need for diverse housing opportunities for the aging population in the coming years. The Mapleton Lane 55 Plus Life Lease Project on River Road is well under construction providing 49 life lease units with occupancy anticipated in 2010. As the population increases, a need for commercial services will be necessary in order to fulfill the needs of the area residents.

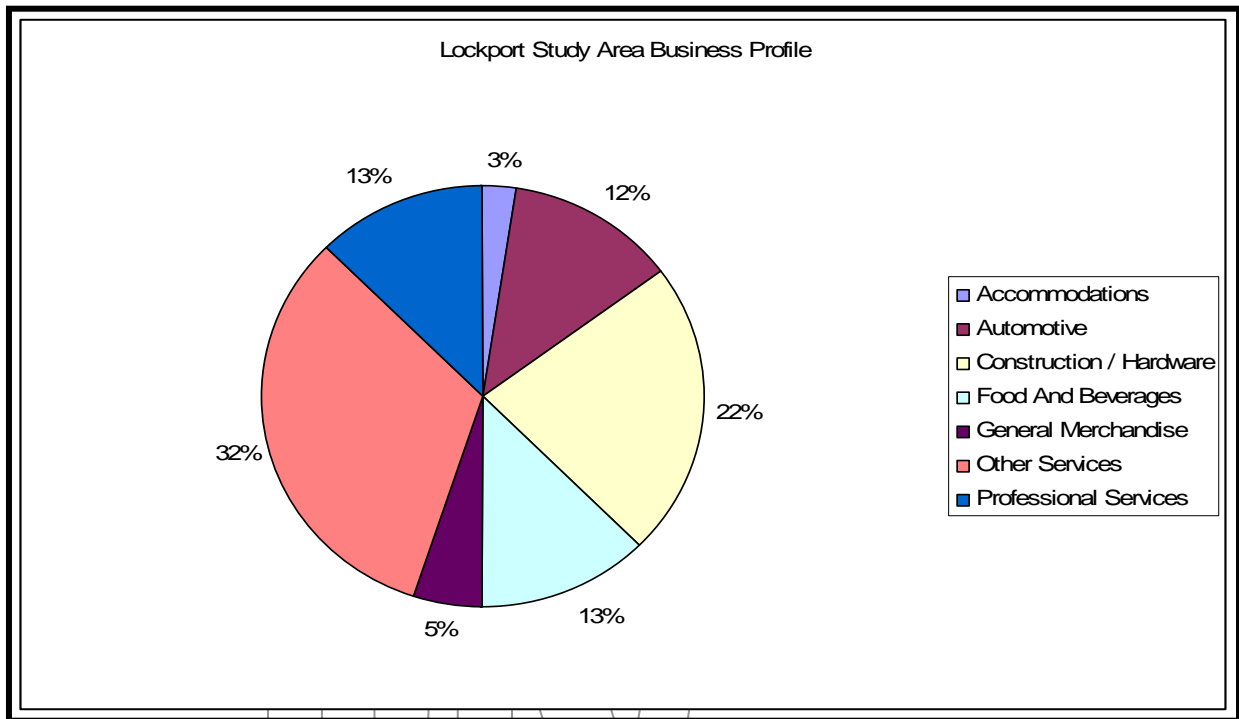
4.0 ECONOMIC GROWTH AND DEVELOPMENT

Lockport is located at a mid-point between Winnipeg and Selkirk. Winnipeg and Selkirk represent Lockport's largest and most accessible markets. The majority of the businesses in Lockport service the tourism industry or the basic needs of local residents. There are approximately 42 businesses licensed by the R.M. of St. Andrews within the study area. The majority of those businesses fit into the following categories.

Bed & Breakfasts	Hunting and Fishing Guide
Automotive Related Business	Insurance
Recreational Vehicle Sales, Rentals	Accountants
Service Stations	Chiropractor/ Massage Therapy
Building /General Contractors	Counselling
Cabinet Makers	Lawyers
Equipment Rentals	Driving School
Trucking, Excavators, Drillers	Daycare
Mobile Home Construction / Sales	Sign makers
Tool Supplier	Catering
Meat Shop	Locksmith
Restaurants	Kennels
Gift Shops	Barber Shops / Hair Salons
Hunting, Fishing, Bait Stores	Professional Photography

Figure 6 outlines the types and percentages of business sectors represented in the planning area.

Figure 6: Types and Percentages of Business Sectors in the Planning Area



4.1 Lockport Destination Strategy

A survey of business owners was conducted as part of the Lockport Destination Strategy (See Appendix C). The following are the key findings of the survey:

- May to September have the best average monthly gross sales during the year for local retailers;
- Businesses would like to expand if sewer and water servicing was available and if there was a larger client/customer base;
- Current business owners suggested that a more diverse selection of shops and service open for longer periods during the day, week and year would help to improve business in the area;
- Overall business suggestions for the area included:
 - more late-night business; coffee/donut shops,

- hotel and campground;
- dentist;
- boutiques;
- bed and breakfasts;
- landscaping development; clean-up, improved roads, sidewalks, pathways;
- limiting the number of restaurants;
- expanding the Kenosewun Centre for year round use; and
- encouraging year round fishing.

The Lockport Destination Strategy also identified the following three initiatives and related strategies.

Initiative #1- Stimulating Year round Use: Public services, amenities, and multi-event programming would help to expand Lockport's appeal and ability to serve as an all-seasons destination.

Strategies:

- Event Space:
 - Provide an all-season outdoor event space with public washrooms and warm-up facilities. Suggestions include toboggan slides, hayrides, a fire pit and even a winter road on ice.
 - Develop partnerships with local organizations and businesses to expand the programmed use of event space to host activities designed to stimulate visits and create awareness about Lockport.
- River Access:
 - Provide boat launching and docking services to increase river accessibility and services.
 - Provide fishing wharfs to improve the safety, protect and control river bank access.
- Signature Profile:
 - Incorporate the all-season theme in each of the Lockport initiatives.

- Fishing Events:
 - Encourage the promotion of international fishing events and increase launching and docking services.
- Municipal Services:
 - Encourage co-operation among Lockport businesses, landowners and between the R.M of St. Clements and St. Andrews, in the consideration of a potential joint municipal partnership to share the use and cost of providing municipal sewage treatment services to both sides of the river in Lockport.

Initiative #2- Lockport as a World Class River Heritage Site: The St. Andrews Lock and Dam Camere is one of two such structures operating in the world today. The Kenosewum Heritage Park and Museum represents the earliest known area of pre-contact First Nations farming on the Canadian Prairies. The Red River is also one of only four rivers in Manitoba designated as a heritage river. Celebrating Lockport's heritage by incorporation these values into a community context would strengthen Lockport's appeal to visitors.

Strategies:

- Heritage Theme:
 - Create urban design guidelines with a heritage theme to be incorporated into public and private spaces.
 - Designate the Area as a Heritage District.
 - Encourage existing private businesses to embrace heritage design initiatives on their properties.
 - Incorporate lighting, street furnishings, signage, landscaping, themed store fronts and banners to enhance Lockport's river heritage identity.
- Heritage Programming:
 - Explore opportunities to remove barriers to the river, islands and shore where appropriate safety and environmental considerations can be met, to enable access, viewing and interpretation of the Lock and Dam.

Initiative #3- Building Connections to the Red River Corridor: Making connections between Lockport's land and river-based access routes will be a first step in building linkages with the region. Improving regional connections will enable visitors to access Lockport by car, bicycle, transit, boat or snowmobile. Connecting Lockport to existing attractions such as Lower Fort

Garry will increase the market base. Pathways and trails connecting the bridge further enhances the local population's ability to create a pedestrian connection between both sides of the river.

Strategies:

- Vehicular Entrances:
 - Establish a gateway to the Lockport Heritage area along PTH#44 at the Henderson Highway and PTH#9 intersections;
 - Anticipate the safety and access needs of pedestrians and cyclists;
 - Create walkways that connect public destinations with commercial and service facilities;
 - Develop a park and ride location on the west side of PTH#9 at PTH#44; and
 - Encourage co-operation from government agencies and the R.M of St. Andrews to redesign the west and east bound access from Highway #44 to River Road on the west side of the Red River. The adjustments proposed would discontinue pass-through and commercial traffic movements within the residential neighbourhoods on Stevens Avenue, eliminated unnecessary vehicle cross movement on Highway #44 and make the Lock and Dam riverfront and River Road Heritage Parkway more visible and accessible.
- River Corridor:
 - Establish, with the input from River tour operators, a cruise ship port-of-call within the lock's south approach canal, thereby connecting Lockport by water with other Red River corridor attractions; and
 - Adjacent to the canal and overlooking the lock, provide riverside commercial opportunities to expand commercial uses and promote all-season attractions and activities.
- Highway #44 Beautification:
 - With co-operation from local merchants, Manitoba infrastructure and transportation and the R.M of St. Andrews, establish boulevard landscaping and roadway lighting. These initiatives may include the introduction of a divided four-lane roadway with landscaped centre medians and boulevard plantings.

- Bridge-Pedestrian Crossing:

- Create a pedestrian walkway along the bridge with better separation from the vehicle traffic; and
- Assess the feasibility of widening the pedestrian walkway across the Lockport Bridge by utilizing, where possible, the existing north side bridge superstructure and modifying the River Road overpass to permit the installation of a connecting cantilever walkway.

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5.0 LOCKPORT SETTLEMENT CENTRE LAND USE

The Lockport Settlement Centre study area occupies approximately 9.5% or 6.7 sq.km. of the R.M. of St. Andrews' 705.7 sq.km. area. As previously discussed in section 2.2 there are 7 zoning districts within the study area. The majority of the land within the study area is zoned rural residential and suburban residential with pockets of agricultural and parks and recreational lands scattered throughout (See **Figure 4**).

Along PTH#44 the lands are zoned highway commercial and recreation tourism with a significant contingent of suburban residential lands on the south side which front onto Stephens Avenue. This area is the commercial centre of the Lockport Settlement Centre. It is a low density commercial area with businesses dotted along the highway. There are no sidewalks or pathways along PTH#44. To the east of this commercial corridor, on the opposite side of the Red River is Lockport within the R.M. of St. Clement. The two are linked by a bridge overtop of the Lockport lock and dam. Lockport and St. Clements contains a commercial area with businesses such as restaurants, retail stores, an appliance store and multifamily residential. On the grounds of Lockport Park is the Kenosewun Centre which is a museum containing local and aboriginal history from the area.

As of 2001, fifty-six percent of the land area in the R.M. of St. Andrews was agricultural land used for annual crop production. However, the rural residential developments make up 84% of the land value in the study area as opposed to only 6% from agricultural uses. Grasslands and forage represent 15 and 3% of the land area respectively. Tree cover occupies 9%. Wetlands cover 3% of the area, primarily adjacent to Lake Winnipeg, and provide waterfowl habitat and potential recreation activities. The flat topography and fine textures result in the majority of soils being classified as imperfectly to poorly drained, although drainage for agricultural purposes has been improved by a network of man-made ditches. Various non-agricultural uses such as infrastructure for urban areas, transportation and recreation occupy about 5% of the municipality.

6.0 EXISTING INFRASTRUCTURE AND SERVICING CAPACITIES

6.1 Utility Location/Descriptions

6.1.1 Watermains

The properties in the study area are serviced by on-site individual private (domestic) water wells. Lower Fort Garry has an onsite water treatment facility and distribution system which supplies water to the various buildings on the grounds of the fort. The water for the site is still supplied by a private well onsite with chlorine added for disinfection.

In 2006, a well water survey was conducted by the Selkirk and District Planning Area Board to determine the quality of groundwater in the Lockport, St. Andrews area. It was found that although good quality ground water existed in the area failed septic systems have been a contributor to groundwater contamination. The improper construction or lack of maintenance of private sewage systems can directly contaminate near-surface aquifers, or even deeper aquifers. The frequent failure of these systems causes wastewater to pond and runoff into natural and constructed drains and waterways resulting in pollution, drainage, and groundwater contamination problems. When the available potable water supplies become unusable, freshwater must be provided by other more expensive means such as private hauling or cisterns. (See Appendix D)

One option to supply potable water to residents of the study area is to extend a feeder main from the City of Selkirk. Studies and reports have been completed that indicate that the City of Selkirk does not have the system capacity to supply potable water to the study area. The factors that limit the City of Selkirk's ability to supply water to the study area are:

- Treated water storage capacity is not large enough for the required volume of water that would be necessary to supply the City and the study area; and
- The raw water supply from the existing water wells is near maximum capacity at high consumption rates.

If these two items were addressed by increasing the storage volume of the City of Selkirk's water distribution system and adding additional water wells, the City of Selkirk would be able to supply potable water to the study area.

6.1.2 Sanitary Sewer

The majority of the residential dwellings in the study area are serviced by individual septic tanks and septic fields on each property with the exception of Lower Fort Garry (LFG), and the Mapleton Land 55 Plus life lease condominium at the north end of the study area. LFG has an

onsite wastewater collection system and treatment facility which services the various buildings on the grounds of the fort. The life lease condominium is in the process of obtaining connection to the City of Selkirk's sanitary sewer system. At this time, none of the St. Andrews houses that could be serviced by the City of Selkirk have been granted a connection.

The R.M. of St. Andrews has retained an Engineering firm to complete a preliminary design for a gravity wastewater system. The proposed sewer extends into the southern portion of the study area to Stevens Avenue. Two roads or approximately 150 lots within the study area will be serviced by this proposed wastewater sewer; Stevens Avenue and Mirey Creek Drive. (See Appendix E)

6.1.3 Drainage

Generally the topography of the study area is flat and for the most part was historically cultivated and has now been subdivided into one and two acre residential lots. The land slopes to the north and east towards the river. The study area does not have underground storm sewer system. The land drainage in the area is mainly comprised of over land flow, residential or property swales, and ditches along the municipal roadways. The ditch drainage system has piped crossings (culverts) at driveways and municipal road intersections. Water run-off, either from the spring snow melt or seasonal rain events, is directed to and collected by the Red River via overland flow or localised piped outlet.

6.1.4 Power/Gas/Communications

The area is serviced by a combination of overhead and underground hydro electrical, telephone and cable. The installation type is dependant on the age of the development or the method preferred by the individual utility at the time of installation. A natural gas main is installed along PTH#9 and services the area that borders the highway.

6.1.5 Solid Waste Management

The RM of St. Andrews has recycling depots at the following locations:

- Harry's Foods (5571 Highway 9)
- South Fire Station (Donald Road & Highway 9)
- Dawson's Enterprises (Highway 9 & 27)
- Earl Grey Landfill (Earl Grey Road)
- Clandeboye Landfill (Bell Road)
- Dunnottar Land Fill (PR 225)

There are also two landfill sites:

- Earlgrey LandFill Location: Donald Road west to Highway #8 and continue across #8 one more mile to Earl Grey Road then turn 1/2 mile south on Earl Grey Road.

- Clandboye Landfill Location: 1/4 mile off Highway #9 on Bell Road [Road 83N] in Clandeboye.

6.2 Municipal Infrastructure Issues

Sewage disposal is a problem for almost the entire Selkirk and Planning Area District. Sewage disposal fields built 30 or more years ago are failing and potentially detrimental to human health and hazardous to our environment. In 1999, Wardrop Engineering studied the river lot portion of the Selkirk and District Planning Area and found 200 confirmed septic field failures in St. Andrews and St. Clements.

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7.0 TRANSPORTATION AND CIRCULATION

Lockport is located approximately 20 kilometres north of Winnipeg on PTH#44 accessed by PTH#9N. The majority of the roads are local two-way asphalt paved streets with on-street parking available.

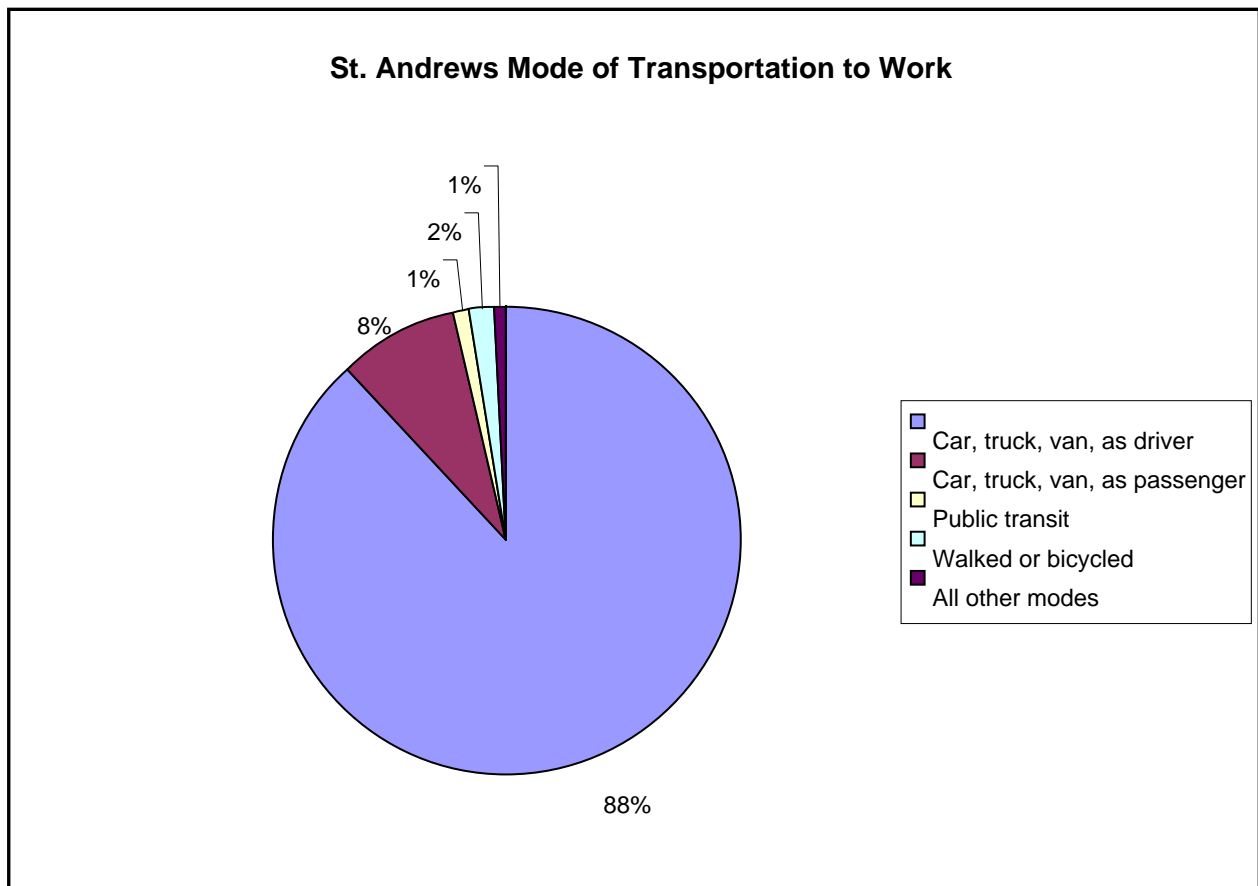
The lock and dam was originally constructed in 1910 and a road deck was installed in 1913 linking west and east Lockport, from St. Andrews to St. Clements's.

Beaver Bus Lines provides public transportation between the City of Selkirk and downtown Winnipeg, through St. Andrews and Lockport. (See Appendix F)

St. Andrews Airport is located in the Rural Municipality of St. Andrews. The airport was opened in 1962 to relieve the Winnipeg International Airport of increased flight training and air traffic. The airport area covers approximately 473 hectares of land and is surrounded by flat farmland and rural housing. The airport is not within the boundaries of the Lockport area.

Figure 7 illustrates journey to work mode split data from the most recently available Census Canada data. The majority of residents use a private vehicle (96%), either as a driver or passenger, the balance either use transit, walk or cycle to work. This combined with the high percentage of residents who work outside the study area (approximately 79%), emphasizes the importance of the road system to area residents.

Figure 7: Journey to Work Mode Split



(Source: Census Canada Travel to Work, 2006)

The Province has studied PTH#9 in the past for eventual upgrade to a four lane divided facility. Some components are in place (e.g., near Lower Fort Garry and the southern connection of PTH#27 / River Road). The Province has also examined a new location for portions of PTH#44.

The primary highways going through the area include:

- PTH#9/9A (classed as Secondary Arterials by the Province);
- PTH#67 (classed as a Primary Arterial by the Province);
- PTH#44 (classed as Primary Arterial by the Province); and
- PR#238 (River Road), which is classed as a Collector A route by the Province.

Connections to, and structures within the Controlled Area, are subject to a permit from the Highway Traffic Board for PTH#9, #9A, #44, and #67. Permits are required for the following:

- Construction of a new private approach/access;
- Relocations, modification or change in use for any existing approach/access;
- Replacement of any structure on, under, or above the ground within the Controlled Area (this includes advertising signs, wells, septic fields, etc.); and

- Changes to the use of land or buildings, or to relocate, rebuild, or expand any structure within the Controlled Area.

Permits are also required from MIT to directly or indirectly discharge water or other liquids into the highway ditch or to place any plantings within 15.2 m (50 feet) of the edge of the highway right-of-way. MIT also recommends that a minimum setback of 3.0 m for deciduous trees and 5.0 m for coniferous trees be maintained.

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8.0 CULTURE, HERITAGE AND TOURISM

Lockport is situated on one of the oldest known pre-European contact settlement sites in Canada. Early Aboriginal inhabitants not only fished in the river but their complex way of life also included hunting bison and other game and, after about 1400, the cultivation of corn: the northernmost identified site of pre-European horticulture in North America. Lockport derives its name from the St. Andrews lock and dam situated across the Red River where the St. Andrews Rapids once flowed.

The construction of the bridge and locks at Lockport began in 1900 and was completed in 1910. The purpose of the locks was to submerge the St. Andrews rapids in order to make the Red River navigable both to and from Lake Winnipeg. The construction of the lock and dam is not only unique in North America, but also benefits trade, travel and commerce in Canada. The lock and dam controls the water flow of the Red River, raising the water level at the rapids, permitting boat traffic to pass through.

There are many recreational activities and opportunities within Lockport. Lockport is known to have some of the best fishing in the world. Lockport is part of a region that contains many excellent examples of 19th century architecture. Centennial farms are also scattered throughout the region and are considered historical land uses, as some have been owned and operated by the same family for one hundred years or more.

8.1 National Historic Sites

National Historic Sites are designated by the Government of Canada. Manitoba is home to many of these Historic Sites such as, Forts Rouge, Garry and Gibraltar, York Factory, Lower Fort Garry and the Forks to name a few. Surrounding Lockport are many other National Historic Sites.

Below is a list of National historic sites either within or in close proximity to the boundaries of the Lockport Study Area.

8.1.1 Red River

The Red River of Manitoba is a historic trade route that facilitated the settlement of Winnipeg and the surrounding area. In August 2007, the Red River was officially nominated to the Canadian Heritage Rivers System (CHRS), celebrating the River's outstanding cultural heritage values. Protection of the access to the river, as well as the riparian zone, should be considered from not only a historical perspective, but also from a natural resource perspective.

The Red River is the only major river on the Canadian prairies which flows in a northerly direction. From its headwaters at Lake Traverse in South Dakota, it flows for more than 500

kilometres across the remnant lakebed of the former Glacial Lake Agassiz and some of the flattest and most productive agricultural areas in the world.

The Red River is well known for the pivotal role it played in shaping and defining the history, culture and economic development of Western Canada. For thousands of years, Aboriginal people traveled the Red River and its tributaries, followed by the voyageurs, explorers, fur traders, immigrants and tourists.

The Manitoba Government and Rivers West-Red River Corridor Association Inc. worked in partnership to achieve Heritage River status.

8.1.2 Lockport Bridge

The lock and dam bridge at Lockport is a Historic Site of Canada. It was the first of its type to be constructed in North America. The construction of a lock and dam was necessary because Lake Winnipeg had the ability to raise or lower the Red River by as much as 8 feet, creating a tidal type river, which can be difficult to control. A movable dam style would enable control over the river. When considering all of these factors, it was decided that a Caméré dam design, invented by French engineer M. Caméré, be implemented. The unique Caméré style dam uses moveable curtains consisting of narrow horizontal strips of wood hinged together, which are raised or lowered to control water flows. The prototype for this style of dam could only be found in one other place around the world, on the Seine River, a tidal river, in France. The final structure would reach a proposed height of twenty-one feet, creating an elevation of nine feet of water on the southern side of the dam to allow passage over the rapids. The lock and dam is the only Camere curtain bridge-dam ever built in North America, and the largest movable dam. The lock and dam bridge at Lockport is not only a National Historic Site of Canada, but also a National Engineering Site as declared by the Canadian Society of Civil Engineering.

8.1.3 St. Andrew's Rectory and St. Andrew's Church

St. Andrew's rectory, constructed in the 1850s, is an excellent example of mid-19th century Red River architecture. It was originally built as a school to teach trades to Métis bison hunters. Exhibits of the roles the Church Missionary Society and the Church of England played on the Red River area and Western Canada are shown on the main floor. Nearby is St. Andrew's-on-the-Red Anglican Church, the first stone church in Western Canada and neighbouring graveyard, which was declared a National Historic Site of Canada in 1970. The church is the oldest stone church in Western Canada, the oldest known example of the gothic Revival Style in Western Canada, and is notable for its history as a centre of missionary activity in Rupert's Land.

8.1.4 Lower Fort Garry

Lower Fort Garry or "the stone Fort" was built by the Hudson Bay Company in 1830 after the original Fort Garry, at the junction of the Red and Assiniboine River in downtown Winnipeg, was

destroyed by fire in 1826. The fort was originally constructed north to be above flood waters and act as a fur trade hub for western Canada. Throughout the 1830s to the 1870s the fort's role changed from a fur trade post to a regional service centre. Lower Fort Garry was used by the federal government for public purposes in the 1870s, notably as the first training base of the North-West Mounted Police. In 1871, the first of the eleven numbered treaties to be signed between First Nations peoples and the Crown took place at the fort with the Ojibwa and Swampy Cree Peoples. This signing led to the fort's commemoration by the Historic Sites and Monuments Board of Canada. The fort continued as a company residence until 1911 and was later leased by the Manitoba Motor Country Club until 1963. In 1951, the site was acquired by Parks Canada due to its historical importance and restoration was carried out until the 1980s. Today, Lower Fort Garry represents the finest collection of early stone buildings in Western Canada.

8.2 Provincial Heritage Sites and Parks

Provincial heritage sites are designated under the Manitoba Heritage Resource Act. Archaeological, paleontological or natural heritage object may be considered as sites of significant heritage. Manitoba's provincial parks are governed by the *Provincial Parks Act*. Provincial Parks fall into five main categories: heritage parks, park reserves, natural parks, recreational parks, and wilderness parks. This section provides a list of provincial heritage sites and parks either within or in close proximity to the boundaries of the Lockport Study Area.

8.2.1 River Road Provincial Park

River Road Provincial Park runs north-south along the Red River through the R.M. of St. Andrews. It connects a variety of heritage sites including Scott House, Twin Oaks, St. Andrew's Rectory, Kennedy House and Lower Fort Garry.

8.2.2 Lockport Provincial Park

Lockport Provincial Heritage Park is located on PTH#44, on the lower east bank of the Red River at Lockport, in St. Clements. The park contains one of Manitoba's most important archaeological sites, Kenosewun, which means 'many fishes' in Cree. The Kenosewun Interpretive Centre is an important archaeological site revealing the impact of the St. Andrews Rapids on the development and evolution of Aboriginal cultures along the Red River. This is a historical area where Native People fished as long as 3,000 years ago.

8.2.3 Kennedy House Museum

The Kennedy House Museum, just south of Lockport on River Road, tells the history of a 19th century Scottish and Aboriginal family. Captain William Kennedy was an explorer and entrepreneur, and built this gothic stone style home in 1866, which now houses the Maple Grove

Tea Room. The Captain William Kennedy House is one of only seven remaining early stone houses in the area and one of only 3 in excellent condition.

8.2.4 Firth House

The Firth House is located at 546 River Road in St. Andrews. Construction of the house began in 1861 by Thomas Firth of the Hudson Bay Company. This house, of Georgian style architecture, is one of few remaining stone houses from the Red River Settlement era. In Manitoba, such houses represented the pinnacle of Red River domestic architecture. Thomas Firth (ca.1796–1875) had been a Hudson Bay Company labourer. He retired to the Parish of St. Andrews where a community of former Hudson Bay Company employees formed a wealthy enclave within the Red River Settlement. In 1911 the house was purchased by businessman E.H.G.G. Hay. Hay (1840–1918) was a member of Louis Riel's provisional government. He also served in the first Legislative Assembly in Manitoba.

8.2.5 Little Britain United Church

Little Britain United Church is the oldest United Church building in Manitoba. It is of the Medieval Gothic Tradition style of architecture. Located at 5879 PTH#9 in St. Andrews, the church was built between the years 1872 and 1874, and the tower was added in 1920 as a memorial to the dead of World War One. Little Britain United Church is one of only five stone churches from the Red River Settlement era that remain in Manitoba.

8.2.6 PTH 44

PTH 44 is part of the first national highway system in Canada that provided a key link in the movement of people and goods, even before the current Trans-Canada Highway in Manitoba. It has been Provincially designated as Historic Highway No. 1. The historic route runs throughout the communities of Lockport, Beausejour, Rennie, Whitemouth and in areas of the Whiteshell Provincial Park.

8.3 Recreation and Tourism

Lockport is known for its fishing and hot dogs. Attainable fish include Freshwater Drum, Goldeye, Sauger, Walleye, Carp and Catfish. Many Winnipeggers commute on a Sunday afternoon to Lockport for the parks and restaurants. Skinner's Restaurant established in 1929 continues to maintain the historic diner atmosphere serving up french fries, milk shakes and their world renowned hotdogs. Lockport is also known to be the place to go to see the North America White Pelican.

The population of the St. Andrews area, including Lockport, increases in the summer months due to cottagers and day trippers. There are also tourism opportunities in Lockport in the winter

months including activities such as snowmobiling and ice fishing that bring people to the area. The Lockport Children's Festival also takes place every January with fun-filled events for kids.

The 1997 Manitoba Field Unit Marketing Study provides insight into the target markets for the St. Andrews rectory and church as well as other tourist destinations of the St. Andrews area. The following three target markets have been identified for the sites:

- **River Road Day Travelers:** This is the primary target market for the sites. It consists of family and friend groups who are driving scenic River Road in search of relaxing countryside and riverside scenery. The trip duration is typically a half day to six hours. For this target market, "the journey is the destination," meaning that enjoyment is derived more from the scenic drive than any particular destination.
- **Stopovers to visit attractions along the River Road** are a secondary motivation of River Road day travelers. The two most prominent stopovers are the Lockport area (river scenery and restaurants) and Captain Kennedy Museum and Teahouse (river scenery, restaurant, gardens). Both Lockport and Captain Kennedy Museum and Tea House are also destinations in themselves for many River Road travelers. Other stopover sites which add to the overall appeal and quality of experience of the River Road trip include Twin Oaks National Historic Site, Simpson's Slough and others. River Road travelers prefer attractions of general historic, scenic, or natural interest, amenities such as washrooms, rest areas and gift shops, informal interaction with interpretive staff, and stopover times of about one to two hours duration. These people would see St. Andrews as an interesting stopover of one or two hours where they can see a place of historic significance, particularly the oldest stone church in western Canada.
- For this target market, the two sites can position and market themselves as an interesting and worthwhile stopover or destination to see and learn about history in a one to three hour activity.
- **School Groups:** This target market consists of groups of twenty to forty students from K-12 and their teachers, who are prepared to learn about Canadian history at a place of historic value. They are often looking for a diverse outing, with educational and recreational visits to other sites in the area. Visits may range from two hours to a half day if lunches are brought.
- The school group target market requires clearly defined and structured visits in the form of direct contact with interpretive staff and guided tours. Grounds to walk around, and washrooms are important to their satisfaction.
- For school groups, the sites can position themselves as a significant educational resource that is aligned with the school curriculum, where students can learn about history on a site in a half-day activity.
- **Organized Heritage Tours:** This emerging target market consists of groups of 15 or more persons organized by heritage appreciation groups. These visitors are predominantly

middle-aged and retired persons who are motivated to learn about history and broaden their knowledge in a social outing at good value. They often travel by bus. They have high expectations of their visit, and are looking for clearly defined and structured visits such as guided tours, high quality information and contact with informed staff. Services such as gift shops, accessibility and washrooms are important to their experience.

- Organized tour groups would see the St. Andrew's Rectory and Lower Fort Garry sites as an opportunity to experience a nationally significant historic site, in association with others in the larger area. They would appreciate the visit as offering excellent value for time and money. For these people, the two sites can position themselves as two national historic sites commemorating architecture and the Anglican missionary society, both offering guided, bilingual tours by knowledgeable staff.
- Off-site, outreach audiences form a modest portion of the overall audience in addition to the three target markets. These are persons who may be interested in the sites, but are unlikely to visit. They are also students and teachers who may use the information to complement the curriculum. Outreach audiences are not a target market per se for St. Andrews, but efforts will be made to communicate with them, mainly through the Parks Canada web site.

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9.0 ENVIRONMENTAL OVERVIEW

Riverbank stabilization and flooding are two of the most important environmental issues that affect the residents and businesses in the Lockport Settlement area. The riverbank at Lockport along the Red River is very steep and only covered with tall grass and few trees. Riverbank stabilization is necessary to protect infrastructure and properties from erosion. Rock riprap along the shoreline has been added in a few areas along the river in the study area however spring ice flows and flooding often displace these mitigation measures. Various solutions including the flattening of the riverbank slope and rock caissons, have been explored as possible, but costly, solutions to the problem. Alternatively the R.M. has replaced low strength clay soils with high strength soils. Groundwater and piezometric surfaces have also been controlled and monitored to improve stabilization efforts. Piezometric surfaces are water level surfaces that can be defined from the mapping of water level elevations in wells tapping into a confined aquifer. They are used to predict riverbank stability.

Heavy snowfalls, long cold winters, large late blizzards and early springs are some of the factors that can contribute to flooding in the study area. In 1996 and 1997 the area was hit with back to back years of flooding with ice jams being blamed for the majority of the damage caused. **Figure 8** identifies the areas hit by flooding in 1997 and 2006 (**Figure 8 and 9**).

Figure 8: 1997 Flood Levels

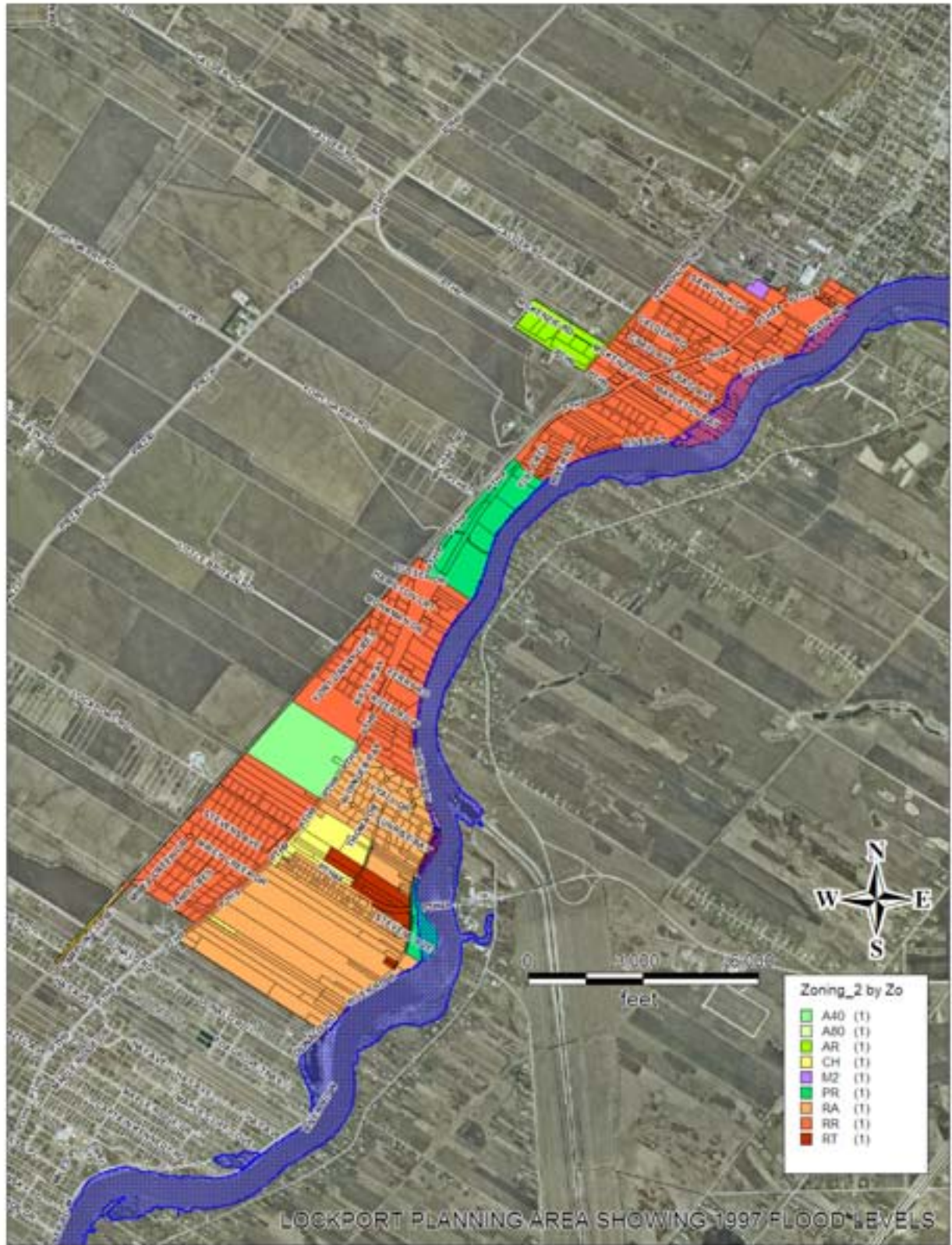
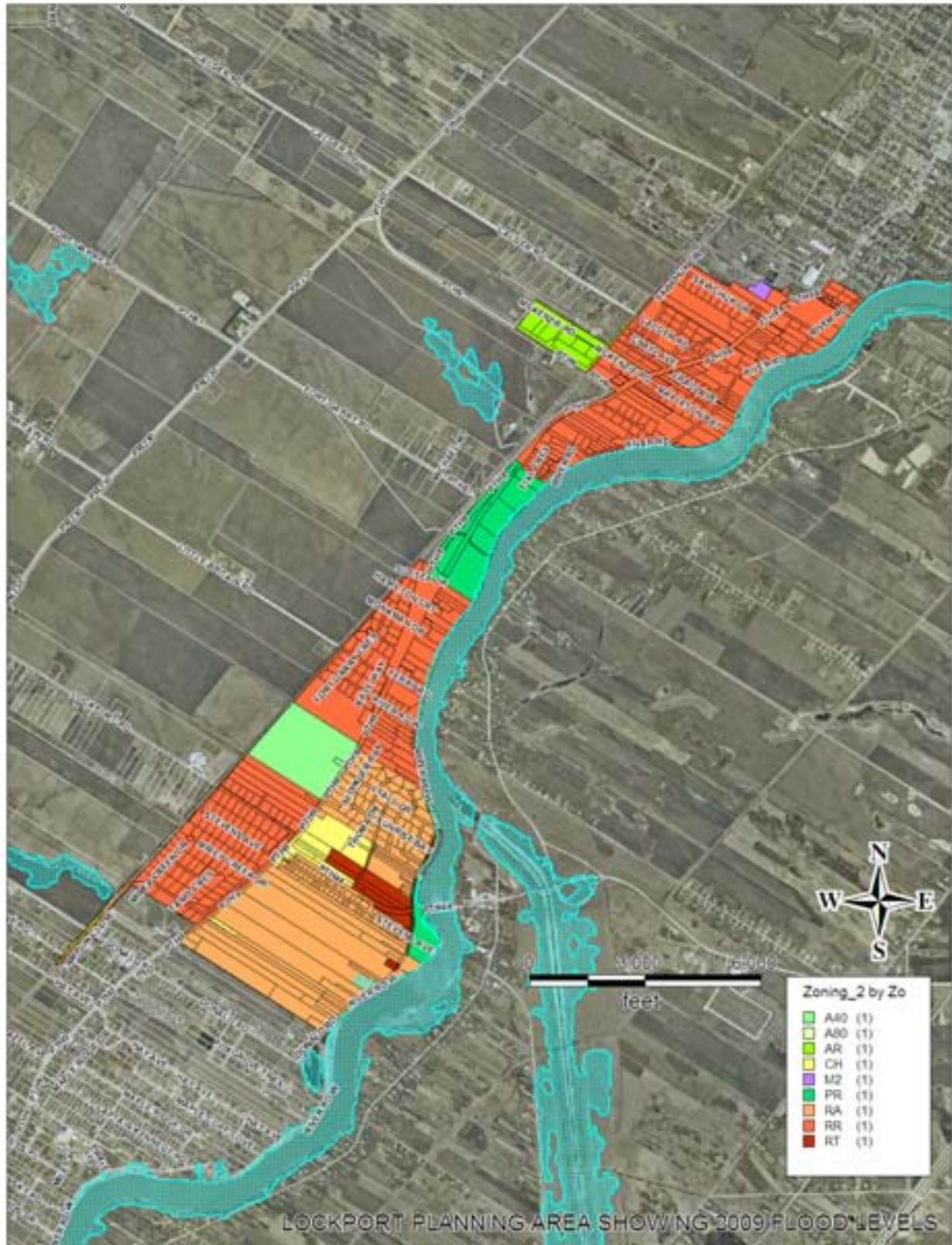


Figure 9: 2009 Flood Levels



9.1 Riparian Zones

It is important to consider the maintenance of riparian zones when developing riverside lands. Riparian zones are the strips of land adjacent to creeks, rivers, ponds, and lakes that are naturally filled with dense vegetation. These zones act as vital natural buffers that protect waterways in numerous significant ways:

- They filter fertilizers, sediments, and pollutants;
- By protecting the shoreline vegetation during urban development, the habitat for fish and other aquatic life is in turn protected; and
- The riparian zones provide habitat and shelter for small animals and reptiles.

The destruction of these zones is most damaging to the Red River district. Much care and consideration will go into the planning of the Lockport area for these reasons.

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10.0 SUMMARY AND IMPLICATIONS

This section of the report summarizes the key points of the background study and analyzes the implications for the development of the secondary plan.

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TABLE 10.1: Summary & Implications

BACKGROUND STUDY SECTIONS		SUMMARY	IMPLICATIONS
1.1	EXISTING PLANNING POLICIES AND GUIDELINES	<ul style="list-style-type: none">▶ The Development Plan requires planning policies to incorporate environmentally sustainable ideology by mandating policies such as sustainable development, waste reduction strategies and residential densification.▶ The Zoning By-law provides for a variety of land uses in the study area but does not have a zoning category for mixed-use developments that could support commercial and residential uses on the same site.▶ The Fort Garry Management Plan outlines policies to support the participation in a regional water and waste-water study along with fostering relationships with the local business community.	<ul style="list-style-type: none">▶ Develop policies that are complementary to the Development Plan.▶ Evaluate opportunities for the addition of a mixed use zone in the zoning bylaw.▶ Liaise with the Federal Government on implementation strategies for policies outlined in the Fort Garry Management Plan.
1.2	POPULATION AND DEMOGRAPHICS	<ul style="list-style-type: none">▶ The majority of residents in the area currently live in owned, single family dwellings with a median population age of 40-49 years old.▶ Only 8.3% of residents work in the municipality.	<ul style="list-style-type: none">▶ Create a secondary plan that helps provide services, housing options and infrastructure required for residents to age in place and for the community to continue to grow.
1.3	ECONOMIC GROWTH	<ul style="list-style-type: none">▶ The majority of service based businesses in Lockport are seasonal.▶ Businesses would like to expand but sewer and water infrastructure is unavailable.▶ An all-seasons outdoor event space with public washrooms is desired.	<ul style="list-style-type: none">▶ Investigate options to encourage year round activities.▶ Plan for the expansion of sewer and water infrastructure for future growth.▶ Identify a location for an event space.
1.4	LAND USE	<ul style="list-style-type: none">▶ The majority of land uses in the study area are residential uses except for the highway commercial section along PTH #44.▶ The boundaries of Lockport are shared by two Rural Municipalities, the R.M. of St. Clements and the R.M of St. Andrews.	<ul style="list-style-type: none">▶ Evaluate opportunities to encourage the establishment of new businesses that will generate local employment.▶ Coordinate planning efforts with the R.M. of St. Clements and Manitoba Infrastructure and Transportation so that a efforts to improve different aspects of the area are complimentary and avoid duplication.
1.5	EXISTING INFRASTRUCTURE AND SERVICE CAPACITIES	<ul style="list-style-type: none">▶ The majority of properties in the area are services by individual septic tanks, septic fields and wells.	<ul style="list-style-type: none">▶ Develop an infrastructure servicing plan to service existing and new development with piped sewer and water.
1.6	TRANSPORTATION AND CIRCULATION	<ul style="list-style-type: none">▶ Vehicular traffic is serviced by PTH 44 and PTH 9A with very few active transportation opportunities.▶ Beaver Bus lines provides access to public transportation between the City of Selkirk and downtown Winnipeg.	<ul style="list-style-type: none">▶ Encourage the development of active transportation routes to improve the economic vitality and quality of life for residents and business owners in the area.▶ Improve cross river linkages.▶ Provide adequate information to residents about the public transportation options available.
1.7	CULTURE, HERITAGE AND TOURISM	<ul style="list-style-type: none">▶ Lockport has an array of cultural and heritage sites. It is known for its fishing and hotdogs.	<ul style="list-style-type: none">▶ Investigate ways to promote year round tourism and encourage people to “stay and play.”
1.8	ENVIRONMENTAL OVERVIEW	<ul style="list-style-type: none">▶ Riverbank stabilization and flooding are the two main environmental issues affecting the area.	<ul style="list-style-type: none">▶ Incorporate a clear no-build area for floor prone areas.▶ Ensure compliance with current flood plains and riverbank development restrictions and regulations.

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LOWER FORT GARRY

NATIONAL HISTORIC SITE
OF CANADA

Management Plan



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For more information about the Site Management Plan or about Lower Fort Garry National Historic Site of Canada:

Lower Fort Garry
National Historic Site
Tel: (204) 785-6050
Fax: (204) 462-5887
Email:
lfgsiteinfo@pc.gc.ca
www.pc.gc.ca

Library and Archives of Canada
Cataloguing in Publication

Parks Canada

Lower Fort Garry National Historic
Site of Canada : management plan /
Parks Canada

Issued in French under title: Lieu
historique national du Canada de
Lower Fort Garry : plan directeur /
Parks Canada

ISBN 978-1-602-49881-9
Cat. no. : R64-106v55-2007

1. Lower Fort Garry National
historic Site (Man.)--Management.
2. Historic sites--Canada--
Management.
3. Historic sites--Manitoba--
Management.
4. National parks and reserves--
Canada--Management.
5. National parks and reserves--
Manitoba--Management.
- I. Title. II. Title: Lieu historique
national du Canada de Lower
Fort Garry : plan directeur.

PC3364.L68P57 2007 971.274
C2007-980056-C3

Courtesy of the Government of Canada
Grâceuseté du gouvernement du Canada
publications.gc.ca



LOWER FORT GARRY

NATIONAL HISTORIC SITE
OF CANADA

Management Plan

October 2007

Foreword



Canada's national historic sites, national parks and national marine conservation areas offer Canadians from coast-to-coast-to-coast unique opportunities to experience and understand our wonderful country. They are places of learning, recreation and fun where Canadians can connect with our past and appreciate the natural, cultural and social forces that shaped Canada.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of these places offers Canadians and visitors unique opportunities to experience Canada. These places of beauty, wonder and learning are valued by Canadians - they are part of our past, our present and our future.

Our Government's goal is to ensure that each of these special places is conserved.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to experience our natural and cultural heritage.

These values form the foundation of the new management plan for Lower Fort Garry National Historic Site of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the Lower Fort Garry National Historic Site of Canada Management Plan.

A handwritten signature in dark ink, which appears to read "John Baird".

John Baird
Minister of the Environment

Recommendations

Recommended by:



Alan Latourrette
Chief Engineer / Officer
Parks Canada



Dawn Bronson
Superintendent
Manitoba Field Unit

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1.0 Introduction

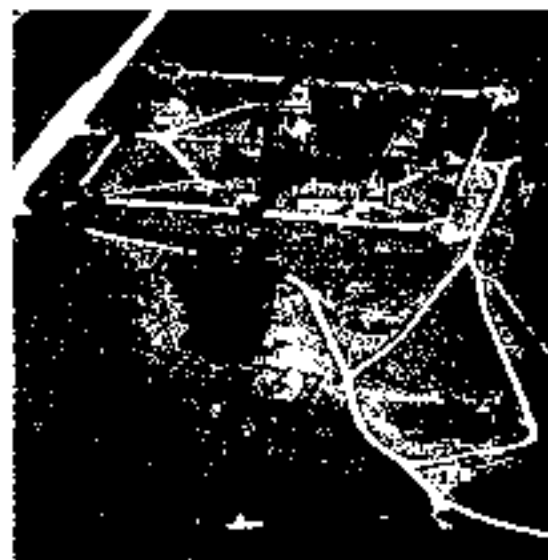
Sir George Simpson needed a new home for his young English bride. He also needed a substantial Hudson's Bay Company post to serve the company's trading needs in a place free from seasonal floods and somewhat removed from the centre of the Red River settlement where Winnipeg stands today. In 1872, he moved his bride into the new stone fort called Lower Fort Garry and attempted to move the centre of Red River Valley commerce there as well.

While the fort never achieved the economic role Simpson envisioned, it played a pivotal role in the development of western Canada. Rapids on the Red River above the fort made Lower Fort Garry a logical place from which to ship goods to supply a large number of forts downstream along the Saskatchewan River and beyond. Manufactured goods arrived via the Hayes River and Lake Winnipeg to be shipped out to the trading posts.

Men like William Hear and John Badger from the local Aboriginal community hired on at the fort as tripmen to row York boats along the rivers to the north and west. Jerry and Bersey Johnstone traded hand-made tump lines to be used for portaging cargo on the long journeys across the west. Employees' wives, widows, children, extended families and local residents would pick berries and hops, cut hay and firewood, fish, make clothing, and work on the Lower Fort Garry farm while waiting for their loved ones to return.

Many of these people may have been among the over 2000 Saulteaux (Ojibway) and Swampy Cree peoples who gathered at Lower Fort Garry in 1871 to begin the treaty process. Later that decade, they might have

brought firewood to heat the barracks, or gone to church services with the new recruits of the recently formed North-West Mounted Police.



Lower Fort Garry

Lower Fort Garry presents these stories and many more. Visitors to the site can hear these tales, touch a fur, smell and taste bannock as it is pulled from a stone oven, listen to the pounding of hammer on steel in the blacksmith's shop and tap their toes to songs of the past.

This management plan describes the long-term vision for the protection, presentation, use and enjoyment of this fascinating historic place. The plan focuses Parks Canada's decisions, collaborations, financial and human resources, on Lower Fort Garry's commemorative integrity. It also provides opportunities for meaningful visitor experiences, appreciation and enjoyment of the national historic site.

The current management plan is prepared under the provisions of subsection 32(1) of the Parks Canada Agency Act and will be reviewed under subsection 32(2) in 2011.

1.1 National Historic Sites of Canada

Lower Fort Garry National Historic Site of Canada is part of a system of Parks Canada protected heritage areas including National Parks, National Marine Conservation Areas, and National Historic Sites. Over 880 federally designated historic sites nationwide commemorate thousands of years of human history and a rich variety of themes that span political, economic, intellectual, cultural and social life of the country. Each site has had a nationally significant impact on Canadian history or illustrates a nationally important aspect of the history of Canada. Parks Canada operates 154 sites with the remainder being operated by other federal departments, provinces, territories, municipalities or private owners.

National historic site objectives are:

- to foster knowledge and appreciation of Canada's past through a national program of historical commemoration;
- to ensure the commemorative integrity of national historic sites administered by Parks Canada by protecting and preserving them for the benefit, education, and enjoyment of this and future generations, in a manner which respects the legacy represented by these places and their associated resources; and
- to encourage and support the protection and presentation by others of places of national historic significance that are not administered by Parks Canada.



Children at Picnic Table

"Commemorative Intent" describes the specific reason a place is designated as nationally significant. Commemorative intent is drawn from the recommendations of the Historic Sites and Monuments Board of Canada (USMBC), which are approved by the Minister responsible for Parks Canada.



View of the long house, World War 1 National Historic Site

"Commemorative Integrity" is a concept used by Parks Canada to manage, evaluate and report on national historic sites. It is used to report to Parliament and the Canadian public on their condition and performance. A national historic site or park possesses commemorative and ecological integrity when:

- the resources directly related to the reasons for designation as a national historic site or park are not impaired or under threat;
- the reasons for designation as a national historic site or park are effectively communicated to the public; and
- the site's heritage values, including those not related to the reasons for designation as a historic site, are respected in all decisions and actions affecting the site or park.

1.2 Management Planning

Parks Canada is responsible for ensuring the commemorative integrity of national historic sites and must prepare management plans to be tabled in Parliament every five years. A management plan must have provisions for commemorative integrity, resource protection, and visitor use. This plan meets these requirements.

The development of this plan involved exchanging ideas and information among Parks Canada's staff, the Aboriginal Community, stakeholders, the public and tour operators. Discussions with stakeholders were, at times, constrained by the planning schedule. It is intended, however, that implementation of the plan will involve ongoing dialogue with all stakeholders and the public.

The management plan was vetted for environmental assessment to ensure

proposed actions would not cause significant environmental impacts at the site. Upon approval by the Minister of the Environment, the management plan will be tabled in Parliament.

This management plan for Lower Fort Garry presents the direction that will guide Parks Canada and its partners in the protection, presentation and management of this national historic site for the next fifteen years with reviews scheduled in 2011 and 2016. The plan is the result of a planning process that began in 2004. It has included input from the public and others to shape the future direction for this national historic site.

1.3 Cultural Resource Management

This plan is based on cultural resource management. Cultural resource management describes generally accepted practices for protecting and presenting cultural resources found in national historic sites, national parks, and national marine conservation areas.

A cultural resource is a human work or place that has evidence of human activity or is associated with cultural or spiritual meaning. Its heritage value is recognized by designation or by the shared belief of associated communities that it has historical, cultural or spiritual importance. Parks Canada's Cultural Resource Management practices entail:

- inventorying resources;
- evaluating which resources are cultural resources by identifying their heritage values;
- considering the heritage values in decisions and actions that may affect the protection and presentation of the individual cultural resources and the site as a whole; and
- monitoring cultural resources and actions to ensure conservation and protection.

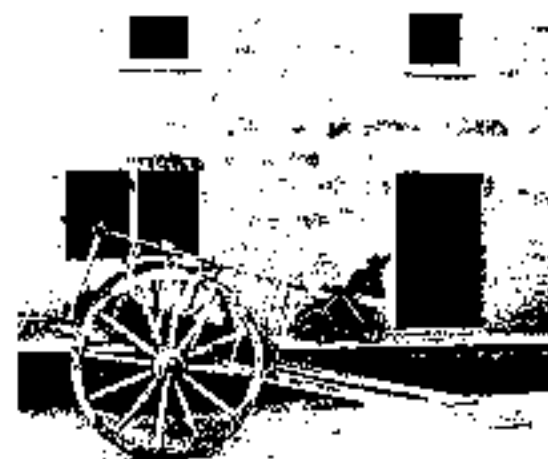


View from the River of Lower Fort Garry, 1907-1908

1.4 Lower Fort Garry: A Place of National Historic Significance

In 1928, the Historic Sites and Monuments Board of Canada (HSMBC) commemorated the making of Treaty Number One with a plaque at Lower Fort Garry. In 1951, the site was acquired by Parks Canada on the recommendation of the HSMBC because of its national historic importance. In 2004, the HSMBC confirmed that commemorative intent of Lower Fort Garry was defined with these four main themes:

Lower Fort Garry is one of the finest collections of early stone buildings in Western Canada. Fur trade forts were typically made of wood and very few remain, but Lower Fort Garry's stone construction is one of the reasons it still exists.



A Sault Ste. Marie

Lower Fort Garry, as a Hudson's Bay Company post, was a focus for industry and transport, as well as a supply and distribution centre for the fur trade of the company's Northern Department. Lower Fort Garry was a transshipment and provisioning centre, and the assembly point for five regional fur brigades that travelled the Red River Portage La Loche-York Factory route. Lower Fort Garry's warehouses stored the food for supply and provided the pemmican and agricultural produce that sustained the trade.

By the 1860s and 1870s, the trade traffic on American routes increased and Lower Fort Garry became a depot and supply point for interior destinations. Canadian brigades were now organized and provisioned at Lower Fort Garry rather than at Norway House or York Factory. By 1872, steamboats operating on the Red, Saskatchewan and Assiniboine Rivers replaced the Red River cart trains that had travelled from St Paul, Minnesota to Fort Garry and then across the prairies. In the 1880s, the Canadian Pacific



Illustration of Treaty One negotiations at Lower Fort Garry, 1870-1871

Railway arrived near Upper Fort Garry making the steamboat routes redundant.

Lower Fort Garry was the place where Treaty Number One was made between the Saulteaux (Ojibwa) and Swampy Cree First Nations people and the Crown. In order to open the west for peaceful settlement, the Federal Government sought treaties with the First Nations. Lower Fort Garry was chosen to host the event because it was a neutral

location and had the size and resources to accommodate the large number of First Nations peoples and the Federal Officials during the negotiations. Treaty Number One was made on August 3, 1871. It formed the model for all the subsequent numbered treaties in Western and Northern Canada.

Lower Fort Garry was used by the federal government for public purposes in the 1870s, notably as the first training base of the North-West Mounted Police. The Government of the new Dominion of Canada, in response to reports of lawlessness, whiskey trading, violence against First Nations, and to forestall American expansionism, created the North-West Mounted Police to establish a Canadian presence in the West. After being formed in Ontario, a contingent of the North-West Mounted Police used Lower Fort Garry as a training base from the fall of 1873 until June 1874. Their "March West" would begin from Fort DuFort, near the U.S. border one month later.

Later, as government institutions in the new Province of Manitoba were created, Lower Fort Garry again played a support role. At different times, Lower Fort Garry served as an interim penitentiary and an asylum while facilities were developed elsewhere. Many of the buildings at Lower Fort Garry still bear evidence of these uses.

1.5 Key Issues Facing Lower Fort Garry

This management plan will broadly guide future site operations, cultural resource management, the visitor experience, communications and outreach and will specifically address the following issues facing Lower Fort Garry:

Reinforcing the Relevance of the Program and Increasing Attendance

In past decades, Lower Fort Garry contributed to Winnipeg's social, recreational and cultural life as a meeting place for activities and events. Beginning in 1956 when Lower Fort Garry began operating

as an historic site, visitation grew with each new building's restoration and the development of interpretation and other new programming. Visits to Lower Fort Garry peaked in 1973 with more than 300,000 visitors. However, by 2006, attendance stabilized at around 35-40,000.



Winnipeg, 1874-75

This decline is attributable to factors such as increased competition, the introduction of entry fees, regional economic downturns, limited funds for marketing, social changes such as the introduction of Sunday shopping, and changes in the way visitors are counted. However, the decline in use underscores the vital need to better connect with Manitobans and Canadians through programs and services that are inviting, engaging and related to their interests and needs.

Telling Broader Stories of the Fort, the Fur Trade and Western Canada

The 1964 Management Plan for Lower Fort Garry narrowly defined the themes for the site focusing on the 1870s. The 2004 Commemorative Integrity Statement (CIS) has opened the door to a broader range of stories. Since 2004, programming at the site has started to incorporate these themes. However, there is more work to be done. Parks Canada needs to ensure that all of the themes of the site are presented, that it has the capacity to tell its stories from multiple perspectives, and that it can place those stories in a broader context.

In addition, given its substantial operations and proximity to the Winnipeg market, Lower Fort Garry can take on larger roles on behalf of Parks Canada—bringing national messages into its program and linking the broad themes and stories of many of our national historic sites that deal with the fur trade, Aboriginal history, the North-West Mounted Police and the development of Manitoba and Western Canada. In particular, Lower Fort Garry can present the messages of northern remote fur trade sites such as York Factory NHS and Prince of Wales Fort NHS.

Partnering and Collaborating with Others

Parks Canada cannot address the two broad issues discussed above by working alone. Lower Fort Garry has started to be more proactive in seeking partners with mutual interests. However, to increase visitation, broaden the fort's offsite presence, and maximize use of resources, Lower Fort Garry will need to foster opportunities to partner and collaborate. The site will need to work with individuals, other levels of government, educational organizations, the Lower Fort Garry Volunteer Association, community groups, First Nations, Metis, tourism operators, and destination marketing organizations. It is Parks Canada's goal that our partners will build a deep and sustained personal commitment to the site through their involvement.



The Aboriginals' argument

2.0 The Planning Context of Lower Fort Garry

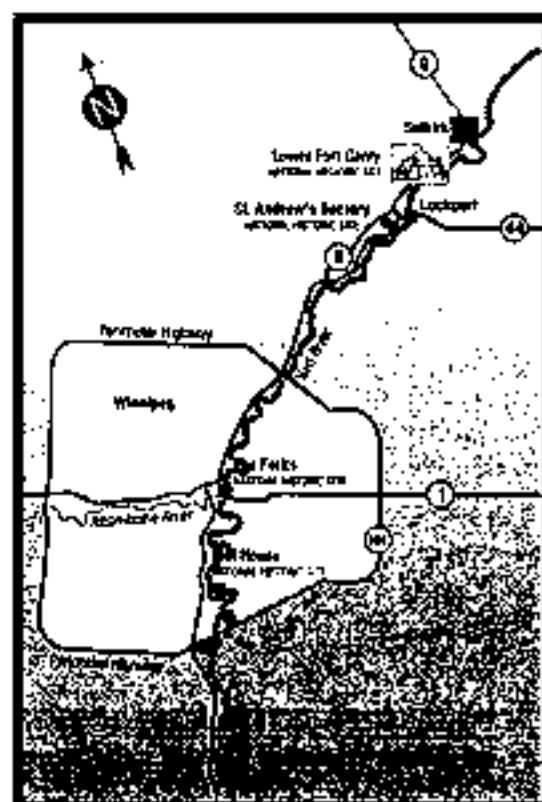
2.1 Regional Context

Lower Fort Garry is located 32 km northeast of the City of Winnipeg. In 2001, there were 619,544 persons in Winnipeg and approximately 100,000 more in the surrounding area, representing about 55% of the population of Manitoba. After years of relatively stagnant economic and population growth, the Winnipeg region is growing again. Suburban residential development in the Lower Fort Garry area is clear evidence of this trend. Winnipeg is the service centre for Manitoba and northwestern Ontario.

Winnipeg is known nationally for its arts and culture including ballet and opera companies, art galleries, museums, several theatre companies, and symphony orchestra. Winnipeg is home to several notable post-secondary educational institutions. The City hosts several internationally significant events such as music, cultural and theatre festivals. Also found in Winnipeg is the Hudson's Bay Company Collection, an important resource to those interested in the fur trade. The Manitoba Museum holds the ethno-cultural materials and a collection of artefacts; the Provincial Archives of Manitoba hold the Company's fur trade records.

Federally designated National Historic Sites thematically linked to Lower Fort Garry include The Forks, York Factory, Prince of Wales, Fort St. Andrews Rectory and Riel House. There are also provincially designated heritage sites along the Red River corridor, in close proximity to Lower Fort Garry, such as the Captain Kennedy House.

The rich cultural history of Winnipeg, the diverse cultural groups in the region,



Location Map

the wide range of festivals and performing arts, and the post-secondary educational institutions all combine to create a rich environment for partnerships at Lower Fort Garry.

2.2 Historic Context

The North American fur trade was expanding in the 19th century and the confluence of the Red and Assiniboine Rivers was the natural intersection of the north-south and east-west trade and transportation routes. After many years of heated competition, the Hudson's Bay Company (HBC) and the North West

Company amalgamated in 1821 with the HBC taking possession of Fort Gibraltar, an old North West Company post located at the river's confluence. They renamed it Fort Garry, for Nicholas Garry, a HBC Governing Committee Member.

A severe flood in 1826 forced George Simpson, the Governor of the District, to direct that a new fort be built on a height of land to the north below the rapids at St. Andrews. Construction began in 1831, using locally quarried limestone. By 1838, the "Big House," a sales shop, and a warehouse were completed. However, the majority of



Figure 2.1
George Simpson's settlement at Lower Fort Garry 1837
(Canadian Museum of History)

Red River colonists and Assiniboine peoples who customarily did business with the HBC continued to reside near the forks of the Red and Assiniboine Rivers, and they successfully lobbied for the reconstruction of an HBC post near them.

Lower Fort Garry evolved into a transshipment centre, a provisioning centre and assembly point for the regional fur brigades that travelled the Red River-Portage La Loche-York Factory trade route. Lower Fort Garry's warehouses stored the local furs, trade goods and supplies and provided pemican and agricultural produce to sustain the trip.



Figure 2.2
The Big House at Lower Fort Garry 1837



Figure 2.3
The Big House at Lower Fort Garry 1837

By the 1860s and 1870s, the volume of goods travelling over American routes increased and Lower Fort Garry became a depot and supply point for northern destinations. Brigades were now organized and provisioned at Lower Fort Garry rather than at Norway House or York Factory. By 1872, steamboats operating on the Red, Saskatchewan and Assiniboine Rivers replaced the Red River cart trains that travelled up from the south. With the arrival of the Canadian Pacific Railway in the 1890s near Upper Fort Garry, the steamboat routes became redundant.

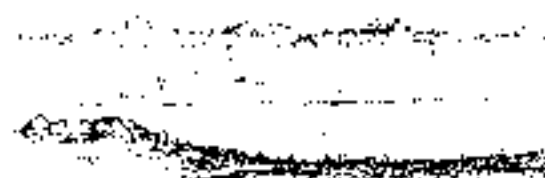


Figure 2.4
The Big House at Lower Fort Garry 1837

In 1871, the Federal Crown desired to open the west to settlement and sought a suitable location with sufficient space and resources to undertake negotiations with the First Nations. Lower Fort Garry became the site of the negotiations between the Saulteaux (Ojibwa) and Swampy Cree First Nations people and the Crown that made Treaty One, the first of the numbered treaties that served as the model for later treaties.



Arthur Benson's illustration of the busy trading post at Lower Fort Garry.

In response to the transfer of HBC territory to the new Federal Crown, American expansion into the West and criminal acts committed by American traders in Canadian territory, the Dominion Government, in 1873, authorized the formation of the North-West Mounted Police. Three hastily formed, and as yet untrained, contingents of North-West Mounted police arrived in Winnipeg in the fall of 1873. The winter was spent at Lower Fort Garry drilling and learning the required policing skills. In the spring of 1874, the contingent moved west to establish Canadian law on the western prairie.



The Steamer Colborne on the Red River at Lower Fort Garry in 1870. Source: Archives of Canada.

With the birth of the Province of Manitoba, Lower Fort Garry was pressed into new roles as the new Provincial

Government began to establish the services required to provide effective administration. Existing buildings and developments were used while programs and facilities were created. From 1871 to 1877, the Warehouse Building at Lower Fort Garry was leased by the HBC to the Provincial Government to serve as a penitentiary. With the opening of the Stony Mountain Penitentiary, the prison at Lower Fort Garry closed.

Again, in response to an absence of Provincial facilities, the HBC agreed to lease the Warehouse Building to serve as an asylum for the mentally ill in 1884. Historic accounts indicate, however, that these facilities were used sparingly.

In the local region, the store at Lower Fort Garry was the source of trade goods for the surrounding parishes of St. Andrews, St. Clements, and St. Peters. The fort was a major purchaser of excess local produce. In addition, the fur, and industrial complex and adjacent fishery employed many regional residents.



Frederick Gottschalk's interpretation of a HBC Store. Source: Museum Archives.

The HBC operated Lower Fort Garry until 1921, at which time it closed operations and leased the fort to the Motor Country Club who operated a private golf course until 1962. In 1961, the HBC donated the fort to the National Historic Sites Division of the Government of Canada who administered the Motor Country Club's lease until it expired. Subsequently, Lower Fort Garry began the transformation to the National Historic Site of Canada that it is today.

2.3 Lower Fort Garry's Evolution as a National Historic Site

In 1953, uniformed interpreters began to guide visitors at the site. By the 1970s, costumed animators began to role-play characters from the historic fur trade period. Since then, costumed interpretation has played the most significant role in helping visitors to understand and appreciate the fort's past.

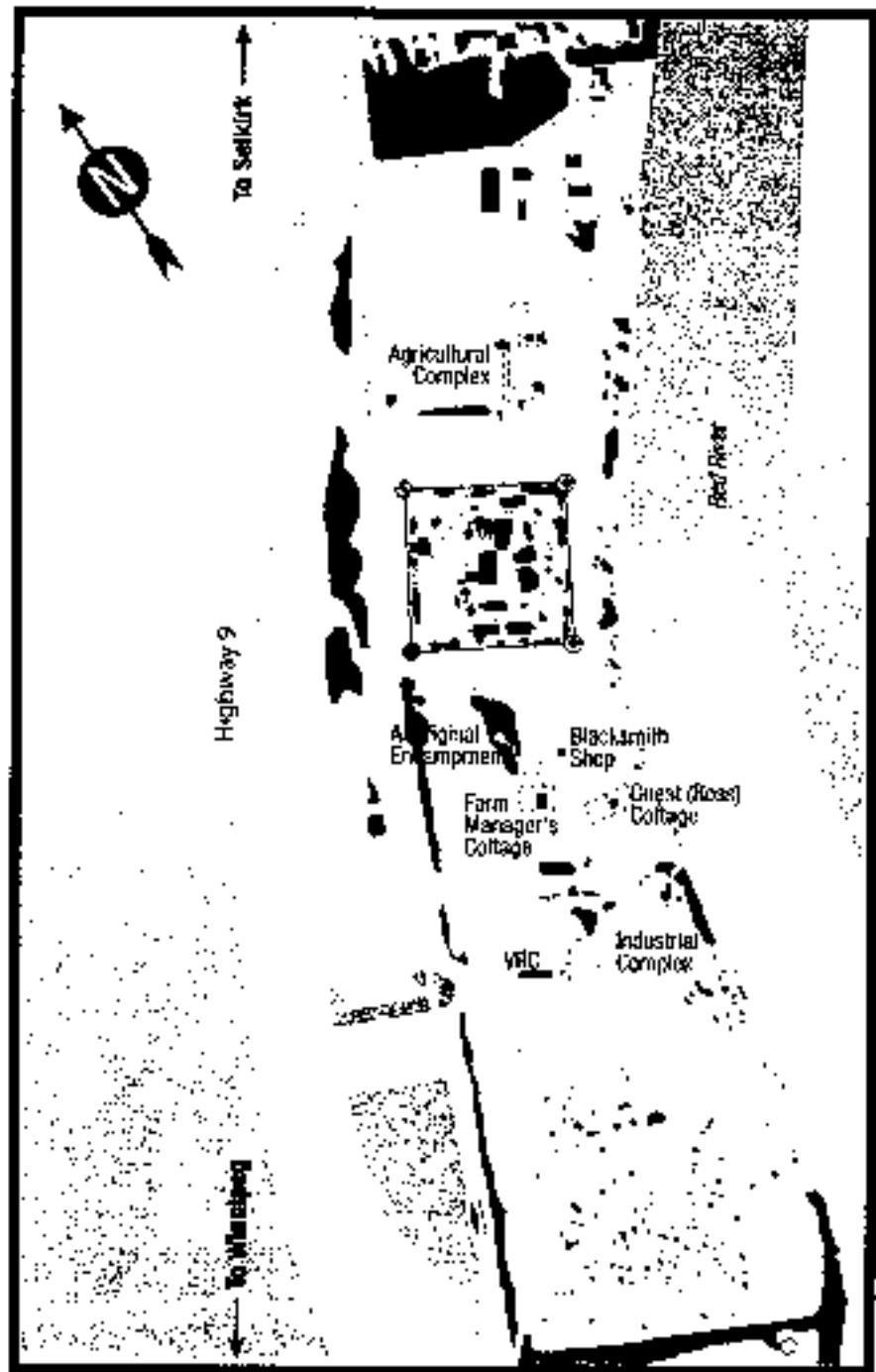
During the 1960s and 1970s Parks Canada initially focussed upon restoration, reconstruction and site improvements including the acquisition of land to reroute Highway 9, restoration of historic buildings and the walls, development of sewer and water infrastructure and construction of a visitor reception centre and maintenance compound. During this period, site visitation steadily grew as new projects were completed and opened to the public.

Interpretive themes emerged and were revised as archaeological and restoration projects were undertaken.

By the early 1980s, site interpretation focussed on the 1850s – a pivotal time in the fort's history. The costumed interpretation program introduced new characters and themes. New programs created opportunities for volunteer participation and public engagement.

In 1994, the first management plan for Lower Fort Garry provided direction for the management of cultural resources, commemorative activities, site operations, communications and marketing. A significant objective of that plan was the transfer of the Hudson's Bay Company Collection to the Manitoba Museum in Winnipeg. This collection has since formed the basis of a new Hudson's Bay Gallery at the Museum.

3.0 Current Situation



Site Map

In 2005, an evaluation of commemorative integrity was undertaken at Lower Fort Garry. It concluded that the built heritage resources and related artefacts were being well protected and that extensive communications and educational opportunities were being provided to visitors. Three primary challenges were identified:

- some archaeological resources relating to the Industrial Complex were threatened by flooding from Munkman Creek;
- messages relating to the 2004 Statement of Commemorative Integrity had not all been incorporated into the communications program;

- a comprehensive evaluation of resource value of all historical and archaeological objects was still incomplete.

The Munkman Creek issue was subsequently resolved by a stream bank rehabilitation project. The other two issues are addressed in this plan.

3.1 Cultural Resources

The cultural resources at Lower Fort Garry are extensive and varied reflecting the site's evolving role in Canadian society, from fur trade post to national historic site.

3.1.1 Structures

The extensive range of buildings and structures at Lower Fort Garry are maintained according to conservation standards and guidelines. They include:



The Gunpowder Mill



The Warehouse



The Big Barn



The Mill's House



The West Park and Exhibition



The North West House



The South East House



The West End School and Magazine



The Park Office



The Guest House Cottage



Level 1 Cultural Resource (barrack, 1967)

3.1.2 Archaeological Resources

Since 1962 archaeological investigations and research have identified components to 25 structures and approximately 105 cultural features and/or activity areas. Most of these are Level 1 cultural resources.¹ They include resources directly associated with the interior of the fort such as house features, privies and cookhouses. North of the bastions and walls are several archaeological features associated with the agricultural complex. These areas once held gardens and barns for oxen, horse and cattle. Along Monkman Creek are the remains of the Industrial Complex and features associated with shipping and boating. South of Monkman Creek are remains of the Miller's House and pre-contact aboriginal encampments. Historic documentation suggests there are at least another 83 unvisited structures or activity areas, reinforcing the need for



Fortified wall and bastion (one of 2 part of the bastion complex)

archaeological investigations to be part of all site developments.

3.1.3 Archaeological/Historic Objects and Associated Records

Extensive archaeological work conducted at Lower Fort Garry has generated a vast collection of records and the recovery of close to 350,000 artefacts. The majority of these are now housed at the Western and Northern Service Centre in Winnipeg. Approximately 1,650 of these are maintained as a reference collection while an additional 885 artefacts are in a Parks Canada's "National Reference Collection" in Ottawa.

Lower Fort Garry also has an extensive collection of representative artefacts housed at the site and at the Western and Northern Service Centre. The richness and quantity of the artefacts makes them an important fur trade collection and a valuable part of the Lower Fort Garry story.



Fortified wall and bastion (one of 2 part of the bastion complex)

3.2 Visitors

There is no one typical visitor to Lower Fort Garry National Historic Site. There is no one typical visit. Renewing programs and services and involving partners is essential to meet the needs of diverse market groups and users and to ensure Lower Fort Garry will be a valued and relevant heritage institution in the future.

¹ A Level 1 cultural resource is any artefact or building directly related to the fur trade or fur trade-related activities, sites. A Level 2 cultural resource is any resource that is not directly related to the fur trade (of fur trade significance), but nonetheless still has heritage value. The Cultural Resource Management Policy of Parks Canada defines Level 1 resources as of high, but Level 2 resources exist so they managed for heritage values.

Visitors and Users of Lower Fort Garry

Tourists: These visitors to Winnipeg and Manitoba will find themselves at Lower Fort Garry NEISC for a few hours as part of a visit to the region. They travel by private vehicle; they may have heard of the site through tourism information sources, on the website or from local referrals. They typically visit during the summer months when full service programming is offered. Tourists may also be part of a larger organized group, participating in a scheduled itinerary of activities. There are indications of growth in "heritage-themed" tour operations that could link Lower Fort Garry to other sites and attractions.

Local and Regional Residents: These visitors are mainly from the Winnipeg region, arriving in family groups, by private vehicle and tend to arrive on weekends and holidays, and frequently include visiting friends and family. They are an important target for special events and new programs meant to encourage repeat visitation. Children from the local area make up the majority of summer and spring break day camp participants.



Visitors and residents

School Groups: This important group visits primarily in the spring, in organized visits that incorporate curriculum-linked learning activities. The majority of school groups are in the grade levels with strong linkage to Manitoba's social studies curriculum.

Aboriginal People: For Aboriginal people, Lower Fort Garry has personal relevance – it was the place where Treaty Number One was made. It was a home and workplace for many First Nations and the Métis peoples. They are personally connected to the stories and history and have an important role in connecting and sharing it with Canadians.



Aboriginal people at Lower Fort Garry

Volunteers: This significant group has a willingness to personally engage in heritage programming and activities that complement Parks Canada's efforts and help to serve the needs of the visiting public. It is a growing group of highly motivated individuals and organizations who are eager to contribute to the program, improve this important heritage institution, and give back to the community.

Casual Visitors: Local residents are an important constituent group. These visitors enter the site for personal reasons such as dog walking or to purchase meals at the restaurant. They typically do not partake of programs or services offered at the site.

Event Participants: These visitors attend Lower Fort Garry for specific functions such as meetings, conferences, special programs, weddings, socials and other private events.

3.3 Visitor Services and Facilities

Visitor Services and Facilities

Lower Fort Garry has a modern Visitor Reception Centre (VRC) with a theatre, exhibit space, a gift shop, a cafeteria/restaurant, a multi-purpose room, and a covered picnic shelter. Over the past few years, significant improvements were made to the VRC, to make it more functional and adaptable for different uses. Energy conservation technologies were installed to reduce the building's operational costs.

With the redevelopment, the VRC can now offer program options and serve different markets. Complementing this capital investment, the site has staffed a business affairs officer to market the site and its facilities and to manage the growing suite of special events and third party use.



The Visitor Reception Centre

Improvements have been made to the site's accessibility by providing two electrically powered carts offering visitors easy access to the historic grounds, and a barrier-free lift at the Big House. Historic buildings, by their nature, present access challenges. Improved or alternative access to facilities and messages are regularly considered and implemented.

Lower Fort Garry operates significant infrastructure in support of its operations: access road and parking lot, a modest fleet of light and heavy vehicles, a water treatment plant and a sewage treatment plant. This entire infrastructure is nearing the end of its life. Options and priorities for recapitalization are under review.



Strollers

Marketing and Promotion

In 2005, Parks Canada developed a formal partnership with Travel Manitoba. That partnership, along with ongoing relationships with Destination Winnipeg, Rivers West and others are helping the site to reach southern Manitobans and longer range markets. Activities have included shared advertisements, the organization of media tours, and tourism and trade show representation. Pre-trip information is provided through the Parks Canada website, various print materials and listings in destination marketing organization publications.

3.4 Heritage Presentation

Personal Programming

The robust costumed interpretive program at Lower Fort Garry, delivered by seasonal staff, summer students and volunteers, is of excellent quality and receives high visitor satisfaction scores (Parks Canada 2005 Visitor Survey). However, this same survey indicates that many visitors do not retain the heritage presentation messages.

Currently, most programs are offered from May to September, with limited programs available by request during the winter. The program continues to place a significant focus on the early 1850s, a time when Lower Fort Garry was the focal point of fur trade society in the lower Red River area. However, the site has begun to expand beyond this format taking a more client-based and flexible approach to programming.

Today, programming is presented by first or third-person costumed interpretation, guided tours, thematic talks, scripted plays and other demonstrations. The site has incorporated "theme-days" with innovative and changing programming, including very popular Children's Days when young visitors are "hired" as full-time employees and perform jobs, make crafts and learn about the site. The site's cooperating association, the Lower Fort Garry Volunteer Association, offers popular week-long day camp programs in July and August.

The making of Treaty Number One is of special significance at Lower Fort Garry. Annually, on the anniversary of the treaty signing, Lower Fort Garry provides special theme-based programs. This commemoration presents a number of challenges - presenting multiple perspectives on the meaning of the treaty in a respectful fashion, recognizing the modern dynamic context for treaty relationships between the Crown and First Nations and respecting the role of other federal government agencies in ongoing deliberations around treaties, treaty rights and obligations.



Fig. 10: Interpretation

Lower Fort Garry's role has been one of commemoration, presentation and education. To many First Nations people, the commemoration of the making of Treaty One has spiritual significance. To other Canadians, it is important to build an understanding that we are all part of the treaty. Operationally, it requires Parks Canada to carefully consider options to current programming to meet the needs of all visitors, and to address the issues created by our entrance fees on this annual special anniversary.



Fig. 11: Interpretation

Heritage Presentation Media

Lower Fort Garry has a significant investment in media in support of the heritage presentation, including exhibits at the Visitor Reception Centre and the Museum Building, audio-visual presentations, displays and interpretive panels located throughout the site, and brochures. With the exception of the Museum Building exhibit, most of these media are dated and in need of replacement.

3.5 Administration and Operations

Lower Fort Garry is managed by the Manitoba Field Unit and at peak operation, employs 36 full-time equivalent employees. The Superintendent of Lower Fort Garry also manages The Forks, St. Andrews Rectory and Riel House National Historic Sites of Canada.

An array of full-time, part-time and seasonal staff provides heritage interpretation program planning and delivery, as well as the coordination of special events and third-party use of the site. Forty summer students deliver the summer animation program with the assistance of approximately 100 Parks Canada volunteers.

The Western and Northern Service Centre in Winnipeg provides expertise in resource conservation, archaeology, historical research, collections management, professional training, and graphic design and communications. The Restoration Workshop provides repair and conservation services for heritage buildings and structures.

4.0 A Vision for Lower Fort Garry NHSC

Lower Fort Garry National Historic Site tells a rich, textured, story of Canada's past. The many chapters of this story evoke what our shared history means, and what it feels like to be Canadian today. The "whole" story of Lower Fort Garry is brought to life – from the Fur Trade and the site's role with on the Hudson's Bay Company, to the making of Treaty One between the Crown and First Nations, to its contribution to the birth and growth of the Red River settlement.

Telling the whole story means sharing different perspectives and alternative interpretations, and understanding the vast array of resources and cultural values associated with the site. It also includes accepting controversy and contentious issues in an open and honest fashion, encouraging debate without making judgments. It places the stories of Lower Fort Garry in the broader context and history of Canada, making our history current and relevant to today's society.

More and more people see Lower Fort Garry as a place known for its dynamic and changing programming. They are pleasantly surprised and delighted by the program innovations offered by Parks Canada, partners, and volunteers. Staff has a solid understanding of the cultural resources as well as visitor needs and expectations.

They actively apply that knowledge to continuously improve service for different audiences. With the site's varied and dynamic programming, regional visitors return often, bringing their friends and relatives to this must-see destination.

Lower Fort Garry is a leading heritage attraction within Manitoba and the greater Winnipeg region. It is important to many sectors of Canadian society: education, culture and tourism, history and heritage, and the Manitoba economy. The site partners with other organizations because of the shared benefits of collaborative efforts. Lower Fort Garry is a trend setting cultural attraction, eager to explore new and different opportunities that are complementary to the heritage presentation and protection objectives. Lower Fort Garry is sought out as an ideal venue for important events taking place within the region.

At Lower Fort Garry, Parks Canada demonstrates its commitment to stewardship. Its historic buildings, walls, artifacts, objects, and stories are cared for responsibly so that future generations can enjoy and learn from them. As well, the site plays a leadership role, advocating for the promotion, protection, use and celebration of our invaluable heritage legacy.

5.0 Management Plan Objectives and Actions

This plan consists of strategic goals, objectives, and key actions to guide Parks Canada and its partners in achieving the Vision for Lower Fort Garry NHS. Strategic goals express the broad result to be achieved. Objectives are finer, measurable details of how the strategic goal will be achieved. The key actions are starting points for plan implementation and are a means to assess progress in achieving the site's vision over the coming years. As issues evolve, new actions will be identified and undertaken.

5.1 Cultural Resources

As outlined in section 3.1, there is a wide array of cultural resources at Lower Fort Garry including structures, archaeological remains, landscape features and collections. In general, Lower Fort Garry's cultural resources are well-maintained, protected, and commemorated, reflecting Parks Canada's significant investment in the site since 1962.

5.1.1 Structures

Most of the standing structures associated with Lower Fort Garry underwent substantial modification during the use by the Manitoba Motor Club between 1913-1951, including the removal of those no longer deemed necessary. Beginning in 1963, the site saw a period of major restoration, development and reconstruction. This work focused primarily on the structures and facility development, and was accompanied by a large-scale archaeological program. Recent infrastructure investment, although on a more limited scale and reflective of current cultural resource management practices, has continued this process of site conservation in



Demolishing the last of a sawlog.

connection with development. As a result, Parks Canada has gathered sufficient detail about the buildings, their condition, past alterations and ongoing problems to be able to manage, protect and present them over the long term.

"Parks Canada protects nationally significant examples of Canada's natural and cultural heritage so that citizens of today and tomorrow can experience and be inspired by the special places and rich stories of our nation's past. Ecological and commemorative integrity are guiding management principles for national parks and national historic sites, and environmental sustainability is key to national marine conservation areas. These when achieved, ensure that Canada's national treasures are conserved for present and future generations."

(Parks Canada Agency Corporate Plan 2005-2010)

Strategic Goal for Heritage Structures

- Heritage values associated with the structures are respected and incorporated into the heritage presentation program.

Objectives

- To protect the buildings, walls and bastions from deterioration.
- To use the buildings as a means of presenting the broad and changing story of the site.

Key Actions

- Review and update the building conservation guidelines and implement a regular maintenance and monitoring schedule as outlined in the guidelines.
- Maintain the buildings according to accepted stewardship standards.
- Submit the Museum Building for review by the Federal Heritage Building Review Office. The Federal Heritage Building Review Office administers federally owned buildings that are recognized examples of Canada's architectural heritage.



Monkman Creek Bank stabilization project

5.1.2 Archaeological Remains

The development of an archaeological resource inventory and a cumulative impact analysis in 2002 summarized four decades of past archaeological work and site interventions and has become a valuable tool for cultural resource management. For example, a major initiative undertaken in 2006 to stabilize Monkman Creek used key data from this document. Engineers factored historic engineering works, such as retaining walls, into the project design. The result was an integrated environmental, landscaping and engineering approach to creek bank stabilization that ensured cultural resources were the primary design consideration.



Monkman Creek Bank Stabilization

Strategic Goal for Archaeological Resource Management

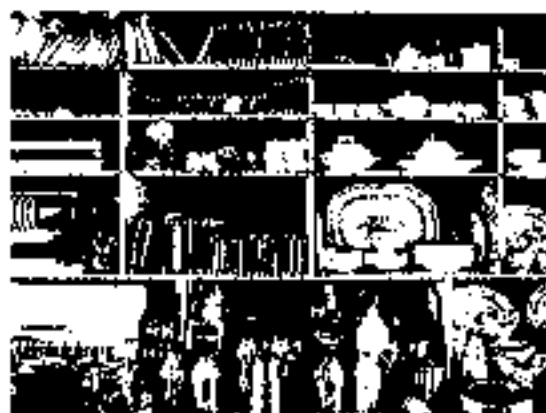
Archaeological resources will be protected, uncovered resources identified and archaeological information incorporated into the heritage presentation program.

Objectives

- *To use the cultural resource inventory and information derived from past investigations to aid in site development decisions.*
- *To include information obtained through past archaeological investigations into the heritage presentation program.*

Actions

- *Ensure the Cultural Resource Inventory and Cumulative Effects analysis is regularly updated.*
- *Ensure that actions and interventions undertaken at the fort do not harm known and suspected but uncovered cultural resources.*
- *Develop a strategy to make archaeological information more accessible to users.*



Historic Objects in the Collection

5.1.3 Archaeological/Historic Objects and Associated Records

In 2005, storage of Lower Fort Garry's archaeological collection was upgraded to current standards. In addition, a sample of artefacts was selected for a higher level of care as part of the Lower Fort Garry Reference Collection. The purpose of this work was to ensure these resources were protected and available to support heritage presentation.

Strategic Goal for Archaeological/Historic Objects and Collections

Parks Canada's collection of artefacts and associated records are protected and maintained, as a cultural resource used by Parks Canada and by regional cultural institutions that have a fur trade interest.

Objectives

- *To manage fur trade objects and records and to promote them as a means to partner with other heritage institutions such as the HBC Archives, the Manitoba Museum and the Rupert's Land Research Centre to enhance fur trade research.*
- *To incorporate records, photographs and artefacts into the heritage presentation program to meet the vision of broadening the range of experiences for site visitors.*

Key Actions

- *Identify key areas of the collection that require inventory and evaluation to develop priorities for ensuring longevity and accessibility.*
- *Make effective use of the records and collections to enhance the stories presented at the site.*
- *With partners, promote the value of the records and collection for fur trade research and outreach programs.*

5.2 Meaningful Visitor Experiences



Children Dig for Treasures

Actions taken by Parks Canada over the course of the past number of years have set the stage for developing meaningful and rich visitor experiences at Lower Fort Garry. In many respects, the groundwork has been laid, key investments are in place and new ideas are emerging and being tested. These efforts are starting to yield results. More importantly, they are fostering a culture of innovation, collaboration, and a strong service orientation. However, there is a strong need to maintain the momentum and continue to build a dynamic package of program, services and facilities that offer rich and meaningful visitor experiences.



Children Dig for Treasures

"Parks Canada aims to offer memorable experiences to help foster a shared sense of responsibility for environmentally and culturally sound actions that will extend beyond park and site boundaries and influence the values of Canadians as a whole. Experiences gained through visits to national parks, national historic sites and national marine conservation areas provide visitors with a clear and strong sense of Canada, adding to the well-being and health of all Canadians."

(Parks Canada Agency
Corporate Plan 2005-2010)



Visitors at Lower Fort Garry



Children Dig for Treasures

Strategic Goal for Meaningful Visitor Experiences

Visitors to Lower Fort Garry have positive experiences that create lasting memories, making the site relevant and vibrant.

Objectives

- To deliver programs and services that are relevant to Manitobans and that increase attendance.
- To integrate a business and marketing framework into the development of visitor experiences.
- To continually evaluate Lower Fort Garry's service offer.
- To provide experiences that appeal to the senses, are adaptable to visitor needs and are changeable over time.

Key Actions for Innovative Program Development and Marketing

- Market research will be used to monitor emerging trends in tourism and leisure and to develop new products, experiences and facilities consistent with target audience needs and expectations.
- Efficiency in program development and promotion will be achieved by working with internal and external partners.
- Parks Canada will seek partners and sponsors' involvement in program development and delivery.

Key Actions for Program Research and Evaluation

- Investment will be made in visitor information management, evaluation and client surveys as tools to build knowledge about visitors, their visits, and to be able to share this knowledge and evaluate our performance so that improvements are readily identified and implemented.

Key Actions for Third Party Use of Lower Fort Garry

- Operational practices and programs will be developed to facilitate third party use of Lower Fort Garry. Parks Canada will apply its revenue policy to these programs and will assess proposals against operational and policy considerations.

Key Actions for Revenue Sustainability and Growth

- Price structures will be regularly reviewed within the national and regional context.
- Treaty One commemorations on 3 August will continue as a special annual event. Options for current entrance fee on this anniversary will be assessed.

5.3 Public Understanding And Appreciation: Telling The Stories Of Lower Fort Garry

Parks Canada will create a heritage presentation program of learning activities that are entertaining, educational, and fact-based. The tours, costumed animators, events and other programs will speak with the authentic voices and perspectives of the many different cultures, societies and individuals that make up Lower Fort Garry's fascinating cast of characters and speak to the diversity of modern Canada.

They will tell stories that are vivid and compelling, stories with the breadth and depth of Canada itself. The programs will be carefully designed to engage people through their emotions and senses. This will ensure that people leave the site with a clear and enduring belief that this place is much more than a distant relic of the past because it has personal relevance to them today.



Interpret with Children's Museum

The Key Stories

Lower Fort Garry is one of the best places in western Canada to experience one of the defining stories in the history of Canada: the trade in furs, customs, cultures, beliefs and technology between Europeans and the original inhabitants of the country. The fort was a central trans-shipment centre for the

Hudson's Bay Company within the network of transportation routes and trading posts that spanned the continent.

Lower Fort Garry, as a Hudson's Bay Company post, was a focus for industry and transport, as well as a supply and distribution centre for the fur trade of the company's Northern Department

Lower Fort Garry was the place where Treaty Number One was made between the Saulteaux (Ojibwa) and Swampy Cree First Nations people and the Crown

Lower Fort Garry is one of the finest collections of early stone buildings in Western Canada

Lower Fort Garry was used by the federal government for public purposes in the 1870s, notably as the first training base of the North-West Mounted Police

The making of Treaty Number One at the site in 1871 was a pivotal event in the relationship between the First Nations and the Crown. It ensured that the two cultures would have a shared destiny and that all Canadians today are party to this treaty. The Treaty led to an additional ten treaties in northern and western Canada that set out the context for the settlement and development of vast expanses of the country and for the future of the First Nations who made the treaties.

The site played a role in the growth of the Red River settlement into Winnipeg and Manitoba. It was an early seat of governance and a farming and industrial centre.

The Métis provided the main workforce for the Hudson's Bay Company at Lower Fort Garry. Their prominent participation within Manitoban society, which began with the Red River settlement, continues to this day.

The fort was a training ground for the first contingents of North-West Mounted Police. This force, in a very new country, marched



Lower Fort Garry stone masonry.

west from Manitoba in 1871 to secure the peace for future western Canadians.

Lower Fort Garry is closely linked thematically with many other historic sites including The Forks, St. Andrew's Rectory, Rocky Mountain House and northern remote sites such as York Factory and Prince of Wales Fort. Those links help Lower Fort Garry reveal larger stories of Canada such as the historic rivalry between the British and the French and the development of western Canada.

The historic buildings of the site are excellent examples of nineteenth century stone masonry and Red River frame

Strategic Goal for Public Understanding and Appreciation

To ensure that visitors to Lower Fort Garry have lasting memories associating the site with key events and themes in the history of Canada, in particular, the fur trade, Treaty One and the origins and growth of Manitoba.

Objectives

- *To ensure that the specific roles of the site in the fur trade, in the making of Treaty One and in the development of the West are set into a cultural, economic and environmental context that has evolved over time.*
- *To create and deliver highly entertaining, enjoyable heritage presentation programs and services for all visitors to the site so that they leave with positive and enduring memories of the messages as essential to their overall experience.*

Key Actions

- *The system of non-personal media will be renewed through the installation of projection, presentation and communications technology and media that will better support the future requirements of the overall visitor experience program.*
- *The design and content of future personal and non-personal interpretation programs will be developed to focus strongly on ensuring that the nationally significant messages of the site are creatively set within the context of contemporary issues. This will build personal relevance for all visitors into all messaging.*
- *Heritage presentation staff and volunteers will be prepared for the challenges of communicating to visitors multiple perspectives on historical events through appropriate training and collaboration work with partners and stakeholders.*
- *The program as a whole will be continuously evaluated by a variety of means to ensure that visitor and staff feedback and any formal social science research is or is not taken into account and revisions to the program are made.*

construction. They provide opportunities to learn about these early construction techniques and materials and the process of maintaining them today.

The site has been used for a wide assortment of other public purposes including as a penitentiary, an asylum and as a Motor Country Club. This re-use of public buildings reflects some of the changing needs of Manitoban society. Most recently, Lower Fort Garry has seen installations of cutting-edge energy efficient technology that demonstrate environmental stewardship and the need for better management of energy use in the twenty-first century.

5.4 Involving Canadians - Partners And Community Involvement

The future of Lower Fort Garry is based upon a model of partnerships and citizen involvement. Partnerships are critical to most aspects of the site's activities including program development and delivery, marketing and promotion, and employment and operations. While many partnerships currently exist, others need to be developed and nurtured. Partners include destination-marketing organizations, First Nations, Métis groups, tourism operations, local municipalities, education, and heritage organizations. Engagement can also be

Goal for Community and Partner Involvement

Parks Canada will expand opportunities for partnering and volunteering in order to engage Canadians deeply in the programs and activities at Lower Fort Garry.

Objectives

- To develop sustained stakeholder relationships.
- To collaborate with partners to create new experiences, packages and programs.
- To foster vibrant and rewarding volunteer opportunities.

Key Actions

- Lower Fort Garry will collaborate with partners such as heritage organizations, Métis, First Nations, curriculum specialists, arts and tourism groups to produce new experiences, programs and products.
- Lower Fort Garry will seek out a small number of appropriate-scale events involving partners that are capable of generating high profile awareness within the Winnipeg market and media.
- Lower Fort Garry will foster relationships with the business community particularly to encourage use of the meeting and convention capabilities of the Visitor Reception Centre.
- The independent Parks Canada volunteer program at the site will be expanded and integrated across the field unit by broadening recruitment strategies and creating enriching volunteer opportunities through exchanges, recognition and the targeting of professional, project based volunteering opportunities.
- Lower Fort Garry will continue to nurture the relationship with the Lower Fort Garry Volunteer Association so that mutual needs are met in program design, delivery and cost management.
- A database of stakeholder organizations and interested individuals will be created for use in site marketing and communications.

at the individual level. Individuals have the opportunity to join the 300 existing Parks Canada volunteers or the long-standing cooperating association, the Lower Fort Garry Volunteer Association.



Group of people standing in front of the Visitor Reception Centre.

5.5 Stewardship

Being Stewards on behalf of all Canadians

Parks Canada holds the trust of Canadians to care for and manage significant resources: irreplaceable cultural resources, substantial contemporary buildings and infrastructure, and human and financial resources. This section addresses stewardship of modern assets and infrastructure that support the site's operation. This section also deals with the effective management of human and financial resources, and the site's contribution to the broader objectives of Parks Canada and the Government of Canada.

Stewardship of Infrastructure

Canadians have invested significant public resources in the infrastructure at Lower Fort Garry including the Visitor Reception Centre, access roads, parking lots, signage, picnic shelter and grounds. Less obvious but no less important are the water and waste water treatment infrastructure, maintenance compound, modest fleet of light vehicles and heavy equipment, information management technology and other assets.

In recent years, Parks Canada has recognized that much of its infrastructure is reaching the end of its life. However, replacing infrastructure with the same technology may not represent the best use of scarce resources. The recent recapitalization of the Lower Fort Garry's Visitor Reception Centre underlines the need for investments to meet multiple objectives in order to maximize return on the expenditure of public funds. That project incorporated the needs and expectations of current and future visitors, invested in new energy savings technologies to reduce operating costs, and incorporated design features that encourage greater partnership opportunities.



Large, modern building at Lower Fort Garry.

Strategic Goal for Stewardship of Infrastructure

Lower Fort Garry will effectively manage its assets, respecting the substantial investment that the public has entrusted to Parks Canada.

Objective

- To manage contemporary assets at Lower Fort Garry using the established asset management program.
- To manage assets to achieve environmental stewardship objectives.
- To recapitalize contemporary assets as needed to meet program needs.
- To remove physical barriers to public enjoyment of the site.

Key Actions

- Parks Canada will participate in a regional water and waste-water study being undertaken by the Regional Municipality, and will consider the relative merits of participating in this system versus recapitalizing on-site infrastructure.
- As projects are undertaken, barrier free needs considerations will be part of project design.
- Lower Fort Garry will continue to take advantage of opportunities and programs offered by other Federal Departments and third parties to achieve stewardship objectives.
- Maintenance and recapitalization plans will be maintained current.

Stewardship of Human Resources

With respect to our human capital, Parks Canada recognizes that our workforce is one of our most vital assets and is critical to implementing the vision and realizing the plan objectives. Parks Canada's corporate vision speaks to creating a workforce representative of the diversity of the Canadian population. At Lower Fort Garry, some stories must be told by Aboriginal voices – First Nations and Métis people – whose heritage is embodied in these stones.

In recent years, the site has taken active steps to recruit and develop a representative workforce. The site has also fostered leadership development of Aboriginal staff. There are opportunities for improvement, and this management plan clearly points to an enhanced role for Aboriginal people in all aspects of the management and operation of Lower Fort Garry.



Aboriginal people

Strategic Goal for Stewardship of Human Resources

Parks Canada will create a representative workforce, with particular emphasis on incorporating Aboriginal voices into story telling.

Objectives

- *To foster partnerships with key organizations to create an effective workforce that employs innovative service delivery models and ensures the presence of Aboriginal voices*

Actions

- *Parks Canada will create training opportunities for staff and managers to ensure that the work environment reflects Parks Canada's values and principles.*
- *Parks Canada will work with the Manitoba Métis Federation to ensure that appropriate employment and partnership opportunities are created.*
- *Employment opportunities for First Nations will be created wherever possible, with a particular emphasis on activities related to Treaty One Commemoration.*

5.6 Implementation

The management plan provides long-term strategic direction for Lower Fort Garry NHTSC. It is a framework for more detailed planning and decision-making respecting future management and operations.

Implementation of the plan is the responsibility of the Manitoba Field Unit Superintendent. Implementation will be done through the Manitoba Field Unit business plan. The business plan identifies which actions of the management plan will be realized within a five-year time period. Any changes to the five-year forecast are captured by the annual review and updating of the business plan. Implementation of the actions may be reconsidered in response to new circumstances or information, unexpected opportunities or changing national priorities and decisions.

Progress on management plan implementation will be communicated through annual reporting and the Parks Canada State of the Protected Heritage Areas Report, which is updated every couple of years. The management plan will also be subject to periodic review and can be amended to reflect changes. The public will be consulted about major changes. The core commemorative integrity statement will provide the direction required to identify and protect and present the historic resources, and guidance on promoting and presenting to the public to increase their understanding and enjoyment of the site.

6.0 Summary of Strategic Environmental Assessment

Residual impacts are those impacts that will remain after the mitigation measures have been followed. Many positive residual effects will remain as a result of the implementation of the plan, for example: improved visitor experience, improved heritage presentation, increased protection of cultural resources, and the creation and fostering of relationships with stakeholders.

There are a couple of initiatives identified in the management plan that could potentially result in negative environmental effects. However, these effects can be minimized through consulting with Parks Canada's Federal Heritage Buildings Review Office on any proposed maintenance and modifications of Recognized or Classified buildings on site. In addition, an increase in visitation has the potential to cause negative environmental effects. However, the implementation of mitigation measures would result in no residual important negative effects.

Public comments were sought via a newsletter, meetings with stakeholders and during open houses held at Lower Fort Garry, Selkirk and Winnipeg. Any public concerns raised were incorporated into the Lower Fort Garry National Historic Site of Canada Management Plan. Generally, the broader public and stakeholders were supportive of the management plan direction.

The Lower Fort Garry National Historic Site of Canada Management Plan will protect and present the site while enhancing its commemorative integrity. Taking into account the mitigation measures that are proposed in the strategic environmental assessment, including project specific environmental assessments, these actions will not result in important negative environmental effects.

Appendix

Strategic Environmental Assessment of Lower Fort Garry National Historic Site of Canada Management Plan

Strategic Environmental Assessment

This management plan underwent a strategic environmental assessment, as required by The Cabinet Directive on The Environmental Assessment of Policy, Plan and Program Proposals, 2004. The purpose of the assessment was to identify potential negative environmental effects of the plan directions, and to suggest actions to mitigate these effects.

Since the commemorative integrity of a national historic site sets the accountability framework for its management, the initiatives within the Lower Fort Garry National Historic Site of Canada Management Plan will be evaluated for their possible impacts to commemorative integrity. Actions will be assessed to determine whether or not they impair or threaten both natural and cultural resources. In addition, the strategic environmental assessment will evaluate the socioeconomic effects of initiatives, and the possible impacts to the community. The assessment will also consider any cumulative effects of the individual actions. Cumulative effects occur when the effects of individual projects and activities combine with each other over time and distance.

Any proposals that are conceptual or staged could potentially be subject to a project specific environmental assessment under the *Canadian Environmental Assessment Act* (CEAA) or the "Parks Canada Management Directive 2.1.2 Impact Assessment" where details and effects can be assessed more accurately.

Geographic and Temporal Scope

The assessment covers the legal property boundaries, which include the designated area, of Lower Fort Garry National Historic Site of Canada (Lower Fort Garry) which is situated along the west bank of the Red River, 32 kilometres north of Winnipeg, Manitoba.

The management plan is a strategic document that focuses primarily on the next five years, however, it has been written to look ten to fifteen years into the future. Therefore, the temporal boundary for this strategic environmental assessment will be ten years. The management plan will be reviewed every five years, and any changes made then will be assessed at that time.

Valued Components

Valued components are those features and resources that are focused on during the assessment because they significantly contribute to the stated value of the site. Lower Fort Garry consists of a parcel of land located along the Red River. There are no known threatened plant species, animals or sensitive habitats located at the site.

As a cultural site Lower Fort Garry has several buildings and structures that are Level 1 cultural resources that include the Big House and its Annex, the Sales Shop/Fur Loft, the Warehouse, the Men's House, the walls and bastions of the stone fort, and the cottage located south of the stone fort. Three of these buildings are rated Recognized under the Federal Heritage Buildings Policy (the Men's House, Southwest Bastion, and Warehouse) and two are rated Classified under the Federal Heritage Buildings Policy (the Big House and Furloft/Salesshop).

The Doctor's Office and Fraser House are considered Level 2 cultural resources.

Landscape features important to Lower Fort Garry include the Red River, Mankarem Creek, the 500 acres of high, level fertile ground on which the HBC reserve for Lower Fort Garry was established, and the King's Road.

In addition there are more than 125 000 artefacts and historic objects that have been recovered from archaeological investigations and although most have not been evaluated as to their status as cultural resources, there are undoubtedly thousands of Level 1 and 2 resources in this collection.

Actions to be Assessed

The management plan identifies actions to accomplish and enhance the following:

- Cultural Resources (Section 5.1)
- Meaningful Visitor Experience (Section 5.2)
- Public Understanding and Appreciation (Section 5.3)
- Involving Canadians – Partners and Community Involvement (Section 5.4)
- Stewardship (Section 5.5)

For each objective identified under these goals, actions that will result in either positive or negative environmental effects have been identified, potential impacts assessed and mitigations recommended.

Cultural Resources (from section 5.1)

The actions in this section will have positive effects such as increased protection of cultural resources and improved heritage presentation of the stories of LFG. These will be accomplished by actions such as updating the building conservation guidelines, conducting appropriate document checks to ensure known cultural resources are not adversely affected by implementation of initiatives, enhancing stories presented on site, and promotion in the value of the records and collection for fur trade research and outreach programs.

The only potential for negative effects is in the proposed maintenance and modifications of buildings on site. In order to preserve the heritage value of the buildings Parks Canada – Standards and Guidelines for the Conservation of Historic Places in Canada should be followed and conservation advice should be sought from Parks Canada's Federal Heritage Buildings Review Office (FHBRO) for Recognized heritage buildings. In addition, consultations with the FHBRO should be undertaken before taking any action that could affect the heritage character of a Classified building.

Meaningful Visitor Experience (from section 5.2)

The actions in this section will have positive effects including increasing visitation and use by third parties and an overall improvement in visitor experience. These positive effects will be the result of market research, new programs, packaged tours, and an investment in current and appropriate media for the multi-purpose room.

Only the increase in visitation has the potential to cause negative environmental effects. However, this increase is expected to be small and mitigation measures such as asking people to follow existing paths will reduce effects such as vegetation trampling to minimal levels.

Public Understanding and Appreciation (from section 5.3)

The actions in this section will have positive effects that include improving the visitor experience and heritage presentation through installation of new communications technology, appropriate training for heritage presentation staff and continuous evaluation of the program as a whole. In addition, the volunteers will see positive effects and benefit from appropriate training to prepare them for the challenges of engaging visitors.

Involving Canadians – Partners and Community Involvement (from section 5.4)

The actions in this section will have positive effects including improved visitor experience, and the creation and fostering of relationships with stakeholders and volunteers. This will be done through involving stakeholders in creating new programs and products, expand and continue the relationship with volunteers on site, and encouraging groups to utilize the site as a performance venue.

Stewardship (from section 5.5)

The actions in this section will have many positive effects including increasing access for all visitors through considering barrier free access in project designs. Consideration to the relative merits of partnering in the replacement of water and wastewater infrastructure and the recapitalization of assets will reduce costs. The protection of natural resources is also possible if energy and water efficiency are also considered in the decision on how to replace water and wastewater infrastructure.

Residual Effects

Residual impacts are those impacts that will remain after the mitigation measures have been followed. Many positive residual effects will remain as a result of the implementation of the plan, for example: improved visitor experience, improved heritage presentation, increased protection of cultural resources and the creation and fostering of relationships with stakeholders.

Although there are a couple of initiatives identified in the management plan that have the potential to result in negative environmental effects these effects can be mitigated and the resulting cumulative effects of the combined initiatives will not be important negative effects.

Public Consultation

Public comments were sought via a newsletter, meetings with stakeholders and during open houses held at Lower Fort Garry, Selkirk and Winnipeg. Any public concerns raised were incorporated into the Lower Fort Garry National Historic Site of Canada Management Plan. Generally, the broader public and stakeholders were supportive of the management plan direction.

Conclusion

The Lower Fort Garry National Historic Site of Canada Management Plan will protect and present the site while enhancing its commemorative integrity. Taking into account the mitigation measures that are proposed in the strategic environmental assessment, including project specific environmental assessments, these actions will not result in important negative environmental effects.

DRAFT

2006 Census Profile

St. Andrews, RM

Data Quality Flag* for this area is 00000

Produced by:

The Manitoba Bureau of Statistics

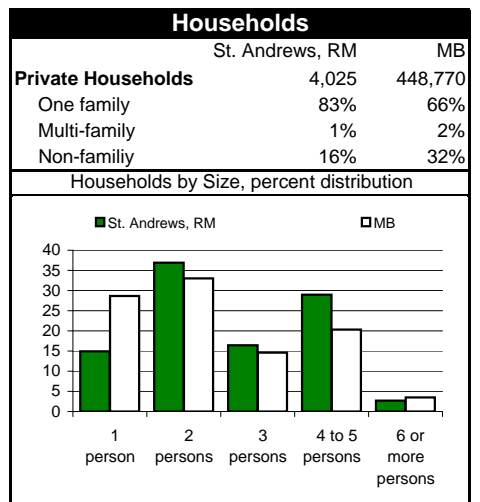
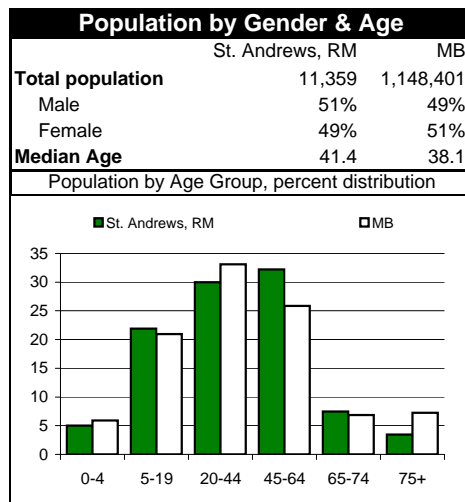
Statistics Canada offers community profiles at the following web address:

<http://www12.statcan/english/census06/data/profiles/community/index.cfm?Lang=E>

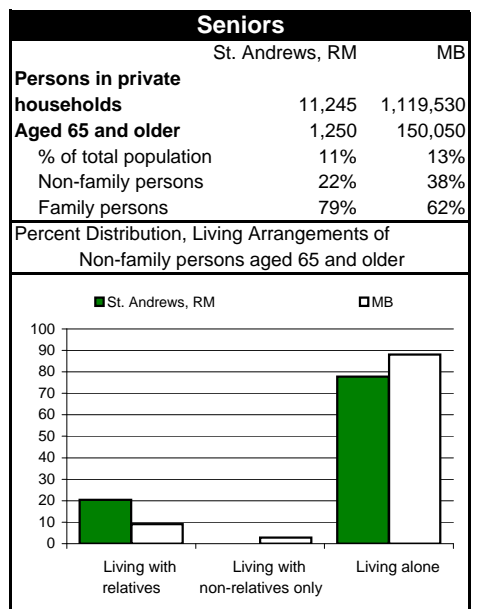
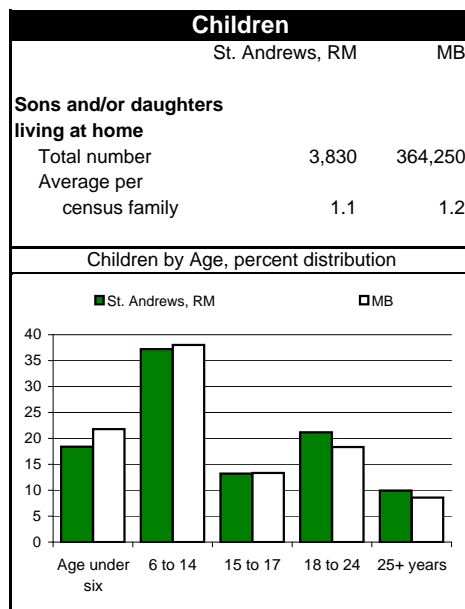
**For information on data quality flags the user should consult the Statistics Canada publication:
Data Quality and Confidentiality Standards and Guidelines (Public), 2006 Census Dissemination*

September 2008

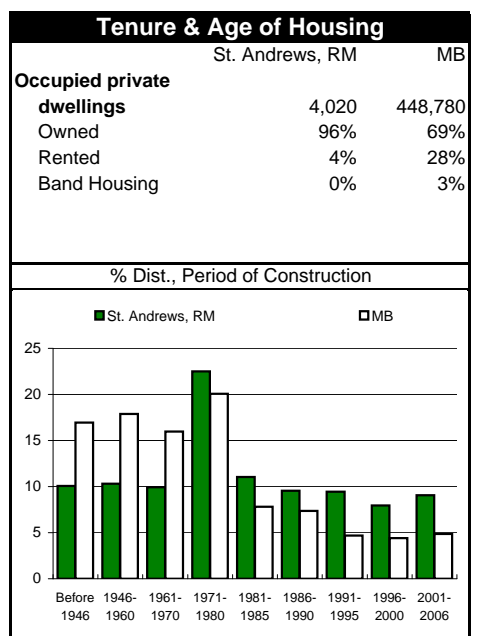
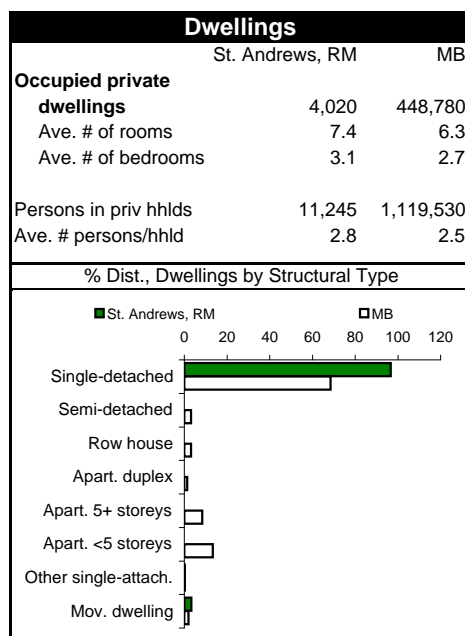
Summary		
	St. Andrews, RM	MB
Total population (as of May 16, 2006)	11,359	1,148,401
Share of Manitoba	0.99%	
2001 Census of Population (as of May 15, 2001)	10,695	1,119,583
Percent change '01-2006	6.2%	2.6%
Land area 2006 km ²	752.7	552,370
Occupied private dwellings (unrounded)	4,023	448,766
Total Dwellings (unrounded)	4,389	491,724

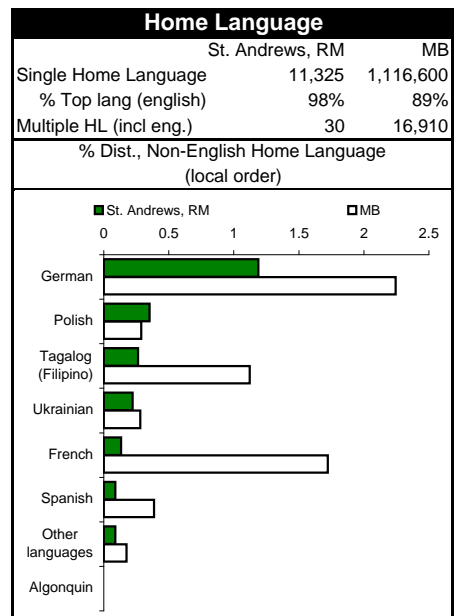
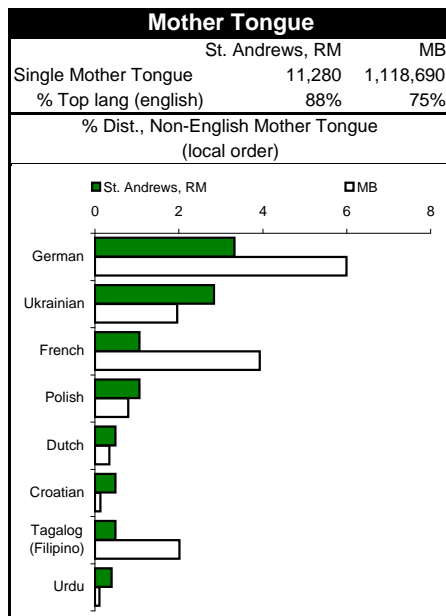
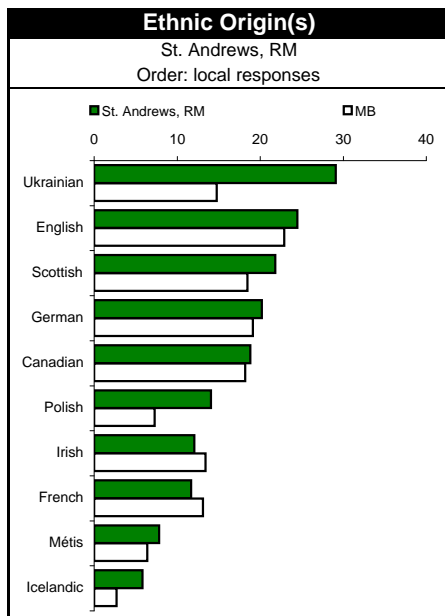
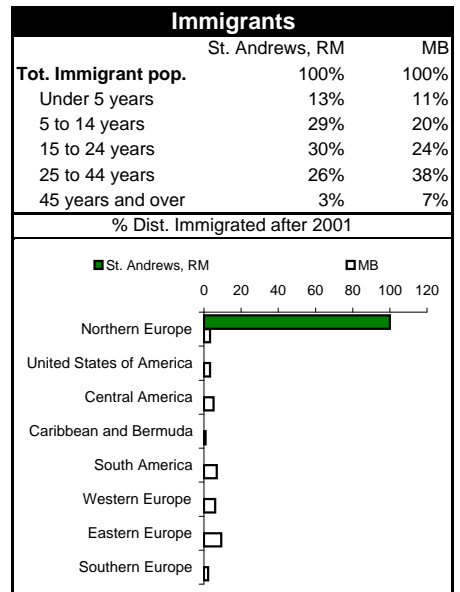
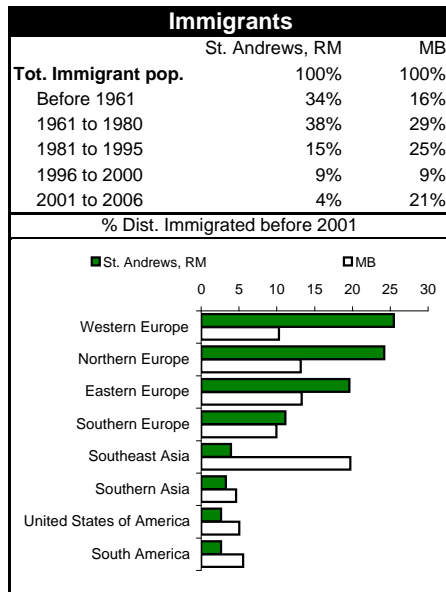
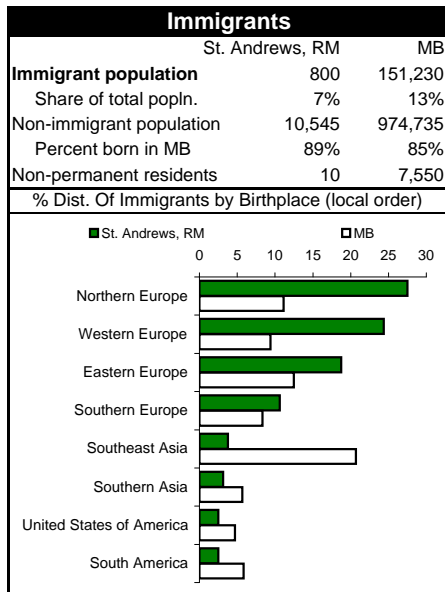
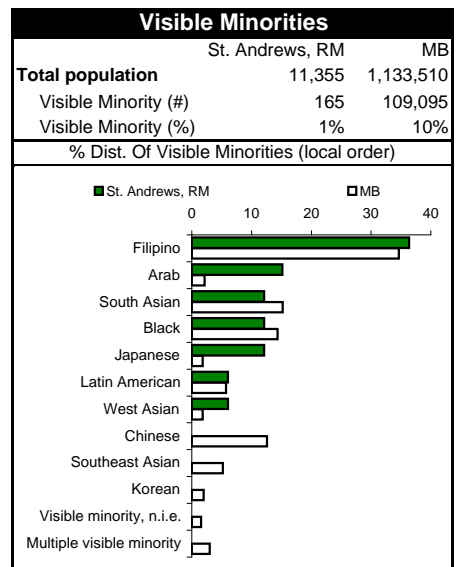
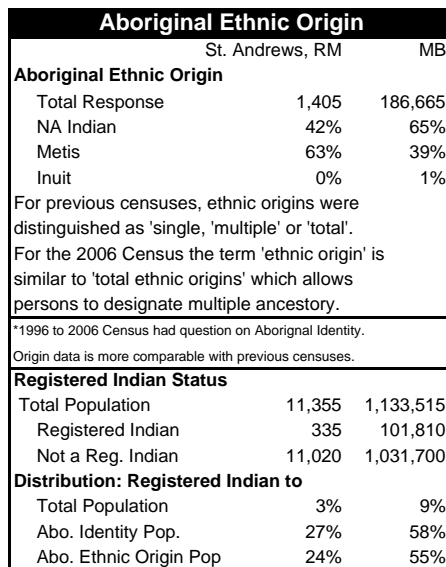
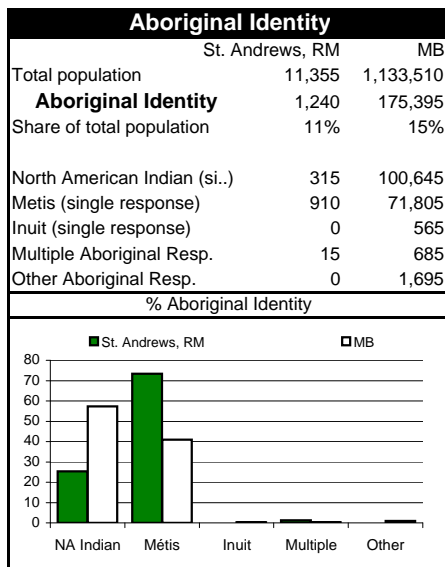


Marital Status & Families		
	St. Andrews, RM	MB
Population 15+ years	9,185	923,230
Single, never married	2,430	307,500
Legally married	5,680	463,100
Separated	190	26,215
Divorced	500	62,865
Widowed	380	63,550
Census Families by Structure		
No. of census families	3,425	312,805
Husband-wife families	3,140	259,595
Now-married couples	2,825	225,875
Without child at home	41%	44%
With children at home	59%	56%
Common-law couples	315	33,715
Without child at home	67%	57%
With children at home	33%	43%
Single-parent families	285	53,210
Male parent	30%	19%
Female parent	70%	81%



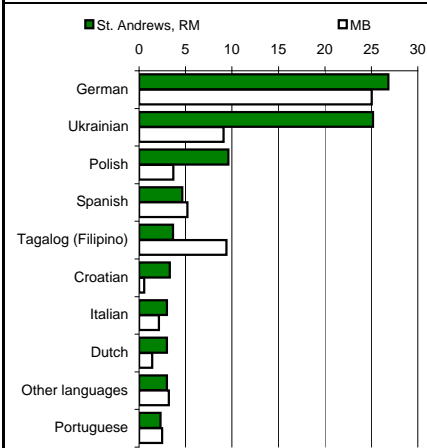
Affordability (vs. Household income)		
	St. Andrews, RM	MB
Non-farm, non-reserve private dwellings, occupied by usual residents		
Total number	3,935	426,070
Tenant Occupied	165	126,420
Average gross rent	\$537	\$591
>= 30% of hhld income	15%	35%
30-99% of hhld income	12%	31%
Owner Occupied	3,770	299,645
Average value	\$222,022	\$153,307
Average payments	\$845	\$768
>= 30% of hhld income	11%	11%
30-99% of hhld income	10%	10%
One family hhlds without additional persons in non-farm, non-reserve private dwellings		
Tenant households	90	50,055
Average gross rent	\$558	\$632
>= 30% of hhld income	22%	25%
Owner occupied	3,050	216,475
Average gross rent	\$876	\$820
>= 30% of hhld income	8%	9%



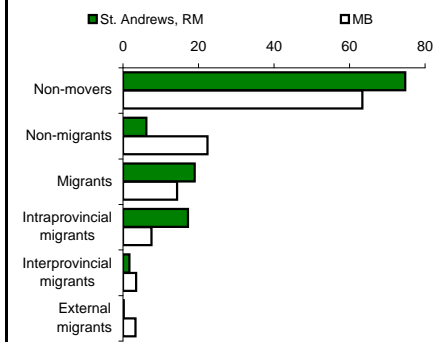


Non-Official Languages Spoken

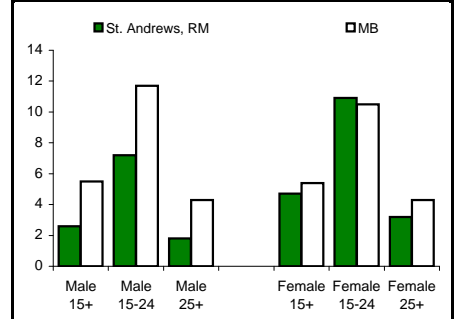
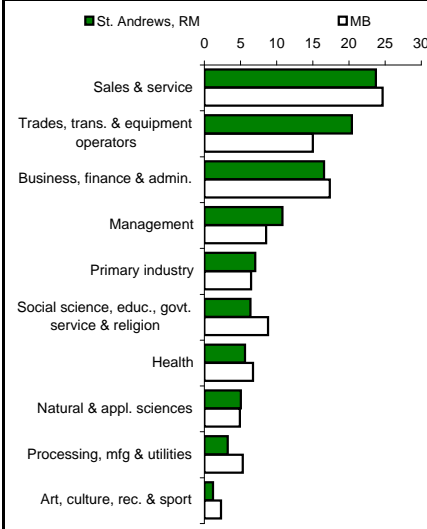
Note: Languages (NOT persons), % Distribution
Individuals may specify more than one language
Not including English or French; local order

**Mobility - Migration (1 yr & 5 yr)**

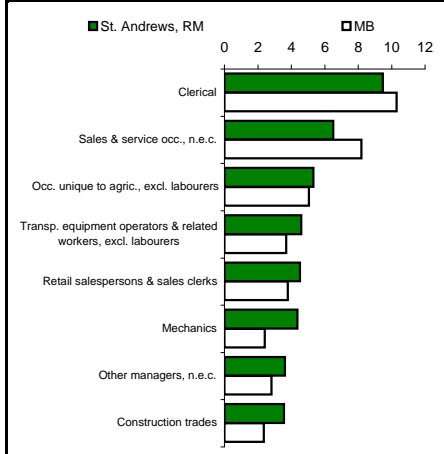
	St. Andrews, RM	MB
Population, 1 yr & older	11,240	1,119,360
Non-movers	93%	87%
Moved in last year	7%	13%
From other prov/terr	5%	4%
From outside Canada	0%	1%

5 Year Mobility of Popln, 5 years & up, % Dist.**Labour Force Activity**

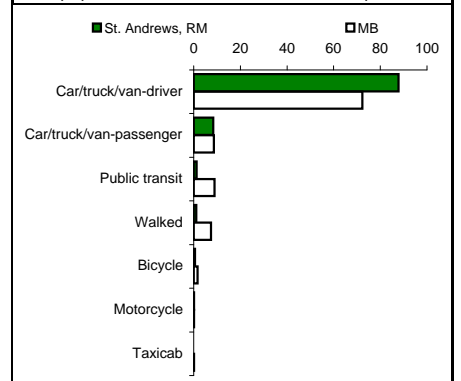
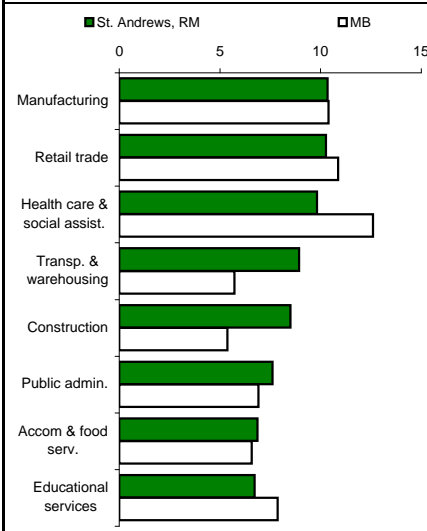
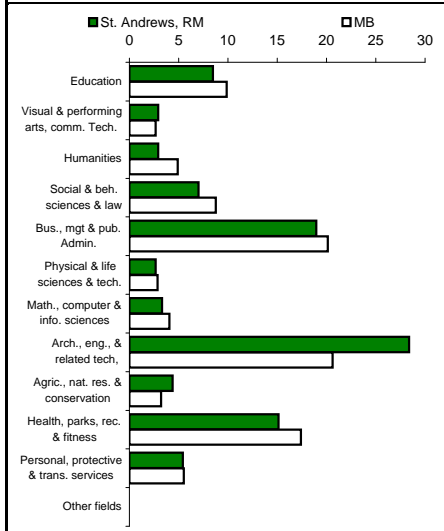
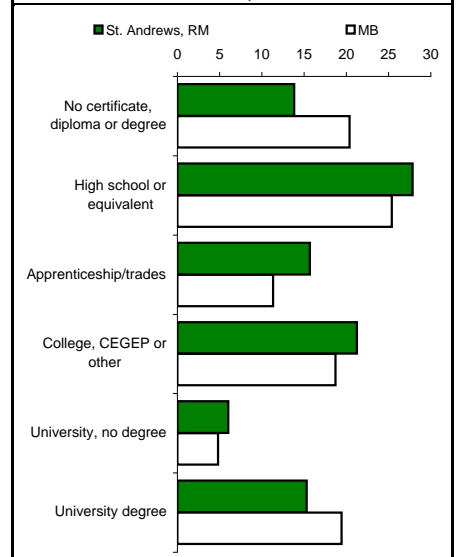
	St. Andrews, RM	MB
Pop. 15+ in lab. force	6,805	611,280
Employed	6,570	577,710
Unemployed	240	33,575
Not in Labour Force	2,375	297,170
Participation Rate, %	74.1	67.3
Unemployment Rate, %	3.5	5.5

Unemployment Rate (%) by Age and Sex**Broad Occupational Categories****% Distribution by Occupation (NOC)****Top 8 Detailed Occupations**

	St. Andrews, RM	MB
Total Labour Force	6,805	611,280
Experienced LF	6,765	602,150

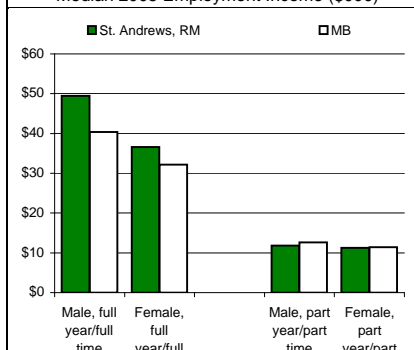
% Distribution by Occupation (NOC)**Workplace & Transportation**

	St. Andrews, RM	MB
Employed LF, 15+	6,570	577,705
Work in CSD of res.	545	365,100
Work at home	680	52,565
No fixed workplace	685	51,135

Mode of Transportation, % dist. Based on population with usual or no fixed workplace**Top 8 Industries by Labour Force****Percent distribution by Industry
NAICS 2002****Education: Field of Study****% Distribution for Population 25 to 64, with post-secondary qualifications****Highest Level of Education****% Distribution for Population 25 to 64**

Employment Income in 2005

	St. Andrews, RM	MB
With employment income	7,235	650,410
Worked full yr, full time	58%	54%
Males	37%	31%
Females	21%	22%
Worked pt yr, pt time	36%	40%

Median 2005 Employment Income (\$'000)**Total Income in 2005**

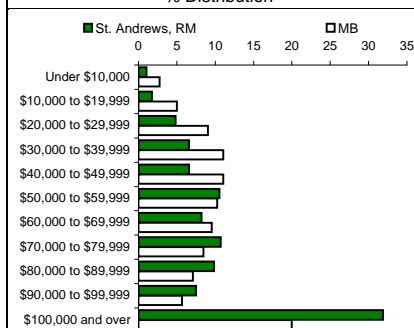
	St. Andrews, RM	MB
Population 15+	9,180	908,450
Males	51%	49%
Females	49%	51%
Median Total Income	\$30,571	\$24,194
Males 15+, income	\$38,164	\$29,919
Females 15+, income	\$22,733	\$20,169
Males 15+, no income	170	19,840
Males 15+, income	4,545	421,490
Under \$10,000	13%	18%
\$10,000 - \$29,999	24%	32%
\$30,000 - \$39,999	16%	15%
\$40,000 - \$59,999	23%	19%
\$60,000 and over	25%	16%
Average total income	\$44,869	\$37,317
Females 15+, no inc.	190	23,210
Females 15+, inc.	4,275	443,910
Under \$10,000	25%	23%
\$10,000 - \$29,999	37%	45%
\$30,000 - \$39,999	13%	13%
\$40,000 - \$59,999	15%	12%
\$60,000 and over	10%	7%
Average total income	\$28,573	\$25,627

After-tax Income in 2005

	St. Andrews, RM	MB
Population 15+	9,180	908,450
Males	51%	49%
Females	49%	51%
Median after-tax inc.	\$26,345	\$21,805
Males 15+, a-tax inc.	\$32,010	\$26,050
Females 15+, a-tax inc.	\$20,367	\$18,775
Males 15+, no a-tax inc.	170	19,880
Males 15+, a-tax inc.	4,545	421,450
Under \$10,000	13%	18%
\$10,000 - \$29,999	32%	40%
\$30,000 - \$39,999	20%	18%
\$40,000 - \$49,999	13%	11%
\$50,000 and over	22%	14%
Average a-tax income	\$35,414	\$30,107
Fem. 15+, no a-tax inc	190	23,255
Fem. 15+, a-tax inc.	4,275	443,865
Under \$10,000	25%	23%
\$10,000 - \$29,999	44%	52%
\$30,000 - \$39,999	13%	13%
\$40,000 - \$49,999	8%	6%
\$50,000 and over	9%	6%
Average a-tax income	\$23,688	\$22,057

Family Income in 2005

	St. Andrews, RM	MB
Economic Family Median Income		
All economic families	\$79,500	\$60,754
Couple economic fam	\$81,644	\$66,686
Male lone-parent e-fam	\$71,673	\$44,642
Fem. lone-parent e-fam	\$42,647	\$32,883

**2005 Family income groups, all economic families
% Distribution****Persons Not in Economic Families**

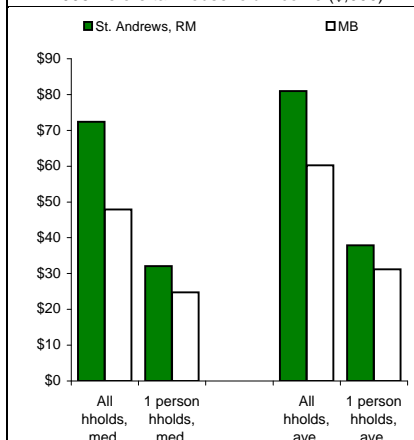
	St. Andrews, RM	MB
Composition of Income		
Males, 15+ not in e-fam.		
Employment inc.	78.4%	73.2%
Govt. transfers	9.9%	13.4%
Other	11.7%	13.4%
Females, 15+ not in e-fam.		
Employment inc.	49.4%	49.4%
Govt. transfers	24.8%	27.5%
Other	25.8%	23.1%
Median Total Income	\$31,178	\$23,384
Males 15+	\$33,975	\$26,096
Females 15+	\$26,461	\$21,423
Average Total Income	\$36,356	\$29,370
Males 15+	\$38,298	\$31,811
Females 15+	\$33,215	\$27,234
Median After Tax Inc.	\$27,313	\$21,075
Males 15+	\$27,725	\$23,033
Females 15+	\$23,903	\$19,830
Average After Tax Inc	\$29,567	\$24,747
Males 15+	\$30,623	\$26,236
Females 15+	\$27,859	\$23,444

Prevalence of Low Income in 2005

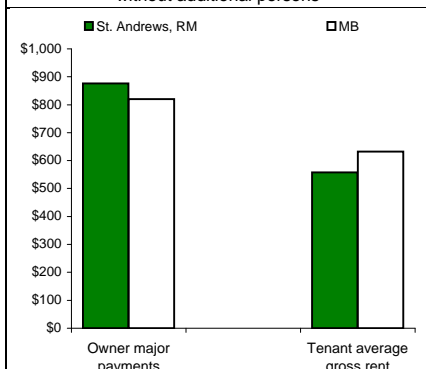
	St. Andrews, RM	MB
All economic families	3,405	298,305
Before-tax low inc.	3%	12%
After-tax low inc.	3%	9%
Couple economic fam.	3,120	247,850
Before-tax low inc.	2%	8%
After-tax low inc.	2%	5%
Male lone parent e-fam	80	7,680
Before-tax low inc.	13%	20%
After-tax low inc.	0%	15%
Fem. lone parent e-fam	165	35,925
Before-tax low inc.	21%	40%
After-tax low inc.	12%	31%
Persons 15+ not in e-fam	690	154,745
Before-tax low inc.	19%	38%
After-tax low inc.	14%	29%
Persons <6 years old	715	72,220
Before-tax low inc.	8%	26%
After-tax low inc.	6%	20%
Persons 65+	1,255	147,875
Before-tax low inc.	4%	16%
After-tax low inc.	0%	7%

Household Income in 2005

	St. Andrews, RM	MB
All private households	4,025	448,780
One-person hholds	600	128,295
One-person hholds	15%	29%

2005 Before tax household income (\$,000)**Household Affordability**

	St. Andrews, RM	MB
Median after tax income in 2005		
All households	\$59,461	\$41,844
One person hholds	\$27,492	\$22,193
Average value of owner occupied non-farm, non-reserve dwelling	\$222,022	\$153,307
Non-farm, non-reserve, one family households without additional persons		

**Notes**

Population - effective since the 1991 Census non-permanent residents included in total.

2001 Census population - based on 2006 boundaries.

Economic family - refers to 2 or more ind. living in the same dwelling, rel. to each other by blood, marriage, common-law or adoption.

Experienced labour force - includes ind. who worked since 1/1/2005 and who were employed or unemployed during the ref. week.

Non-movers - on Census day were living at the same address as 1 or 5 years previously.

Non-migrant movers - lived at a different address but in the same census sub-division.

Average - or arithmetic mean is calculated by dividing the sum of the included categories by the number of the included categories.

Median - an alternate measure of "average" Median income of a specific group is that amount which divides their income size distribution into halves (below & above the median)

Prevalence of low income - the percentage of a specified group below Statistics Canada's low income cut-offs (LICO)

DRAFT

Lockport Destination Strategy

BUSINESS PLAN

SUBMITTED BY THE LOCKPORT DESTINATION STEERING COMMITTEE

AUGUST 1999

WITH ASSISTANCE FROM : TRIPLE 'S' COMMUNITY FUTURES DEVELOPMENT CORPORATION
PUBLIC WORKS GOVERNMENT SERVICES CANADA
MANITOBA DEPARTMENT OF HIGHWAYS
LOCKPORT MERCHANTS ASSOCIATION

Prepared by: Lombard North Group (1984) Ltd.
Planners and Landscape Architects
505 - 93 Lombard Avenue,
Winnipeg, Manitoba R3B 3B1
Phone (204) 943-3896 Fax (204) 947-5696

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FORWARD

Members of the Lockport Destination Strategy Steering Committee:

Jack Fryatt	- Chair, Chamber of Commerce
Bob Singh	- Council, St. Clements
Alvin Meriniuk	- Council, St. Clements
Kurtis Krasnesky	- Council, St. Andrews
Elmer Keryluk	- Council, St. Andrews
Al Thompson	- Citizen, Lockport
Wayne Faires	- Citizen, Lockport
Debbie Swan	- Citizen, Lockport
John Kushner	- Citizen, Lockport
Cliff Scramstead	- Citizen, Lockport
Shirley Herda	- Citizen, Lockport
Irene Redfern	- Citizen, Lockport
Dee Truthwaite	- Citizen, Lockport
Dr. Joe Slogan	- Citizen, River Rouge
Lisa Holowchuk	- Advisor, Triple S Community Futures
Heidi McCarthy	- Recording Secretary
David Palubeskie	- Advisor, Consultant
Terry Minarik	- Advisor, Consultant
Brandon Powell	- Advisor, Consultant

Consultant Team: Lombard North Group

Planners, Landscape Architects, Project Managers

SPECIAL ACKNOWLEDGEMENT:

The Lockport destination initiative could not have been undertaken without the financial support of:

Triple "S" Community Futures Development Corporation
Public Works Government Services Canada
Manitoba Department of Highways and Transportation

The Steering Committee extends gratitude to the Reeves and Councils of St. Andrews and St. Clements for the opportunity to serve our community. This report defines Lockport's vision; assesses the feasibility of managing federal assets to achieve community objectives; examines financing options for the Lockport Destination Strategy; and makes recommendations to guide the development of Lockport as a major contributor to the Red River Corridor's heritage and tourism appeal.

Respectfully submitted,


 Jack Fryatt, Committee Chair

INTRODUCTION

Lockport is an integral part of the Red River recreational corridor which extends from the City of Winnipeg to Netley Marsh. The corridor, stretching some 30 km, has been variably characterized as:

- the most populous settlement area in Manitoba;
- the most heavily used navigable waterway in prairie Canada; and
- Manitoba's primary tourist, historic and recreation attraction.

Government and private interests over the years, beginning in the 1980's with the Canada-Manitoba A.R.C. Agreement; the Winnipeg Core Area Agreement; the Forks Development Authority; and more recently the Winnipeg Development Agreement in 1995 and the 1997 Rivers West Initiative sponsored by Heritage Canada, have all endeavoured to enhance the corridor's attributes and nurture its role as one the scenic recreational focal points of the capital region.

With the exception of the A.R.C. Agreement, which provided regional framework to guide the River Corridor's development, senior government involvement with the corridor have focussed primarily upon Winnipeg.

The Lockport Destination Strategy presents an initiative to enhance Lockport's role in the Red River Corridor. The Strategy represents the community's desire to address 4 inter-related challenges to:

1. Develop Lockport as an all season destination;
2. Sustain and interpret the heritage values of St. Andrews Lock & Dam and its importance to river navigation;
3. Strengthen the ties between Lockport and the region;
4. Support and improve Lockport's heritage values, economic vitality and quality of life.

The Lockport Strategy's business plan is organized under the following parts:

- ♦ The Challenges of Change.
- ♦ Current Business Conditions.
- ♦ Statement of Objectives.
- ♦ Development strategies, implementation priorities and cost estimates.
- ♦ Overview of regional market potential.
- ♦ Profile of federal assets and S.A.L.D.'s role in the Lockport strategy.
- ♦ Economic potential of S.A.L.D. assets under local management.
- ♦ Related funding initiatives.
- ♦ Requirements for strategic partnerships.
- ♦ Public/Private partnerships funding and management options.
- ♦ Lockport strategy implementation and management model.
- ♦ Financial analysis and projections.

PART I: THE CHALLENGE OF CHANGE

1.1 CHANGING ROLE OF GOVERNMENT

The roles of federal, provincial and local levels of government over recent years have been rapidly changing as each level of government goes through the process of rationalizing the "business" it should be in. It is not surprising the shifting of roles and responsibilities among all levels of government have evolved from a "top-down" process. As each senior government redefines its service mandate, the (most junior) municipal level of government is challenged to respond by reassessing its own services and making the adjustment necessary to achieve the best possible outcome for its constituents.

Lockport is pleased Canada, as represented by Public Works Government Services Canada (P.W.G.S.C.), has supported an open dialogue to manage changes in federal service as they may affect Lockport. In response, a community-based initiative has been established to examine opportunities and work towards a solution which achieves Canada's changing mandate in the marine industry and Lockport's desire to build into its riverfront the necessary relationships with the area and Red River corridor required to expand Lockport's potential as a year round destination. The community, in its deliberations, has pursued a solution designed to stimulate private investment, revitalize Lockport businesses, increase employment opportunities and improve the quality of life enjoyed by the community.

Public Works Government Services Canada has agreed to a Letter of Intent with Triple "S" Community Futures Development Corporation (the Selkirk district economic advisory body) to assess the community's needs and to assist an independent Steering Committee examine the benefits/costs of transferring management of the S.A.L.D. assets to local interests, as part of the Lockport Destination Strategy. The Letter of Intent is non-binding upon the parties. This means neither party is committed to carry through with implementation, if mutually acceptable terms cannot be agreed upon, for the management of assets by local interests on behalf of Canada.

1.2 COMMUNITY CONSULTATIVE PROCESS

The Lockport Destination Strategy represents a joint undertaking between Triple "S", P.W.G.S.C., the Municipalities of St. Andrews and St. Clements, Lockport merchants and landowners, in collaboration with Manitoba Parks and Natural Resources, Manitoba Department of Highways and Heritage Canada. The Parties agreed to establish an independent Steering Committee to manage the Strategy's development process and report its recommendations. The task set before the Committee was to identify opportunities to improve the riverfront, stimulate revitalization and finance development initiatives, while improving the tourism experience and the community's quality of life. The Steering Committee's efforts to address the desires of Lockport to become a year-round destination was a process driven by community objectives and priorities.

Vital to the success of the process was the Steering Committee's recognition of the need to involve all stakeholders. To achieve this, broad representation was sought to bring government, community user groups and business interests together in "working groups" to exchange ideas. This was facilitated by a series of workshops held during the summer and winter of 1996 and 1997. Participants defined problems as well as the opportunities to resolve them; they identified objectives along with strategies to achieve these objectives; and offered priorities to guide implementation programs.

The public workshops endeavoured to answer three key questions:

**What do we want?
How do we get there?
What do we do now?**

In doing so, participants recognized the following requirements that:

1. Senior governments have offered the opportunity for local interests to manage the economic development of public assets;

2. The decision of local interests to assume that the management of assets will be dependent upon their ability to become financially self-sufficient.
3. Maintenance of the S.A.L.D. structure and enhancing its attraction is key to the successful development of the tourism, recreational and commercial potential of the region.
4. Senior governments will continue their obligations to maintain and operate S.A.L.D.
5. The S.A.L.D. serves to physically unite the two Lockport municipalities to one other, and to connect Lockport to the surrounding region.
6. Improving the quality of the visitors' and residents' experience within Lockport supports the creation of Lockport as a year round destination.

1.3 PURPOSE OF THE BUSINESS PLAN

The various stakeholders involved in the Lockport Strategy require the implementation plan to be agreeable to the respective interests represented. These interests include users, landowners, businesses, Rural Municipalities of St. Andrews and St. Clements, Manitoba Department of Highways, Parks and Natural Resources, and Public Works Government Services Canada.

The initiatives proposed will change the way government assets at the St. Andrews Lock and Dam are managed. Under their present mandates, management of these facilities have not addressed the potential they hold to improve the tourism appeal, economic and employment prospects of the Lockport area. Although critical to maintaining navigation on the Red River and designated a national historic site, neither the lock, dam or bridge have been economically integrated into the Lockport community. The tourism appeal of the structure is under-utilized and the communities of east and west Lockport have yet to take full advantage of the physical connection provided by the bridge to link the east and west bank of the river together and connect Lockport with other river attractions.

The Lockport riverfront and S.A.L.D. assets have the potential to lead the creation of new attractions, business investment and expand market opportunities for existing businesses. The first step in the planning process has been the development of a vision and plan to integrate the riverfront assets into the Lockport business district of St. Andrews and St. Clements. This was achieved through the active participation of a broad cross-section of community leaders including government, business, users, and representatives of community service and business groups.

The following Business Plan examines the opportunities involved in integrating the S.A.L.D. assets into the community's destination attraction initiative. The Business Plan weighs the implementation requirements, assesses the financial feasibility, determines how these federal assets may contribute to the Strategy, assesses provincial interests and finally provides recommendations as to the management structure which will guide these changes, based upon the following three principal assumptions:

1. Introducing A Community Development Corporation - The Management Entity

Management of certain S.A.L.D. assets would be undertaken by a publicly accountable non-profit Community Development Corporation managed by a local Board of Directors with representation from area municipalities, Triple "S" Community Futures Development Corporation, Selkirk and region Chamber of Commerce, Public Works Government Services Canada, and Lockport businesses and citizens. It's mandate would be to encourage business development, expand tourism experiences at Lockport and connections within the Red River Corridor, implement the Lockport Destination Strategy, interpret and promote the values of Lockport's heritage attributes.

2. No Transfer of S.A.L.D. Ownership

Management of S.A.L.D. assets by the Corporation does not represent a transfer of ownership of the assets, or transfer of maintenance responsibility for S.A.L.D., from Canada to the local Heritage Corporation. The asset management proposal gives the corporation the ability, within the safety and operational aspects of the dam structure, to develop the tourism, business and economic values of the S.A.L.D.

components under a lease agreement with Canada.

3. Designation of a Special Heritage Planning Area

Manitoba, in consultation with the area municipalities, the proposed Lockport Development Corporation and Canada agrees to establish, under Section 10 of the Planning Act, the Highway # 44 corridor through Lockport from Main Street to the floodway as a Special Planning Area. This designation provides a means for each of the jurisdictions involved in Lockport to co-ordinate their individual efforts to maintain, protect, enhance, develop and promote the heritage, recreational and tourist values.

PART II - THE STRATEGY - CREATING A VISION

2.1 BUSINESS CONDITIONS

Initiatives directing future change in Lockport must take into consideration current operating conditions of area businesses. Understanding Lockport's existing economic climate ensures that the selected strategies accurately respond to the needs and abilities of the community to implement change. To complete this requirement a representative portion of businesses in Lockport were surveyed to provide information on operating experiences, general attitudes and future business plans. Detailed survey results are presented in Appendix A.

The survey involved 10 commercial establishments representing 60% of the local businesses within the P.T.H. #44/Main Street to Henderson Highway business district. Together the businesses surveyed provide full-time employment to approximately 130 persons and employ on a part-time basis an additional 40 people. Total annual salary expenditures are within the range of \$520,000. Total salary expenditures do not include wages and benefits of owners and/or managers. Extrapolations from survey findings in employment and salaries suggests the businesses contribute a significant amount to the area's economy.

A number of Lockport businesses have suggested their current business operations, although stable financially, have reached a plateau in their development. Many business owners, up to 50% see opportunities to expand their businesses and increase revenues. In anticipation that constraints to business expansion may be removed in the near future, a number of businesses have proceeded to develop plans to invest an aggregate of almost \$1.0 million in capital improvements. At the base of this business optimism is the expectation that Lockport will be able to resolve three inter-related issues:

- Foster a co-operative business environment.
- Remove current constraints in development capacity by introducing municipal sewage treatment services; and
- Agree upon a detailed master plan to guide the expansion of existing businesses and development of vacant lands to complement and improve the overall Lockport destination experience.

Businesses surveyed suggested a number of development opportunities which should be pursued at Lockport. These include:

- Hotel accommodation
- Heritage interpretive programs and festival events year-round
- Complete heritage streetscape and building facade redevelopment
- Provision of pedestrian connections to both sides of the Red River and within business areas of Lockport
- Bed & Breakfast facilities
- Boutiques
- Gift Shops
- Late night businesses.

Managing the transformation of Lockport to a four season destination from a business perspective means responding to market conditions by making Lockport more attractive and more comfortable for people to "experience Lockport" and access local retail services. Merchants collectively viewed the Destination Strategy as a positive step in this direction.

A key purpose underlying the business survey was to assess the level of business support to help achieve the riverfront and destination objectives. Businesses were advised that often investment of public funds is used to demonstrate local commitment and leadership which then assists in stimulating private investment. Businesses were asked:

"In the event local and senior governments agreed to invest in the riverfront to improve the area's attractiveness and business potential;

- a) **Would you support the creation of a publicly-accountable, non-profit development organization to manage assets, raise revenues to implement the Lockport Strategy and promote tourism?; and**
- b) **Would you support an initiative by the organization to apply a special mill rate within the business district to assist repay a potential no-interest Lockport Destination Strategy loan from P.W.G.S.C.?"**

Businesses unanimously supported the concept of a publicly accountable development corporation. A number noted the

Lockport Marketing Association was created for a similar reason, ie. co-ordination of business initiatives, programming and working with other levels of government to sensitize them to community needs.

Support for the special mill rate levy proposed over the summer of 1999 has been overwhelmingly positive. A number of businesses felt that responsibility for pedestrian walkways along P.T.H. # 44 should be the responsibility of Manitoba Department of Highways and the Municipal Council. Businesses were more prepared to support street landscaping and lighting to complement the heritage values of Lockport noting these improvements represented an upgrading over the standard level of streetscape treatment.

Businesses in Lockport/St. Clements indicated they have already agreed to be part of a local improvement levy to provide a total of \$350,000 for the installation of a \$1.1 million municipal sewage treatment system at Lockport under the Canada-Manitoba Infrastructure Program. Manitoba and Canada are contributing \$282,000 each while St. Clements is responsible for providing the remaining \$536,000.

Business landowners in Lockport/St. Andrews expressed concern that they do not have access to a comparable municipal sewage treatment system. The lack of sewage services was viewed as the major constraint limiting the development of new business opportunities in Lockport/St. Andrews.

The economic status of the area contains signs favourable to economic growth. Principal among these is the community's collective desire to transform Lockport into a four-season destination and business encouragement for St. Andrews to increase the servicing capacity to the same level available in Lockport/St. Clements.

The direction presented by the Lockport Destination Strategy endeavours to create a vision which business and local government on both sides of the river can integrate into their decision making processes. The challenge facing the local business community, land owners and the two municipalities will be to find ways to co-ordinate their individual efforts to achieve the objective of establishing Lockport as a four season destination.

In particular businesses identified the following co-ordination issues:

1. Introduction and/or extension of municipal sewage treatment services within both the St. Andrews and St. Clements portions of Lockport.
2. The development of a guideline for heritage building facade and streetscaping improvements.
3. The development of enhanced visitor services, facilities and programs as detailed in the Lockport Strategy.
4. The establishment of a master plan illustrating the location of visitor parking, street and walkway connections among private properties and to public amenities and services.
5. Creation of a Special Planning Area under the Planning Act as the policy framework to co-ordinate decision-making.

2.2 LOCKPORT'S CONTRIBUTION TO MUNICIPAL REVENUES

A financially sustainable development strategy requires that the economic situation of the local municipalities be understood. One area of particular importance is the local government's capacity to generate municipal tax revenues. Changes in obligations and new financial arrangements must take into account fiscal ability.

In recent years the Municipalities of St. Andrews and St. Clements have been reluctant to incur additional debts which, in the absence of a funding strategy, would cause increases in the operating budget. Table #1 summarizes the Lockport areas contribution to municipal revenues. (Please refer to Appendix B for detailed information).

Table #1: Lockport Business District Tax Revenues		
Municipality	1996 Municipal Portion of Property Tax	1999 Municipal Portion of Property Tax
R. M. of St. Andrew's	\$16,745.98	\$17,514.77
R.M. of St. Clements	\$20,762.10	\$15,488.11
Total	\$37,508.08	\$33,002.88

Current annual municipal tax revenues generated by commercial and developable lands in Lockport has decreased in 1999 principally due to a decrease in the 1999 mill rate in St. Clements. The willingness of business to consider additional business levies is presently focussed upon assisting fund capital improvements required to upgrade local sewage treatment infrastructure and to provide a special levy contribution to help repay a potential P.W.G.S.C. project loan. Neither the cost of the special levy or local improvement costs for the municipal sewage system are reflected in business contributions to Lockport for revenues.

2.3 LOCKPORT'S DESTINATION ATTRACTION: PLANNING PRINCIPLES AND OBJECTIVES

The principles underlying the Lockport four season strategy focus upon the promotion of the heritage values and building connections among the St. Andrews Lock and Dam (S.A.L.D.), Kenosewun Heritage Park, the Red River corridor, destinations, residents and visitors to the region and Lockport as a river heritage experience.

PRINCIPLES:

The Lockport Destination Strategy examines how to build connections between S.A.L.D., the Park, the business community and people to create a unique four season Lockport experience. In so doing, new relationships need to be created which acknowledge the need to:

1. Let S.A.L.D. and Kenosewun Park evolve beyond their respective public works and commemorative functions to become more effective parts of the visitor attraction, programming and "experience" of Lockport.
2. Extend the national heritage identity of S.A.L.D. to the adjoining commercial/development lands.
3. Present the educational, historic, recreational and program experiences of S.A.L.D. and Kenosewun Park in dramatically, entertaining ways.
4. Capitalize on opportunities available through the management of certain S.A.L.D. assets to fundraise for capital, operating and program dollars in support of the Lockport Strategy and tourism development of the Red River Corridor.
5. Promote, on a regional scale, the lock, dam, bridge and Kenosewun Park as a means of strengthening the connections between Lockport, River Road Heritage Parkway, the Forks, Lower Fort Garry, Selkirk Waterfront and other Red River corridor destinations.

OBJECTIVES:

The objectives directing the Lockport Destination Strategy apply these principles in the creation of three initiatives designed to diversify activities and stimulate all season use; celebrate and promote Lockport's unique heritage; and connect Lockport with the Red River Corridor, people, places and events.

#1. DIVERSIFY ACTIVITIES & CREATE ALL-SEASON USE

1. Stimulate all-season use by creating public amenities and year-round events which respond to the interests of families and visitors of all ages.
2. Increase commercial visitor services by encouraging the upgrading, expansion and diversification of business investment in shopping, dining, and accommodation services.
3. Promote fishing as an all-season feature attraction at Lockport, by providing support services and promoting Lockport as a world-class fishing destination.

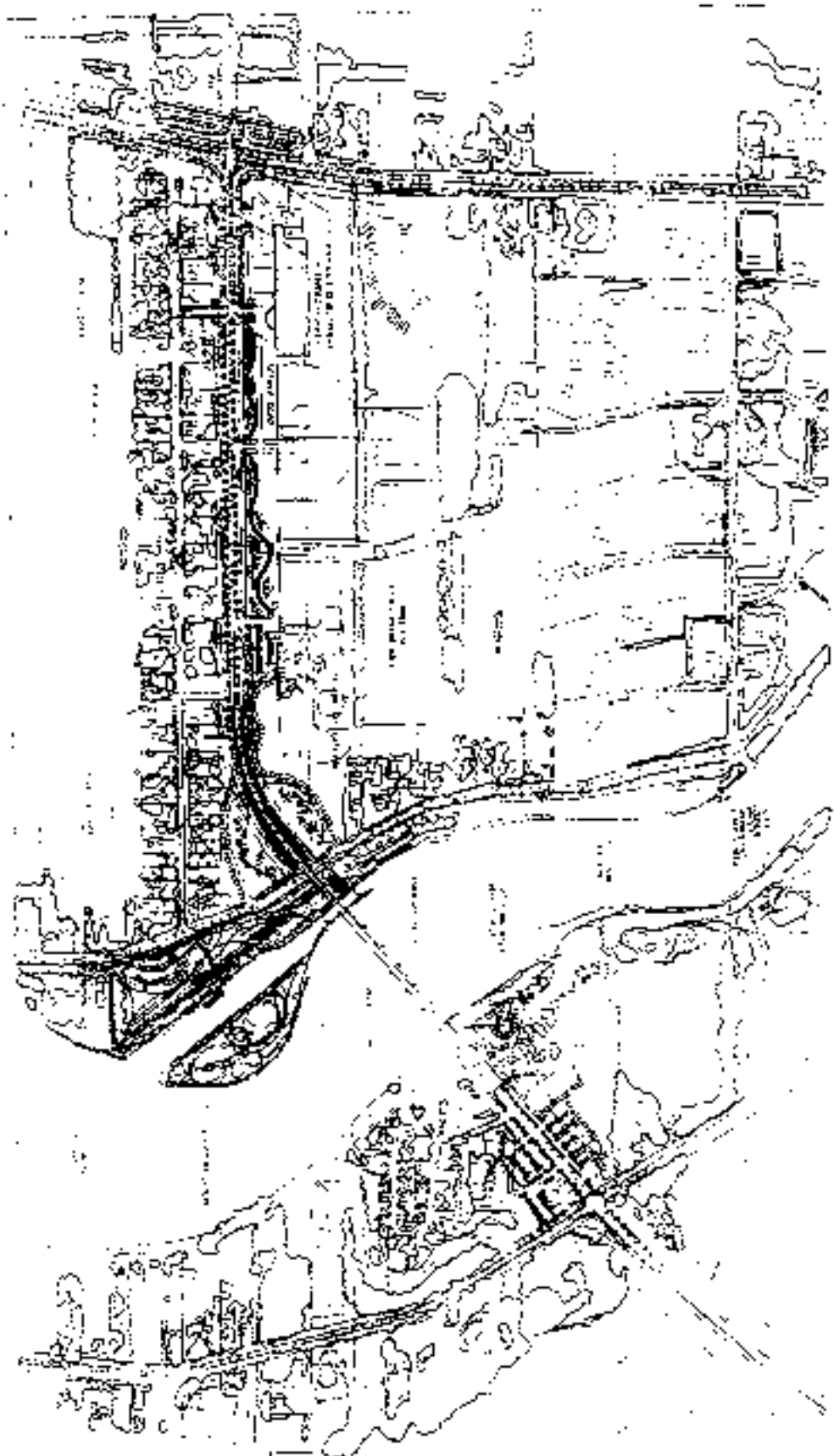
#2. CELEBRATE & PROMOTE LOCKPORT'S UNIQUE HERITAGE

1. Celebrate and interpret Lockport's Kenosewun Provincial Heritage Park as among the oldest permanent settlement areas in Manitoba dating back over 3,000 years, by encouraging Manitoba Parks to co-operate in the promotion of the park and interpretation of the settlement's Black Duck aboriginal culture.
2. Commemorate the unique engineering structure of the lock, bridge and dam and its significance as one of only two such structures in existence, by providing strategic viewing and interpretive opportunities.
3. Commemorate Lockport's unique history as a settlement and its heritage, natural and cultural experiences by defining an image styled on a "village's" sense of community, familiarity and security, and by reflecting this experience in the rustic and natural images created by the streetscape, public spaces, storefronts, walkways, lighting and architectural style.

#3. CONNECT LOCKPORT WITH PEOPLE, THE REGION AND EVENTS

1. Integrate Lockport with the river and special attractions of our tourist region, including the Forks, Lower Fort Garry, Selkirk and Oak Hammock Marsh.
2. Link Lockport to the surrounding community by encouraging the creation of opportunities for road, water, snowmobile, pedestrian, cycle and public transit connections.
3. Encourage co-operation between St. Andrews and St. Clements in the provision of infrastructure services to reduce constraints and increase sustainability of Lockport as an all-season destination attraction.
4. Enhance the quality of life in Lockport and improve community appeal by encouraging the upgrading, beautification and maintenance of public and private lands to protect and enhance views and vistas.

These objectives have been developed by the community to direct the preparation of the Master Plan illustrated in Figure 1 and to provide a focus for the Lockport implementation strategies following:



PART III - DESTINATION INITIATIVES & DEVELOPMENT STRATEGIES

3.1 INITIATIVES & STRATEGIES

The Lockport Destination Strategy endeavours to assist the community realize its goals of becoming a year round destination, stimulating private investment, and creating a world class river heritage site. The Destination Strategy attempts to answer the question "How are we going to get there?" by defining strategies to implement the following three initiatives:

- #1: Stimulate year-round use by transforming Lockport into an all-season destination;
- #2: Extend, celebrate and promote the unique heritage values reflected in Kenosewun Heritage Park, and S.A.L.D. in the "village" of Lockport.
- #3: Integrate Lockport with the river and river attractions, while making connections with people, places and events within the Red River corridor and adjoining region.

INITIATIVE #1 - STIMULATING YEAR-ROUND USE

Public services, amenities, and multi-event programming expands Lockport's appeal and ability to serve as an all-season destination. The public facilities and amenities to be developed have been selected based upon their ability to provide a **signature identity**; flexible programming; improved services; enhanced visitor appeal, comfort and well-being; and stimulate complementary expansion of existing or investment in new private sector development initiatives.



STRATEGIES:

Event Space

- ◆ Provide an all-season outdoor event space at the Kenosewun Heritage Park. In the summer the event space can be used as a venue for cultural / arts / entertainment / celebration, or just as a relaxation area. In the winter, it could provide a safe and sheltered area for ice-skating or a staging area for ice fishing and cross-country skiing.
- ◆ Develop partnerships with local organizations and businesses to expand the programmed use of the event space to host activities designed to stimulate visits and create awareness of Lockport.



River Access

- ◆ Provide boat launching and docking services to increase river accessibility and services to visitors. In the winter these same facilities could be used as ice fishing, cross country skiing and snowmobile staging areas.
- ◆ Provide fishing wharfs to improve the safety, protect and control access to the river bank.

Signature Profile

- ◆ Incorporate the all-season theme in each of the Lockport initiatives to extend use, create diversity, make accessible and broaden opportunities for people to experience the community.

Fishing Events

- ◆ Encourage the promotion of international fishing events and increase launching and docking services for fishermen.

Municipal Services

- ◆ Encourage co-operation among Lockport businesses, landowners and municipalities in the consideration of a potential joint municipal partnership to share the use and cost of providing municipal sewage treatment services to both sides of the River in Lockport.

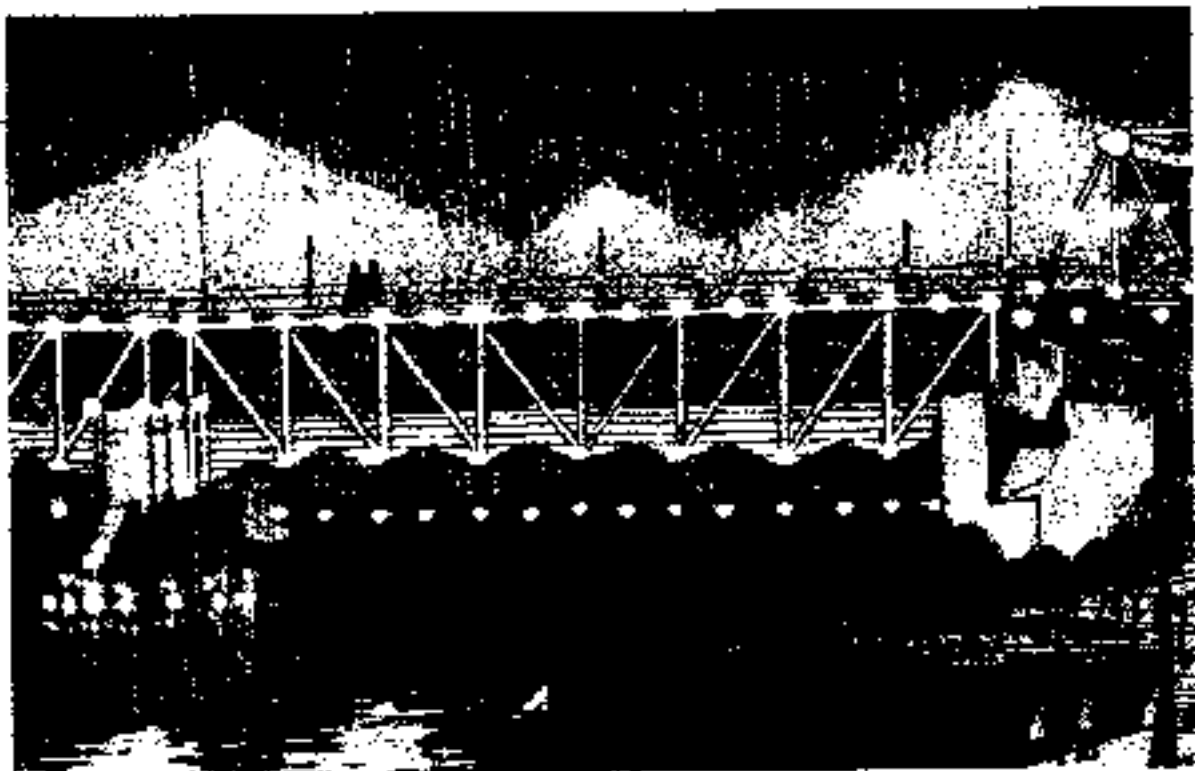


INITIATIVE #2 - LOCKPORT - A WORLD CLASS RIVER HERITAGE SITE

St. Andrews Lock and Dam's Camere design is unique in North America and remains one of two such structures operating in the world today. Kenosewun Heritage Park celebrates the Black Duck Culture. In contrast with the nomadic ways of ancient aboriginal people their cultivation of fertile land and waters rich in fish and wildlife created a settlement unique in Prairie Canada. Lockport represents the oldest known permanent settlement dating back some 3,000 years.

Designating Lockport as a Special Heritage Planning Area under the Planning Act provides the opportunity to extend the rich heritage values associated with the site to the Highway # 44 corridor and adjoining lands between Main Street and the Red River Floodway.

Celebrating Lockport's heritage by incorporating these values into the communities urban design, building and site treatments and event programming offers broader marketing opportunities, unique experiences for visitors, and increases Lockport's all-season appeal as a destination.



STRATEGIES:

Heritage Theme

- ◆ Provide heritage image guidelines to be incorporated in public sector development of roadways, walkways, lighting, boulevard, park and open space initiatives.
- ◆ Encourage the R.M. of St. Andrews and St. Clements to designate Lockport, under the Planning Act, as a "Special Heritage Planning Area." This will ensure consistency in the application of policy between the two municipal jurisdictions in the application of heritage design guidelines to private and public developments.
- ◆ Encourage private businesses to incorporate complimentary architectural styles, colours, materials and landscaping within their building facades, parking areas and site development initiatives.
- ◆ Encourage an agreement between the Municipalities of St. Andrews, St. Clement, the Lockport merchants and the Department of Highway's contributions towards the development of walkways, boulevards and lighting, compatible with the heritage treatment of the Lockport streetscape.

Heritage Programming

- ◆ Encourage the Department of Natural Resources to work in co-operation with the community to establish an interpretive program for the Kenosewun Heritage Park and development of an event site to support the year-round use of the park building.
- ◆ Explore opportunities to remove barriers to the river, island and shore areas, where appropriate safety considerations can be met, to enable access, viewing and interpretation of the Lock and Dam.

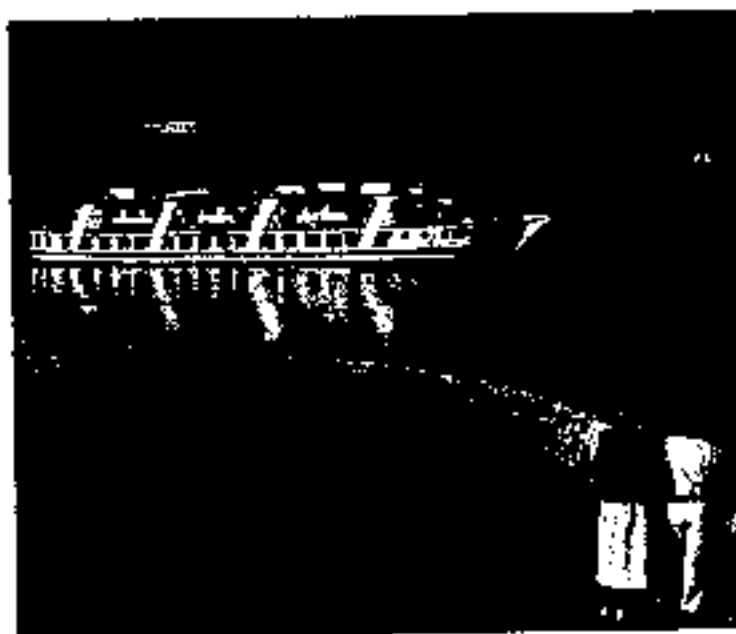


River Corridor

- ◆ Establish, with input from River tour operators, a cruise ship port-of-call within the lock's south approach canal, thereby connecting Lockport by water with other Red River corridor attractions.
- ◆ Adjacent to the canal and overlooking the lock, provide riverside commercial opportunities to expand commercial diversity and the attraction of Lockport as an all-season (all reason) destination within the region.

Highway #44 Beautification

- ◆ With co-operation among area merchants, the Department of Highways and local government, establish boulevard landscaping and roadway lighting which reduces the negative visual impacts of Highway #44 within Lockport. These initiatives include the introduction of a divided four-lane roadway with landscaped centre medians. As a complimentary undertaking, encourage the development of a boulevard planting plan to break the featureless, western approach to the bridge. This can be achieved by introducing a series of landscaped areas with transitional planting and distinct colour patterns to enhance image and visitor interest.



Bridge-Pedestrian Crossing

- ◆ The pedestrian walkway along the bridge is very narrow. The narrow width, lack of guard rail or separation from vehicle traffic, pose safety concerns as pedestrian traffic increases on the bridge with the success of Lockport as a destination attraction.
- ◆ Assess the feasibility of widening the pedestrian walkway across the Lockport bridge by utilizing, where possible, the existing north side bridge superstructure and modifying the River Road overpass to permit the installation of a connecting cantilever walkway.



3.2 IMPLEMENTATION PRIORITIES

Key considerations in the establishment of priorities under each of the initiatives included:

Issues Influencing All-Season Use

The realization that recreational amenities cannot always stand alone, but need to be combined with programming to maintain or increase tourist enjoyment and satisfaction. The provision of public amenities, such as public washrooms and warm-up facilities, may be required to support all-season use. Participants also observed the need to expand winter activities. Suggestions included toboggan slides, hayrides, a fire pit and even a winter road on ice to attract more visitors during the winter season. Local businesses felt they should become more involved in this aspect of marketing Lockport as a "winter" destination.

Safety during the winter months was a consideration related to the designation of snowmobile routes. A suggestion was raised that river snowmobile traffic should be directed to enter Lockport from the floodway to minimize conflict with Kenosewun Park and pedestrian spaces.

Participants sought opportunities to increase commercial development by the river's edge to promote a unique river experience and provide views of S.A.L.D. and water-related activities. Participants felt Lockport's draw as a sport fishing area should be recognized by improving both riverbanks for shore fishing.

Issues Influencing Heritage Interpretation

Participants felt the heritage values of Lockport are vital to its tourism appeal. The Lock and Dam, combined with archeological values of the area, are key resources which offer opportunities for attracting and retaining visitors. The Heritage Park offers potential for aboriginal people to become involved in the historic interpretation and programming of the park. Incorporating thematic design treatments, lighting, street furnishings, signage, landscaping, storefronts, banners, etc. will promote and enhance Lockport's river heritage identity.

Issues Connecting Lockport to Region

Interpretive programming would be more effective in Lockport if guided tours were offered. In addition to vehicle traffic, do not forget the needs of pedestrians and cyclists. The limited attention provided to pedestrian access and safety needs to be re-assessed with the expansion of P.T.H. # 44 to four traffic lanes. Connections are required to the bridge to connect east and west Lockport together and provide internal walkways connecting public destinations with commercial and service facilities.

Bicycling could be promoted if the scenic nature of the "Henderson Highway and River Road loop" were advertised to cycling enthusiasts. The provision of lock-up facilities and bicycle corridors would provide cyclists with a travel loop between Lower Fort Garry, Lockport, Winnipeg and Selkirk. There is a recognized need to extend visitation hours by "attention drawing" actions such as "dramatically" lighting the lock and dam at night to create visual interest for tourists.

The implementation priorities have been influenced by these issues. In summary the priorities include:

- Highway # 44 streetscaping and storefront facade beautification were deemed top priority by all development strategy workshop participants. There was a general desire to see the Department of Highways approach Highway # 44 streetscaping as a "heritage landscape parkway", reflecting the values promoted by Lockport. In addition to public sector initiatives, participants sought to achieve commitments from private businesses to incorporate heritage themes in the storefront facades.
- The second set of priorities involved increasing accessibility from Highway # 44 to River Road and making the river, locks and island more useable. Accessibility also meant creating opportunities for the heritage interpretation of S.A.L.D.
- The third level of priorities included adding visitor services and facilities from riverside commercial development to boat launching, docking facilities and shoreline fishing.

3.3 COST ESTIMATES

The actions and costs to implement the Lockport initiatives reflect the priorities and phasing suggestions made by the Community Working Group for implementation of the project. It is recognized that while it is uncertain at this time if implementation can be undertaken all at one time, it may be possible for certain partnerships to be structured to facilitate a staged development that responds to business, local and senior government commitments. Priorities are used as guidelines, they should be considered with some flexibility to enable government and private investors the freedom to respond to opportunities as they arise.

PRIORITY #1:

HIGHWAY # 44 BEAUTIFICATION

Beautification, beginning with streetscaping of Highway #44 as a heritage parkway was deemed the top priority for Lockport. Workshop participants emphasized the need to solicit the Department of Highway's co-operation in the redevelopment of Highway #44 in a manner sensitive to the heritage values of Lockport. Participants recognized the important impact Highway # 44 will have upon the successful presentation of Lockport's Heritage values. The street is key to tying the individual site and building facade treatments on the east and west side of Lockport together in a common theme, demonstrating Lockport's heritage and providing the area a visually unique quality.

ESTIMATED COSTS - PRIORITY #1

Highway #44 Entrance Gateways Development

P.T.H. #9 and Henderson Highway are key intersections that form entrances into the Lockport Heritage Area and signal its presence to highway traffic. Enhancing these entrances with landscaping and entrance features in the form of decorative masonry structures will enhance community profile and appeal, and provide an introduction to the Lockport district.

Subtotal:	\$138,000.
30% Design/Contingencies	<u>\$ 41,400.</u>
Total	\$179,400.

Highway #44 Heritage Streetscape

P.T.H. #44 from the eastern bridge approach to Henderson Highway is to be developed in 1998 as a four lane no median roadway with an "urban street" profile incorporating hard edges, landscape planters, trees and lighting, sidewalks with boulevards to channel pedestrian traffic. St. Andrews' P.T.H. #44 from the west bridge approach to P.T.H. #9 intersection is proposed to be developed as a four lane roadway with a centre median incorporating boulevard drainage ditches in a rural cross section. Improvements to P.T.H. #44 west of the bridge approach will be phased at a later date and incorporate walkways, lighting, and landscaping in the north side boulevards.

- P.T.H. #44 west 4 lanes with median by Department of Highways	
- Heritage Landscaping P.T.H. #44 west	\$300,000
- P.T.H. #44 east 4 lanes by Dept. of Highways	
- Heritage Landscaping P.T.H. #44 east	<u>\$175,000</u>
Subtotal:	\$475,000
30% Design/Contingencies	<u>\$142,500</u>
Total	\$617,500

PRIORITY #2:**VEHICULAR ACCESS ROUTES & HERITAGE INTERPRETATION****ESTIMATED COSTS - PRIORITY #2****River Road Heritage Streetscape**

Improving the connection between P.T.H. #44 and River Road will integrate a "heritage parkway" and assist in stimulating commercial development. Additional support services required include: parking development, walkways, boulevard landscaping, lighting, pedestrian connections to the bridge and paving of River Road between the proposed canal commercial site in the south and the north lock gate.

- Street Paving by Dept. of Highways	
- Street Trees	\$ 16,000
- Lighting	\$ 42,000
- Walkways & Furnishings, etc.	\$ 90,000
- P.T.H. #44 River Rd. Connection by Department. of Highways	
Subtotal:	\$176,000
30% Design/Contingencies	<u>\$ 52,800</u>
Total	\$228,800

Kenosewun Heritage Park

The all-season event space proposed for Lockport involves the creation of a hard-surfaced, outdoor plaza within the Kenosewun Heritage Park located north of the bridge and dam structure in St. Clements. The hard-surfaced plaza would serve to host various events and provide a venue to interpret the site's rich history. Implementation will require consultation with Natural Resources/Parks to protect heritage resources and determine interpretive programming.

- Plaza Development, Trees & Furnishings	\$ 72,000.
- Archeological Interpretive Displays	\$ 20,000.
- Lighting	\$ 33,000.
- Path Connections & Improvements	<u>\$ 20,500.</u>
Subtotal:	\$145,500.
30% Design/Contingencies	<u>\$ 43,700.</u>
Total	\$189,700.

Lock-Dam & Bridge Lighting

Interpretation of the engineering characteristics and functions of the St. Andrews Lock and Dam can be complemented by stimulating visitor appreciation of the visual beauty of the structures. Evening provides an opportunity to create a unique interpretation of S.A.L.D. by washing the bridge and dam with multi-coloured floodlighting and by providing heritage lighting along the walkways parallel with the main land and island edges of the canal from the lock to the canal approach in the south.

- S.A.L.D. multi-coloured flood and feature lighting	\$ 185,000.
- Canal and Island Heritage Lighting	<u>\$ 160,000.</u>
Subtotal:	\$ 345,000.
30% Design/Contingencies	<u>\$ 103,500.</u>
Total	\$ 448,500.

PRIORITY #3:**BOAT LAUNCHING / LOCK AREA ACCESS / PATHWAYS**

Riverboat services and river access are proposed as the third level of priorities. Initiatives under this part include development of shore fishing opportunities, boat launching and marina facilities and expanding the use of the lock canal to serve as a riverboat landing. Making the river accessible also means removing barriers which have in the past, limited people's access to the riverfront.

ESTIMATED COSTS - PRIORITY #3

Lockport Bridge Pedestrian Crossing

Add a new pedestrian walkway over the bridge superstructure on the north side of the bridge. The new walkway will enable widening of the road surface by 1.5 metres; double the width of the pedestrian bridge crossing to 3 metres; and separate pedestrian and bicycles from vehicular traffic and improve safety. The cost of the 390 metre walkway improvements are very preliminary and based upon a recent pedestrian bridge tender for comparable work in Brandon, Manitoba. Public Works Government Services Canada advise the bridge walkway meets current and foreseeable usage demands. There is a potential for usage to exceed current expectations, so it is agreed this item will be deferred for future consideration as demand warrants.

- S.A.L.D. Pedestrian/Bicycle Bridge Crossing	
upgrading 390 M	\$1,200,000
30% Design/Contingencies	<u>\$ 360,000</u>
Total	\$1,560,000

Boat Launching

Boat launching and docking facilities will expand Lockport's access by river, increase recreational boating and promote fishing. Implementation would involve improvements to existing facilities on the west side of the Red River and new development on the east side including parking, installation of floating docks and launch ramp. To be accomplished by way of low interest loans to assist private interest complete improvements.

Subtotal:	\$ 80,000
30% Design/Contingencies	<u>\$ 24,000</u>
Total	\$104,000.

River Road & Commercial Plaza

The landing establishes a cruise and pleasure boat disembarkment area connected by a landscaped plaza leading to the proposed S.A.L.D. riverfront commercial mall. The landing will enable Lockport to become a river destination. It will also assist the community reach its objective of creating connections between Lockport and the river and be an important amenity space for the S.A.L.D. "canal commercial centre". Wheelchair accessible walkways will connect the river landing to the canal commercial centre boardwalk and River Road.

- Canal Docking Works & Landscaping	\$280,000.
- Pedestrian Paths	\$ 60,000.
- Canal Commercial Centre Boardwalk	\$130,000.
- Lighting	\$ 40,000.
- Parking	\$ 80,000.

- Site Furnishings	<u>\$ 50,000.</u>
Subtotal:	<u>\$540,000.</u>
30% Design/Contingencies	<u>\$162,000.</u>
Total	<u>\$702,000.</u>

Interconnecting Pedestrian Pathway & Bank Fishing

Connections between the program sites will include the construction of a pedestrian pathway system. Path furnishings will include benches, waste receptacles, picnic tables and at selected locations along the river's edge, shore-fishing stations.

- Connecting Paths	<u>\$200,000.</u>
- Path Furnishings	<u>\$ 60,000.</u>
- Shore Fishing Stations	<u>\$ 50,000.</u>
Subtotal:	<u>\$310,000.</u>
30% Design/Contingencies	<u>\$ 93,000.</u>
Total	<u>\$403,000.</u>

3.4 SUMMARY OF STRATEGIES' CAPITAL COST ESTIMATES

The following capital cost estimates are for the initiatives identified in Lockport's destination riverfront priorities. These costs represent preliminary design costs and include 30% contingencies for design and site conditions. In addition to capital costs, expenses including project management, marketing, legal, public relations and administration are estimated at 10% of the projects capital costs.

Summary of Preliminary Implementation Costs		
1	Highway #44 Entrance Gateways (2)	\$179,400
2	Highway #44 Heritage Streetscaping	\$617,500.
3	River Road Heritage Streetscaping	\$228,800.
4	Kenosawun Heritage Park	\$189,200
5	Lock, Dam and Bridge Lighting	\$448,500.
6	Lockport Bridge Pedestrian Crossing	\$1,560,000.
7	Boat Launch (new and up-grade existing)	\$104,000.
8	River Road Commercial Plaza	\$702,000.
9	Inter-connecting pathways, furnishings and shore-fishing stations	\$403,000.
10	Administration (Start-up)	\$ 50,000.
TOTAL ESTIMATED COST		\$4,482,900.

These costs assume that the Lockport property owners along

P.T.H. #44, the municipalities of St. Andrews and St. Clements, and the Manitoba Department of Highways are able to reach agreement in the provision of the lands required for streetscaping and road accessways as contributions-in-kind towards the Destination Strategy. As well, Manitoba Department of Natural Resources agree to implement the Lockport Heritage Park initiative which requires interpretive visual aids, plaza development and pathways.

Not included in the capital cost estimate are Department of Highway costs to upgrade P.T.H. #44 from a two lane to a four lane roadway nor the cost to provide sewage services to the west Lockport business district in St. Andrews. Costs of this latter initiative would be dependent upon the size of the area serviced which may include, in addition to commercial lands, existing single family development south of P.T.H. #44 between River Road and Main Street. It is recommended the two municipalities explore the two options of joint or separate sewage treatment plants and assess the cost/benefits under each option for capital operating expenses and cost to customers.

3.5 MARKET POTENTIAL OVERVIEW OF THE LOCKPORT INITIATIVE

The Lockport Destination Strategy proposes the development of a world class river heritage experience as a first step towards financial sustainability. The experience Lockport strives to celebrate is the importance of S.A.L.D. to the recreational, tourism development and heritage appeal of the Red River corridor. The Lockport Heritage Area will complement the region's historic attractions such as Lower Fort Garry, the Forks in Winnipeg, and the "Port of Selkirk" and strengthen the tourism appeal of the region. This is important for Lockport's riverfront initiative for three reasons:

1. Lockport is a mid-point between Winnipeg and Selkirk;
2. Winnipeg and Selkirk represents Lockport's largest and most accessible markets; and
3. Winnipeg is Manitoba's premier tourism destination, receiving ten times the number of visitations to the Interlake Region in which Lockport is situated, and more than 50% of the Province's entire annual tourism expenditures.

The development of the Lockport Destination Strategy utilizes the Red River as a means to increase historical, recreational and commercial linkages between Lockport and the City of Winnipeg. This is done as a conscious effort to maximize the benefits of tourism within the local economy. The potential benefits of successfully implementing the destination strategy are substantial as suggested by the following tourism facts:¹

Domestic Travel

Manitobans increased their trips within Manitoba by 3.2% from an estimated 6.2 million person trips in 1994 to 6.4 million in 1995. An increasing proportion of these in-province trips involved overnight stays. As well Manitobans took fewer trips to other provinces. As the most populous city in Manitoba, Winnipeg is a key market for Lockport businesses. To attract this market, Lockport needs to promote and re-create itself as a destination which can add to the overall value to the visitors' "experience."

Distribution of Tourist Expenditures

The distribution of tourism expenditures between the Interlake (including Lockport) and Winnipeg in 1994 dollars spent and as a percentage of total Manitoba visitations were:

Interlake:	\$ 41,694,000	4.6% of total for Manitoba
Winnipeg:	\$518,589,000	56.7% of total for Manitoba

Tourism Impacts:

Salaries & Wages

For every \$1 million spent by tourists in Manitoba, 32 full year equivalent jobs are generated. The tourism industry contributed about 5.7 percent of the employment in Manitoba.

Taxes

Tourists pay both provincial and federal sales taxes. Governments benefit by collection of property taxes, business taxes, and income taxes from the service industries.

In 1994, Manitoba estimated the \$914.6 million in provincial tourist expenditures contributed \$346.5 million in taxes paid to all levels of government. The federal government received the largest share of the tax revenue at \$174 million, the provincial

¹ Manitoba Industry, Trade & Tourism Data: 1994 Economic Impact of Tourism in Manitoba (The Conference Board of Canada; July, 1996). For more information please see Appendix C.

government at \$141.6 million and municipal governments at \$30.7 million respectively

Tourist Expenditures by Region

Table #2 shows the estimated annual expenditures tourists made in Winnipeg; in the Interlake/Lockport areas of Manitoba; and presents the economic impacts which were generated by those expenditures *in the region*. The impact estimates refer to the total initial, direct, indirect and induced impacts. When reading the table it is important to note that the impacts show results from the expenditures made by tourists while visiting the specific region.

Table #2: Impacts of Expenditures by Economic Region										
Region	Expenditures '000	%	GDP '000	%	Wages & Salaries '000	%	Employment (jobs)	%	Total Taxes '000	%
Interlake	\$41,624	4.0	\$23,720	3.4	\$15,702	3.5	1,070	4.1	\$11,931	3.9
Winnipeg	\$510,569	56.7	\$458,903	67.1	\$299,299	66.8	15,960	62.2	\$186,002	63.7
Other	\$354,330	34.7	\$200,917	29.5	\$134,268	29.9	6,635	25.7	\$87,414	32.4
Total	\$814,523	100	\$683,540	100	\$445,300	100	25,665	100	\$305,347	100
Sources: TEAM										

The table shows that the Interlake Region received \$41.6 million in tourist expenditures in 1994. These expenditures induced a further increase in gross domestic product (GDP) of \$23.7 million, contributed to wages and salaries in the region of \$15.7 million sustained 1,070 jobs and paid combined taxes in the amount of \$11.9 million to all three levels of government.

Winnipeg, which captured nearly 57 per cent of all tourist expenditures made in Manitoba, retained 67 per cent of all induced GDP generated by tourism expenditures. The reason Winnipeg's expenditures generate a larger portion of the GDP than other regions is because tourist dollars are less likely to leak out of the region than in other regions. In other words, many of the products and services required by the tourism industry in Winnipeg can be obtained in the city. In other regions, products and services required by the tourism region often must come from Winnipeg or another region.

The data demonstrates the market potential available to communities in the Red River corridor. Realizing the benefits of this potential, will require Lockport to promote its world class river heritage values, Lockport as an all-season destination and strengthen its land access and water linkages with Winnipeg and the region.

PART IV - PROFILE OF S.A.L.D. ASSETS AND ROLE IN LOCKPORT STRATEGY

4.1 DESCRIPTION OF S.A.L.D. OPERATIONS AND IMPACTS OPERATING PROFILE

St. Andrews Lock and Dam (S.A.L.D.) is located at Lockport, Manitoba on the Red River approximately 27 km downstream (north) of Winnipeg. It is owned and operated by Public Works Canada under the St. Andrews Lock Regulations as proclaimed by the Government of Canada.

- S.A.L.D. has three components: a dam structure, a lock permitting boats to pass around the dam, and a traffic bridge over the dam joining the western and eastern sides of the Red River (Highway # 44).
- S.A.L.D. was constructed by Public Works Canada to allow undisturbed navigation over a series of rapids by raising summer levels as required. The facility's lock was completed in 1907, and it's concrete dam and steel frame in 1910.
- The initial operating intent of S.A.L.D.'s dam was the maintenance of a minimum navigable draft over the Lister Rapids. This purpose is now secondary to what has become an indirect impact: the maintenance, when possible, of a stable water elevation in and near the City of Winnipeg (at or about 223.7 m).
- When river flows exceed 350 cu. m/second, gates of the dam are raised to release more water in order to prevent or minimize flooding up river. Under these high water circumstances, navigation between Winnipeg and Lockport may be disrupted. (Which occurred at times over the past three years).

The St. Andrews Lock and Dam (S.A.L.D.) structure has been recognized by Heritage Canada as a "National Historic Site". S.A.L.D. is the only structure of its kind in North America and only one of two in the world, the other being in France. Concurrently, Manitoba has designated S.A.L.D.'s northeast bank as a Provincial Heritage Park. The Provincial Heritage Park recognizes the archaeological significance of this location and its uniqueness as a permanent aboriginal settlement dating back 3,000 years to the Plains Indian's Black Duck culture.

Public Works Government Services Canada are now entering the final year of a \$19,500,000 six year comprehensive re-reinstatement program for S.A.L.D. The re-reinstatement program represents an initiative to extend the operational life of S.A.L.D. well into the next century.

S.A.L.D. OPERATING IMPACTS

S.A.L.D. is presently operated as a public utility regulating water flows and elevations. The current impact of S.A.L.D.'s present role and operations in the region are:

1. Maintaining river navigation by producing suitable water depth within the river channel to facilitate the use of the river by private and public pleasure craft.
2. Ensuring sufficient clearance underneath rail and highway bridges to allow passage of larger passenger vessels.
3. Allowing wharfs and floating docks to remain accessible during open water season.
4. Provides adequate water depth to submerge, for aesthetic and safety reasons, sewage and storm drainage outfalls which have been set in relationship to the regulated open water river elevation.
5. Regulated water levels have become the assumed design standard adopted by publicly sponsored programs in the City of Winnipeg and the Selkirk Planning District. Under the auspices of the Canada-Manitoba A.R.C. Agreement and the Core Area Initiative, substantive investment was undertaken to make the rivers more accessible as an aesthetic, recreational, downtown revitalization and tourism resource.
6. St. Andrews Lock and Dam has itself become a tourist destination. The bridge and water control/navigation structure have provided the basis of a growing day-use commercial area, based upon the site's attraction as a picnic and recreational sport fishing destination.
7. Water level control is relied upon by recent initiatives in Winnipeg to make the river a more accessible and visible City amenity. Water level control has become equally important to the growth of suburban development along the Red River corridor. Corridor municipalities treat the River as an important recreation resource and apply, where appropriate, a policy of

acquiring riverbank land as a condition of subdivision approval. The objective of the policy is to expand and preserve, for the community, continued access to the river and its banks for park and recreational development; and

8. Increasing urban development of the riverbanks has also necessitated regulation of river elevation in response to community flood protection requirements.

4.2 S.A.L.D. USE BY REGION AND OPERATING COSTS

S.A.L.D. Bridge

The S.A.L.D. bridge presently experiences growing annual average daily traffic flow of 5,400 crossings. As seen in Table #3 the numbers have increased over the last decade bearing evidence to the area's residential growth, as well as the significance of regional commercial corridors. In terms of monthly cycles, the weekdays tend to experience higher flows than weekends which provides evidence of the bridge's importance to commercial traffic.

Table #3: S.A.L.D. BRIDGE AVERAGE ANNUAL DAILY TRAFFIC FLOWS			
No. of vehicles/day	1982	1987	1992
	3120	4000	5030

S.A.L.D. Locks

The Locks have experienced consistent use of its services over the last few years. As seen in Table #4, 1993 was an anomalous year due to repairs of the structure. The highest volume users of the S.A.L.D. Locks tend to be recreational vessels under 40 feet in length with an average annual use of 1,400 vessels and 4,700 passengers. The Locks experienced one hundred and eighty-five (185) commercial vessel passages annually on average carrying approximately 11,000 passengers.

Table #4: S.A.L.D. LOCK'S AVERAGE ANNUAL VESSEL TRAFFIC						
Number of Vessels & Passengers	Year					
	1991	1992	1993	1994	1995	1996
Vessels under 12.2 m (40 feet)	1524	1302	535	1103	1062	971
Passengers	5221	4163	1724	3674	3357	3157
Vessels over 12.2 m (over 40 feet)	159	209	42	44	34	35
Passengers	10281	11263	2899	3482	1998	1936
TOTAL VESSELS	1683	1511	577	1147	1096	1006
TOTAL PASSENGERS	18502	15426	4623	7158	5355	5093

*Lock was not in operation between late July to late September, 1993.

Volume of lock users has dropped in 1994 to 1996 inclusive as well as 1997. In each of these years the navigational season had been reduced by consistently higher than normal spring water levels.

S.A.L.D. DAM

The dam component of S.A.L.D. has played a role in stimulating sport fishing and giving the Red River an identifiable image as one of North America's premiere freshwater sport fishing locations. Manitoba estimates the Red River sport fishery generates more than \$6.5 million annually to the Manitoba economy.

Annual Operating Costs of Lock/Canal

Public Works Government Services Canada have provided the breakdown of annual operating costs as follows:

Salary	\$71,587	- 4 canal men
	<u>\$10,000</u>	- supervisory cost
Total Salaries	\$81,587	
Miscellaneous	\$2,000	- annual outfitting, ropes, etc.
Valve Operator	\$10,000	- valve operator service, repair, gate control maintenance

Utility Costs	\$3,500	
Clean-out	\$5,000	- pro-rated annual cost of 3-year sump pit clean out
Dredging	\$16,000	- pro-rated annual cost of dredging the channel every 10 years
Valve Servicing	<u>\$12,000</u>	- pro-rated annual cost of servicing every 10 years coffer damming required
Total Non-salary Costs	<u>\$48,500</u>	
TOTAL:	\$130,087	

Not included in the above costs are the capital repair works to the lower quay, lock entrance walls, lock gates, lock walls, canal walls, canal banks, canal entrance works, canal lighting and signage, etc. These expenditures can be estimated at \$5 million in 1996 dollars, taken over a 30 year return basis. This works out to a pro-rated cost of approximately \$166,000 per year.

CAPITAL REPAIR WORKS: \$166,000 annually

A complete breakdown of Lock operations including costs and responsibilities is located in Appendix C.

4.3 ROLE OF S.A.L.D. IN LOCKPORT STRATEGY

The Lockport Strategy endeavours to expand S.A.L.D.'s role in the region. To its current public utility functions, the Strategy asks S.A.L.D. to take on new functions including promotion of tourism and establishing Lockport as a four-season destination. The Strategy proposes to add these new functions by:

- improving connections, access, amenities and services to improve the benefits and experiences gained by a trip to Lockport;
- extending, enhancing and integrating the interpretation of the national heritage significance of S.A.L.D. and Kenosewun Park with the development of Lockport as a four-season destination; and by
- introducing new programming venues, interpretation opportunities, alternate uses and development for vacant or under-utilized facilities and lands.

The principal S.A.L.D. assets to be incorporated into the Lockport Strategy include:

Island

- provision of public access and the creation of island picnic park

Canal

- docking for tour boats
- commercial waterfront development fronting on River Road overlooking Canal boardwalk linking canal to S.A.L.D. bridge, River Road and P.T.H. #44.

Lock

- provides educational attraction with opportunities for historic interpretation
- introduce commercial tourism development of old lock house, such as a restaurant
- provide access to island picnic park

Bridge

- provide pedestrian access to Kenosewun Heritage Park
- celebrate and promote S.A.L.D. as the "signature icon" for the Red River Corridor
- extend S.A.L.D.'s attraction appeal into the evening hours by introducing a combination of special multi-coloured flood and spot lighting effects to detail S.A.L.D.'s "texture" and unique design.

These new roles for S.A.L.D. are contemplated to be introduced under a local non-profit Heritage Development Corporation, incorporated to guide the implementation of the Lockport Strategy and promote Red River Corridor tourism. Local management of the S.A.L.D. assets provides a unique opportunity to develop tourism potential and reflect local priorities in the management of S.A.L.D.'s "non-utility" functions.

PART V: MANAGEMENT AND FINANCIAL PLAN

The Lockport Destination Strategy provides guidance to governments, community interest groups and businesses on the factors which will affect implementation of the plan and how efforts among all stakeholders may need to be co-ordinated to achieve Lockport's vision for River Heritage destination. Implementation success will largely depend upon:

- the level of financial and management resources allocated to the initiative; and
- the willingness of individual stakeholders to find ways to connect their individual interests with the goals of the broader vision.

The key management decision to be made by the Municipalities, Triple "S" and P.W.G.S.C. is how they can best apply their resources in association with key stakeholders representing government, including Manitoba Departments of Highways and Natural Resources, business, landowners involved in the Lockport Merchants Association, the community and users to achieve their objectives within the context of the Lockport Strategy.

In response, this section examines:

- authority to modify S.A.L.D.
- related funding initiatives
- alternate management structures
- Lockport management model
- opportunities for revenue generation
- requirements for strategic partnerships
- financial sustainability and distribution of revenues
- financial pro forma

5.1 AUTHORITY TO MODIFY S.A.L.D.

St. Andrews Lock and Dam are owned, maintained and managed by Public Works Government Services Canada. The Lockport Strategy does not consider changes to how S.A.L.D. is owned or maintained. It does however, within the scope of the "letter of intent" between P.W.G.S.C. and Triple "S" Community Futures Development Corporation, contemplate the transfer of property management responsibility for certain assets to a local non-profit corporation from P.W.G.S.C.

The intent of transferring S.A.L.D. property management responsibilities to local interests will be to modify the functions and permit the development of S.A.L.D. to evolve beyond its public utility functions. Redevelopment of S.A.L.D. lands between River Road and the canal will require assessment under the Canada-Manitoba ARC Agreement. The ARC Agreement, signed in 1978, provided joint federal and provincial funding for river corridor enhancement along the Red River from the City of Winnipeg floodway to S.A.L.D. The Agreement requires Manitoba and Canada to consult and reach agreement on any modifications in the use of property on which ARC funds were spent. The duration of the Agreement is for a period of 42 years ending in October, 2020.

Commercial development of this property will also require input and consultation with the R.M. of St. Andrews Council and District Planning Board to establish agreements on the provision of services and development approval.

5.2 RELATED FUNDING INITIATIVES

Canada/Manitoba Economic Development Partnership Agreement

On May 22, 1998, Canada and Manitoba announced the introduction of the Canada-Manitoba Economic Development Partnership Agreement for the period ending March 31, 2002.

A sum of \$40 million has been earmarked by Canada and Manitoba for strategic priorities within Manitoba to create new employment opportunities and enhance economic growth. The Agreement identifies four strategic areas of mutual interest between Canada and Manitoba:

- I. Business Development - aimed at assisting small and medium enterprise sustain growth and strengthen competitiveness - \$12,500,000.
- II. Economic Innovation - aimed at assisting business commercialize and distribute technology products - \$12,500,000.
- III. Regional Strategic Priorities - aimed at supporting community based economic development projects - \$12,500,000.
- IV. Innovative Economic Development Studies - aimed at supporting new strategic research areas - \$2,500,000.

The Lockport Destination Strategy represents an initiative which closely complies with the objectives of the Canada/Manitoba Regional Strategic Priorities Program.

Previously in May, 1997, the Rivers West Board, established by Heritage Canada, was asked by the Minister of State for Western Economic Diversification to review potential projects and develop a priority list of projects for submission to Canada-Manitoba Infrastructure for consideration. In developing priorities, the Rivers West Board was to recognize available funding would be more or less divided equally among projects located within Winnipeg and projects located in the Red River corridor north of Winnipeg to Selkirk.

The Rivers West Board recommended the Infrastructure Program allocate approximately \$500,000 to the Lockport Destination Strategy. There were two initiatives proposed under the program for Lockport:

1. Upgrade the planned twinning of Highway # 44 east within Lockport to the standard of a heritage parkway by incorporating sidewalks, heritage lighting, landscaping, signage and entrance features; and provide pedestrian connections from Lockport east to Kenosewun Heritage Park, the bridge walkway and River Road.
2. Invest in upgrading facilities at Kenosewun Heritage Park including repair of visitor centre roof and development of a four season open air public event space west of the visitor centre, overlooking the dam and river.

The cost of these works would be borne 1/3 each by Canada and Manitoba with Manitoba Natural Resources sharing 1/3 of the costs for Kenosewun Park improvements and Manitoba Department of Highways and to a lesser extent Public Works Canada sharing 1/3 of the cost to upgrade Highway # 44 to heritage parkway standards.

The announcement of the 1997 Infrastructure Program, its application to the Red River Corridor and recommended allocation of funds permitted limited opportunity to consult with affected parties. The decision on the allocation of funds to the Red River Corridor under the 1997 Infrastructure Program failed to materialize after the 1997 federal election.

Special Planning Area Designation:

Successful implementation of the Lockport Strategy will require the community to find ways to co-ordinate the individual interests of multiple jurisdictions to achieve the vision for Lockport. The jurisdictions involved include:

- | | | |
|--|---|---|
| R.M. of St. Andrews | - | Municipal authority - west side of Red River |
| R.M. of St. Clements | - | Municipal authority - east side of Red River |
| Manitoba Natural Resources | - | Provincial authority responsible for maintenance and programming of Kenosewau Provincial Heritage Park. |
| Manitoba Department of Highways | - | Provincial authority responsible for maintenance and development of Highway # 44 and River Road. |
| Heritage Canada | - | Federal authority - designation and interpretation of St. Andrews Lock and Dam as a national heritage site. |
| Public Works Government Services Canada | - | Federal authority responsible for managing Red River water levels, the maintenance, operation and ownership of St. Andrews lock, dam, bridge, canal and associated lands. |

Triple "S" Community Futures Corporation	-	Regional authority representing area municipalities, operating as a public/private sector co-ordinating body responsible for business assistance programs, marketing and regional economic development.
Lockport Marketing Association	-	A local association formed as a co-ordinating body to promote Lockport's business interests and marketing initiatives.

The Special Planning Area designation under Section 10 of the Manitoba Planning Act is intended to ensure orderly development, protection of dams, roads and natural buildings. Conservation of important historic and heritage resources; preservation of visual corridors, landscape and areas of natural beauty in respect of which public monies may be expended.

Special Planning Area designation under the Planning Act provides for the adoption of objectives, planning policies, and implementation proposals to achieve the intent of the plan. Section 10 (11) of the Act anticipates the need to co-ordinate the efforts of multiple authorities and provides direction for the province to enter into agreements to share the costs of implementing any feature of the plan with;

- a) a municipality; or
- b) a district board; or
- c) the government of another province; or
- d) the Government of Canada; or
- e) any one of more of them jointly. "

The proposed boundaries of the Lockport Special Heritage Planning Area are illustrated in the following plan of the study area.

5.3 MANAGEMENT STRUCTURE & CONSIDERATIONS

Implementation and management of the Lockport Destination Strategy will need to draw upon the expertise of local government, public economic development organizations, users and the business community. Bringing all these interests together in a workable framework will be an essential ingredient in the delivery of services to achieve Lockport's destination development objectives. The purpose of the management framework to be put in place will be the reasonable accommodation of all stakeholder interest groups affected by the implementation of the Lockport Destination Strategy.

Options

There are a number of decision models used in Canada to combine public and private interests in the management of assets or delivery of services. These include:

1. **Off-Balance Sheet Financing** of facilities through design/build partnerships between governments and business. In essence these are leasing arrangements between public and private interests. Private capital is provided for the construction of a facility that is then leased back to a government unit. Under the lease agreement, title is transferred to the government unit when the debt is paid. Often large financial or institutional investors buy the lease from the original owner/builder/financier. The institution then becomes the lessor and receives lease payments which are fixed in the agreement and paid as return of interest and principal on debt. This type of public-private partnership is popular because lease income is guaranteed by a government unit. This has been used by the City of Winnipeg to finance the Charleswood Bridge.
2. **Franchise partnerships** between a government unit and one or more private sector organizations. Usually under these arrangements the private sector partner is granted the right to provide a public service. Under these arrangements users pay the private sector deliverer direct. The public partner may or may not take a fee for granting the right to the deliverer. The public partner in these partnerships may elect to regulate or not regulate the level, quality or price charged for service. Franchise partnerships are often used in provincial and national parks to build and provide visitor services such as lodging, recreational and commercial services.
3. **Partnership Agreements** subordinating control to a functional authority which is given the responsibility on behalf of the government unit to control in part or in whole facilities

and to manage the delivery of services on behalf of the public. Under these devolution arrangements, the functional authority is usually established by the government unit as a non-government and non-profit organization or co-operating society. The organization is often provided with a board of directors which is representative of users, business, labour and public interests. Airport authorities are an example of this type of public-private partnership. Subordinating control to such authorities creates, in essence, a monopoly that can provide services in either a regulated (government approved) or unregulated (market driven) business environment. The degree of accountability under these type of agreements is often the principal issue to be addressed in the relationship.

Winnipeg Enterprises Corp. is an example of subordinating control to a functional authority. In this example the Corporation owns, manages and controls the City's major sports venues. Recent issues concerning the loss of one of the City's professional sport franchises and often perceived adversarial relationship with major tenants have raised concerns about the authority's lack of accountability to the public and desire to have the authority submit its plans, programs and budgets for review and approval by the local government unit.

The City of Brandon has established a non-profit corporation "Brandon Riverbank Inc." to implement the City's Assiniboine River Corridor Master Plan and manage the 17.5 km route the River takes through the City. The corporate authority has broad representation, initially appointed by Council, but has been given the capacity to evolve and modify Board membership as it may determine to best achieve its mandate. The mandate of the Corporation has been established by a public process to develop a vision and implementation strategy for the City's Assiniboine River Corridor. The Corporation is held accountable by the City to guide the Implementation of the Strategy.

4. **Subsidy Agreements** represented by financial or in-kind contributions to private non-profit corporations that provide a facility or deliver a service. These types of partnership agreements are made between government units and the non-government provider of the service to maintain its delivery, quality or increase the level of service, thereby allowing it to continue despite its current net loss balance sheet characteristics. Government units enter into these agreements when the service or facilities provided serve a public purpose valued more than what the user can bear.

Subsidy agreements also work in the reverse - from the private sector to the public sector. In these circumstances umbrella organizations or coalitions are established which provide a framework for policy and decision-making standards for development of products or services, fundraising for capital expenditures and financing of operating costs. An example of such private to public subsidy agreement is the National Heritage Partnership between the Canadian Parks Service of Heritage Canada as the public partner and the Canadian Parks Partnership, a non-profit umbrella organization of over 40 community-based non-profit organizations which provide funding contributions towards designated national park, national historic site and heritage canals in Canada.

5. **Privatization** of sub-functions, tasks or facilities while still integrated into a public function. This includes contracting out the performance of services. The primary objective of contracting out is cost minimization to the government unit. Under these agreements potential for cost minimization may arise from several sources:

- completion among firms for the contract produce pressure for efficiency;
- relative freedom in private firms from hindrance by red tape in decision-making; and
- ability of private firms to hire, fire, compensate and motivate workers.

Among the major considerations in privatization of public services or contracting out, is the need for the government unit to guarantee the service rendered to the public without exerting direct control on how it is delivered. The government contracting unit needs to be fully informed while maintaining an arms-length relationship and not be condemned for imposing bureaucratic red tape.

6. **Joint Venture Public-Private Partnerships** are a common tool used by private business and government units to promote economic development initiatives. Often the motivation for these types of partnerships is the commitment to a common development objective which can best be achieved by combining public and private resources and sharing start-up and operating risks. These partnerships are driven by business principles and the expectation of profit and benefits to both the private partners and the community. Typically the resources brought together under joint venture partnerships combine the respective assets of the public and private sector be it infrastructure, facilities, land, expertise, technology or

venture capital, etc. The Gimli waterfront hotel is an example of a joint venture public-private partnership.

5.4 LOCKPORT MANAGEMENT MODEL

The management model most appropriate to the dynamics of the Lockport Destination Strategy will need to draw from at least three of the options reviewed above. A key consideration will be to establish an organization that can both represent the broad interests involved and provide stability to assure continuity in the implementation and management of the destination strategy over an extended period of time.

The model proposed for Lockport endeavours to:

- Apply business and economic development principles to the management of S.A.L.D. assets and implementation of the Lockport Destination Strategy.
- Provide direction to motivate businesses, landowners, users and civic government in the realization of the destination vision;
- create a relationship among various groups and leaders that is open and provides a means for communication and mediation of differences so the general interests of all stakeholders and the community can be pursued with maximum effectiveness; and
- maintain a working relationship with Council that encourages continuity in public policy, consultation and involvement of stakeholder interest groups prior to deciding upon changes in direction.

It is recommended Lockport consider a management model similar to the Community Development Corporations encouraged by Manitoba Rural Development to coordinate interests involving more than one municipality and create:

- **Functional Authority** in the form of a non-profit corporation i.e. "Lockport Heritage Development Authority" or other appropriately named entity.
- **Appointment of the originating corporation's officers and board of directors** should reflect a broad cross-section of local and regional interests. Board members to be chosen representing the Municipalities of St. Andrews and St. Clements, Triple "S" Community Futures Development

Corporation, Public Works Government Services Canada, Selkirk and Region Chamber of Commerce, Lockport Marketing Corporation, and the community at large.

- **Mandate** of the Corporation would be to manage the implementation of the Lockport Destination Strategy, co-ordinate the integration of public and private investments designed to promote all-season use, take responsibility for the property management of allocated P.W.G.S.C.'s S.A.L.D. assets, devise and implement marketing and funding strategies, manage funds in a public trust set up to receive revenues derived from planned initiatives and invest net revenues derived in furthering the implementation of the Lockport Strategy and related Red River Corridor tourism and development initiatives. No member of the Corporation Board, who has an investment in a business or land within the Special Heritage Planning Area, may participate in decisions by the Corporation to allocate funding or approve the lease, sale or disposition of land or building related assets managed by the Corporation.
- **Administration** of the Corporation's affairs would take advantage of existing administrative expertise and be undertaken by the senior staff of Triple "S" Community Futures Development Corporation

Start-up initiatives of the Corporation will include:

1. Negotiation of S.A.L.D. property management agreement with P.W.G.S.C.
2. Obtain concurrence from St. Andrews and St. Clements Councils as well as the Selkirk and Area Planning Board to recommend establishing the Lockport Heritage Special Planning Area and adoption of the Lockport Destination Strategy as the Special Planning Area Development Plan under Section 10 (1) to 10 (11) of the Planning Act.
3. In consultation with the Municipalities of St. Andrews and St. Clements, Manitoba Rural Development and Public Works Government Services Canada initiate negotiations under Section 10 (11) of the Planning Act to enter into an agreement for cost-sharing the implementation of the Lockport Special Planning Area Development Plan.
4. Initiate discussions with the Canada-Manitoba Economic Development Partnership Agreement Secretariat, to confirm approval of the proposed funding allocation to the proposed

Lockport Special Heritage Planning Area as detailed in the Strategy's Financial Plan.

5. **Develop a regional public information strategy to communicate the special values of the Lockport Heritage Area. The information strategy will explain:**
 - **the importance of S.A.L.D. to the Red River Corridor, Manitoba's premiere tourist, historic and recreation attraction.**
 - **the use of revenues generated from S.A.L.D. property management for reinvestment in the long term sustainability of S.A.L.D.; for enhancement and interpretation of Lockport's river heritage area; and for investment in heritage, recreational and tourist development of the Red River Corridor.**
6. **Establish the framework for the solicitation of a joint venture public-private partnership to develop the canal commercial space and old lock house.**
7. **Negotiate franchise partnerships for marina, boat launch, tour boat operations and vendor kiosks.**
8. **Complete the following design and planning guideline documents:**
 - i) **standards and guidelines for building facade and site landscaping in the heritage planning area;**
 - ii) **detailed sector plan illustrating how individual private properties can be integrated with one another to provide for orderly development in support of the objectives and standards of the Lockport Strategy;**
 - iii) **zoning by-law amendment to the Commercial District regulations to replace the "strip mall" bias with more innovative methods such as the applications of "planned unit development" techniques which provide greater flexibility and capacity to organize and create the character of a "river heritage" settlement.**
9. **The Lockport management structure must pass the scrutiny of the general public. Accordingly, there will be a need to provide a continuous reporting mechanism to maintain public awareness of the Heritage Corporation's role in implementing the Lockport Strategy and informing the public how the**

Corporation's actions are helping to meet community needs.

5.5 OPPORTUNITIES FOR REVENUE GENERATION

Successful implementation is dependent upon the Strategy's ability to demonstrate a return on investment that meets the objectives of government, business and the public. It is imperative that the expenditure budget be seen to result in economic benefit to the region through the creation of jobs and new businesses as well as the ability to present, manage and interpret Lockport's unique features and heritage. This philosophy implies that the proposed Lockport Development Corporation is responsible for the execution of the plan and accountable to the stakeholders and funding agencies to show how these benefits, over the term of the Strategy, are achieved.

Meeting these objectives requires the Strategy to address three major challenges including:

1. Ensuring financial plan meets revenue requirements;
2. Demonstrating local support and commitment; and
3. Ensuring sustainability.

The following Financial Plan presents a review of the current status and identifies opportunities capable of satisfying the three key challenges.

5.5.1 REVIEW OF STRATEGY'S ASSUMPTIONS

The following section communicates the changes that have occurred since the June 10th, 1998 public review meeting and provides a review of the amended funding and operating financial plan. A number of significant changes have occurred which affect the assumptions underlying the original concept of the project. These include:

1. Manitoba has abandoned consideration of an alternate Red River bridge crossing in the Lockport area;
2. Area residents and the Lockport Merchants Association have opposed the introduction of a S.A.L.D. bridge fee and this revenue opportunity has been deleted from the Financial Plan;
3. The Lockport Merchants Association propose substantive reduction in administrative expenses, opting for decisions made by a volunteer board, with legal, administrative and accounting services provided with assistance from Triple "S";

4. The Merchants Association propose special event parking passes as a replacement to the introduction of metered parking spaces.
5. There is a possibility the project may qualify for grant funding under the Canada-Manitoba Economic Development Partnership Agreement's Regional Strategic Priorities Program;
6. Public Works Government Services Canada (P.W.G.S.C.) suggest that the bridge sidewalk meets standards and does not require widening or up-grading for present or foreseeable traffic;
7. The Merchants Association acknowledge P.W.G.S.C. position on bridge requirements and concur these works be deferred for later review when traffic growth warrants reconsideration.
8. The business community has widely supported the introduction of a special business levy, supported with matching dollars by municipalities and subject to the funds being specifically allocated to assist repay loan funds advanced to the project by P.W.G.S.C. The levy based upon 1999 assessed values is projected to raise approximately \$160,000.

5.5.2 Summary of Works And Costs

The cost of implementing the Lockport Strategy is estimated at \$4,482,900 including deferred bridge enhancement works. These works are allocated among the following initiatives and potential participants as follows:

Strategy Initiative	Financing Capital Cost	Participants
Highway #44 Entrance Gateways Development at key intersections of P.T.H.#9 and Henderson Highway will enhance community profile and provide an introduction to the Lockport Heritage District	\$179,400	Department of Highways
Highway #44 Heritage Streetscaping to allow for continued vehicle accessibility while developing a safe and attractive pedestrian environment	\$617,500	Department of Highways

Strategy Initiative	Financing Capital Cost	Participants
River Road Heritage Streetscaping will improve connection to Highway #44 and help create an expanded pedestrian friendly environment.	\$228,600	Department of Highways
Construct a Lockport Bridge Pedestrian Crossing by widening the bridge to allow for a safer crossing for pedestrians and bicycles.	\$1,560,000	P.W.G.S.C. (Defer)
Kenosewun Heritage Park enhancement to provide facilities for special events and a venue to interpret the site's rich history.	\$189,700	Manitoba Natural Resources
Lock, Dam and Bridge Lighting to enhance the visitor appreciation of the facility	\$448,500	P.W.G.S.C. Loan \$148,500 Corp. Sponsorship \$300,000
Upgrade and expand existing Boat Launch facilities to increase accessibility and improve connections on both sides of the Red River in east and west Lockport	\$104,000	P.W.G.S.C. Loan
Development of River Road Commercial Plaza will establish a cruise and pleasure boat docking area including landscaped pathways along the shoreline. The pathways will allow pedestrian to view activities on the river and at the docks, as well as provide access to the future commercial/hotel development.	\$702,000	P.W.G.S.C. Loan
Introduction of pedestrian pathways and fishing locations will allow pedestrian access to the river, increasing visitor experience	\$403,000	P.W.G.S.C. Loan
Administration and Marketing	\$50,000	P.W.G.S.C. Loan
TOTAL FUNDING REQUIRED	\$4,482,900	

FUNDING ALLOCATION	
TOTAL CAPITAL	\$2,922,900 (excludes \$1,560,000 bridge works deferred)
P.W.G.S.C.	\$1,117,500 (excludes \$1,560,000 bridge works deferred)
DEPARTMENT OF HIGHWAYS	\$815,700
CANADA-MANITOBA ECONOMIC DEVELOPMENT PARTNERSHIP	\$500,000
NATURAL RESOURCES	\$189,700
CORPORATE SPONSORSHIP	\$300,000

These costs do not include:

- the cost of twinning Highway #44 between Main Street and Henderson Highway;
- the cost of installing municipal sewage treatment capacity to that portion of the Lockport Heritage Special Planning Area located at St. Andrews Municipality;
- the cost of widening the vehicle travel lanes across the St. Andrews Bridge (to be undertaken with bridge sidewalk redevelopment and expansion); or
- the cost of constructing Highway #44 connection to River Road.

5.5.3 NEW FUNDING OPPORTUNITIES

Target Grant Canada-Manitoba Economic Development Partnership

Funding under the partnership is provided equally by Canada and Manitoba. Approximately \$12,500,000 has been allocated to the Regional Strategic Priorities.

The total contribution possible under the initiative is 50% of the eligible costs. Allocations for 1999 have been made. The earliest consideration can be given for Lockport would be the fiscal year 2000/2001.

Objective for the use of the funds would be:

- a) To reduce the repayable portion of the Public Works Canada loan; and
- b) Contribute to Department of Highways Heritage Streetscaping.

Together these two project components have an aggregate value of \$2,433,200. It is unlikely, given the level of program funding, that it would be possible to lever 50% or \$1,216,600. Subject to Steering Committee and Triple "S" input, we suggest \$500,000 may be the maximum funding possible (note Gimli Waterfront initiative received \$1.2 million).

Assuming funding is divided proportionately between Public Works and Highway project components, we may be able to reduce the Public Works repayable loan by $50\% \times \$500,000 = \$250,000$ and allocate \$250,000 towards Highway's heritage streetscaping.

Applying the \$250,000 grant estimate to the P.W.G.S.C. repayable loan, we have estimated project cash flow (assuming 50% of the net revenue after expenses is applied to amortize P.W.G.S.C. debt of \$1,117,500 over 20 years) as follows. Note amortization of the P.W.G.S.C. loan over 20 years under these assumptions requires net income paid to P.W.G.S.C. equal to \$55,875 per annum.

The previous financial assumptions relied upon special events, interpretive programs, special events parking fees, locking fees and commercial leases to generate revenues for repaying the no-interest loan and provide an operating budget for the non-profit development corporation. These estimated revenues, with the deletion of the bridge fee, were not expected to generate adequate revenue to meet loan repayment obligations. The revenue shortfall ranges from a high of \$22,075 at start-up to a low of \$8,975 in year five.

Alternative Opportunities for Generating Revenue

To address the revenue shortfall associated with deletion of the bridge fee, five alternative revenue generating opportunities have been identified. The opportunities were selected based on their ability to generate the necessary funds, their fit with local interests, acceptance by merchants and represent sustainable investments.

Opportunity #1: Water Taxi / Tour Boat

The concept of a water taxi/tour boat was one of the suggestions made at the recent meeting of the Lockport Merchants Association. The concept of the water taxi/tour boat focussed on a small vessel touring visitors around the Lockport Dam area and providing a trip through the Locks. It was thought that such a service would provide visitors with a unique experience and add to the enjoyment and appreciation of Lockport. Included in the taxi/tour would be the ability for visitors to be dropped off at either side of the Red River providing an interesting method for crossing the River while not requiring or encouraging people to use their cars.

To examine the feasibility of a water taxi/tour boat operation at Lockport, Lombard North Group made inquiries into the Splash 'N Dash business operating out of The Forks. Splash 'N Dash advised that the water taxi/tour boat operation would be marginal if not supported by revenues from other aspects of its business including rentals and a snack bar. Based on general numbers from Splash 'N Dash Lombard North Group developed the following analysis of tour boat business operating in Lockport.

Capital Costs:

2 tour boats (pontoon boats as used at the Forks)	\$30,000
Vendor booth	\$4,000

Operating Costs:

Staff: 3 full time employees for 4 months	\$18,000
Supplies: gas, maintenance etc.	\$5,000

Estimated Operating Revenue:

5,000 visitors at \$5.00 per person	\$25,000
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ESTIMATED REVENUE:

\$2,000

(no payments on capital costs)

Based on the above projections and discussions with the Splash 'N Dash operator the water taxi/tour boat opportunity would provide marginal profit to the Lockport Development Corporation. The endeavour's marginal profit and significant management responsibilities suggest that it would not be advisable for the proposed development corporation to personally undertake the project.

Despite the challenges that the water taxi operation poses to the development corporation, the idea is a worthwhile

endeavour and should be pursued under an alternative management system. The suggested alternative method for implementing the water taxi/tour boat operation would require the development corporation to partner with a private individual in a profit sharing arrangement. The private individual would be responsible for all capital and operating costs with the development corporation receiving funds based on the performance of the business. A suggested fund raising mechanism would be for the private operator to pay the development corporation \$0.50 per person. This arrangement would allow flexibility for the private individual and provides an opportunity for the development corporation to increase revenues as the business grows. There are numerous opportunities for the water taxi/tour boat business to expand its scope of operation including charter rentals for fishing and trips to nearby destinations such as Lower Fort Garry, Lartens Golf Course, Captain Kennedy House, etc.

The revised pro forma demonstrates the estimated contribution of a water taxi/tour boat operation to the Lockport Destination Strategy. The water taxi/tour boat business would not begin operation until year three and after the majority of the initiatives had been completed. The estimate assumes 5,000 people in years 3 & 4 and increases to 10,000 in years 5 and beyond. Based on \$.50 per person there is a potential annual funding contribution of \$2,500 and \$5,000 respectively.

Opportunity #2: Tourist Destination Centre/Voluntary Contributions

Volunteer contributions provide an alternative fundraising mechanism that could work in co-ordination with the development of a Tourist Destination Centre. The Centre would provide visitors with information on Lockport including businesses, history of the Lock and Dam and special event calendar. The centre, which could revitalize facilities located at Kenosewun Park, would provide a focal point for visitors entering Lockport and encourage the perception of Lockport as a tourist destination. The facility would also serve as a staging area and destination centre for all-season activities including snowmobiling, cross country skiing, fishing, concerts, festivals etc.

Included as part of the tourist information centre would be an opportunity for visitors to make a voluntary contribution in support of the community corporation's work of enhancing Lockport's physical environment and improving visitor services. The level of contribution would depend largely on the visibility

and visitor appreciation of the development corporation's initiatives and the marketing undertaken by the non-profit development corporation. Successful contribution strategies typically have a target amount and market accordingly. An achievable annual target for the Lockport Destination Centre would be 30,000 people contributing an average of \$2.00 per person. This target would provide an annual revenue of \$60,000. For estimate purposes, the Destination Centre is not anticipated to contribute revenues until year three. This time frame is coincidental with completion of all planned visitor services and attractions.

Opportunity #3: Corporate Sponsorship

The recognizable image and highly visible nature of the Lock and Dam facility and traffic volumes exceeding 5,000 vehicles per day, provide an excellent marketing opportunity for large brand name businesses (soft drink, bank, insurance, transportation or brewer, etc.). There may be an opportunity to have such businesses sponsor some of the larger and more visible initiatives of the Lockport enhancement. For example, the dramatic lighting of the Lock and Dam will provide an attractive feature which companies may want to develop association with their brands. Successful corporate sponsorship will depend upon businesses developing an understanding of market exposure and value of benefits to business.

The opportunity to secure corporate sponsorship for the Lock and Dam's lighting effects, provides an excellent opportunity to reduce the amount of P.W.G.S.C. capital funds required to implement the Strategy's initiatives. It is recommended that the Lock and Dam lighting be completed when there is enough corporate sponsorship to pay \$300,000 towards the initiative. Reducing the costs of Lock and Dam lighting initiative from the repayable loan portion reduces the annual amortization costs from \$65,875 to \$50,875.

Opportunity #4: Life-Lease Development

Lockport's preferred location on the Red River and close proximity to Winnipeg and Selkirk provides an excellent opportunity for condominium development on one of the several parcels of land available. The development of residential properties in the Lockport community provide the benefit of increased customers for local business and provides an avenue for the Development Corporation to fund raise.

The 'non-profit' stature of the development corporation provides an opportunity for the corporation to be a partner in the development of life-lease condominiums. Life-lease condominiums require a non-profit corporation to be the project sponsor. Typically, the non-profit corporation retains a project manager to organize the development, marketing, financing and maintenance of the facility.

Revenues received from the project would depend on the style and number of units built. Attached is an illustration of a 'garden apartment' style development that may be suited to Lockport. Based on the garden apartment style of development the average density would equal 12 units per acre. Assuming the sites available in Lockport would be approximately 4 acres the development would consist of 48 units.



The Corporation will need to conclude negotiations of a development agreement with the land owner, obtain the services of a qualified developer, complete municipal development approvals, architectural plans, cost estimates, marketing and financial arrangements. We anticipate this process, from start to completion of construction and occupancy, would require four years. Thus we project first revenues to occur in year five and net project management fees (exclusive of maintenance and operating expenses) of \$25,000 beginning in year six. Amortization of life lease project financing typically are extended over a 25 year term. As project equity is increased with repayment of costs the benefits of the equity accrue to the project non-profit sponsors.

The revised pro forma illustrates the non-profit sponsor development and management fees payable to the Corporation. It does not however, include the accumulating value in the Corporation's equity over the pro forma term. The life lease value to the Corporation is thus only stated in terms of the cash flow it generates.

Opportunity #5: Local Special Business Levy and Matching Municipal Dollars

One of the key factors in securing funding dollars from senior government will be the ability to demonstrate local commitment and support. The application of a special levy on the assessed value of Lockport's directly benefiting commercial property is a key means of demonstrating local support and commitment to the Strategy. This proposal was originally questioned by some of the Lockport businesses based on the value of the levy and the twenty year length of commitment. To address the concern over the length of commitment the current proposal reduces the term of the levy to 10 years and the amount of the proposed levy to a mill rate of 3 applied to commercial properties in both municipalities. The revised pro forma illustrates the annual amount of the special levy based on 1999 assessment values. The total revenue from the special levy generated by commercial properties in both municipalities is \$7,956.

As per the original proposal, the financial plan provides for the special levy revenues to be matched by the respective municipal governments. This would require the Rural Municipality of St. Andrews to contribute a matching \$3,835 annually and the Rural Municipality of St. Clements to contribute a matching \$4,131 annually. Based on the 1999 assessment values the special business levy and matching funds by the municipal governments would provide a total of \$15,932 annually and \$159,320 over the 10 year commitment.

Successful implementation of the Lockport Strategy is expected to increase business investment in Lockport. As value of improvements increase, revenues generated by the special levy are also expected to increase. However, the revised pro forma takes a conservative approach and does not include any escalation in the value derived from the special levy.

Opportunity #6: Potential Lease Revenues

There are two S.A.L.D. property assets which lend themselves to business development. These are the west bank's vacant lands centred on the canal fronting River Road and the old lock house building.

All potentially developable S.A.L.D. property is located entirely within St. Andrew's Municipality between the canal and River

Road. This property represents a combination of vacant land used as green space and under-utilized building assets in the old lock house.

The land, consisting of 6 acres, has 800 feet of frontage on both River Road and the lock's south entry canal. The River Road frontage lands are contemplated to be developed as a commercial plaza offering locations for boutiques, specialty shops, restaurants, etc. overlooking the canal, boardwalk, entry plaza and island.

Revenues generated through the development of the six acre site may be derived from three sources:

- 1) tour boat docking fees;
- 2) kiosk rental fees;

Both are expected to be available in the immediate term with the development of docking, boardwalk and canal plaza improvements; and

- 3) lease income from a public/private venture to develop commercial space.

Income potential from commercial land leases will likely not be possible until arrangements have been made to provide municipal sewage treatment services to this location in St. Andrews.

Conversion of the lock house to a commercial use may be possible in the immediate term as a summer only operation, such as restaurant with outdoor patio, or other similar use. It is believed the lock house separation from the canal commercial plaza will limit its year-round potential until such time as lands fronting the west side of River Road north of Highway #44 are developed for all-season uses.

Opportunity #7: Special Events Programming

Special events programming at Lockport is considered capable of generating visitations for planned events in the range of 40,000 to 60,000 persons per year. This projection is based upon current festivals and events sponsored by the Lockport Marketing Corporation and Kenosewun Heritage Park attendance records which reveal with only minor programming, current initiatives attract between 22,000 to 28,000 people per annum.

Opportunity #8: Heritage Lockage Fee

Locking fees are commonly applied across eastern Canada where locks are provided and administered by Heritage Canada or local authorities. These fees provide for the use of the canal and locks.

Based upon the vessels' length, frequency and allocation of use, Lockport's vessel movement activity through the locks has the potential to generate \$157,000 per year assuming current use continues in the range of:

- 1,040 vessels under 6 metres
- 260 vessels - 6 to 12 metres
- 180 vessels over 12 metres

TYPE OF PASS	FEE PER METRE
Single Lock & Return	\$ 1.80
Single Day	\$ 4.10
Six Day Lockage	\$13.12
Seasonal Lockage	\$22.96
Seasonal Commercial Lockage	\$74.95

There is an established public willingness to consider a locking fee. This is particularly true when it can be combined with interpretive information about the structure provided by a Heritage District lock attendant.

ESTIMATED ANNUAL REVENUE Based on Average No. of Vessels & Their Respective Lengths (in Metres)						
TYPE of PASS & Lockage Fee Charged per Metre	No. of Vessels Under 6 m	Revenue	No. of Vessels 6 - 12 m	Revenue (Averaged for 9 m)	No. of Vessels Over 12 m	Revenue
Single Lock & Return - \$1.80/m	104	\$1,123.20	26	\$421.20	18	\$388.80
Single Day \$4.10/m	260	\$6,396.00	65	\$2,398.50	45	\$2,214.00
Six Day Lockage \$13.12/m	156	\$12,280.32	39	\$4,605.12	27	\$4,250.88
Seasonal Lockage \$22.96/m	520	\$71,635.20	130	\$28,853.20	90	\$24,798.80
Seasonal Commercial Lockage \$74.95/m	N/A	-	N/A	-	N/A	-

SUBTOTALS	1,040	\$91,434.72	260	\$34,288.02	180	\$31,650.48
TOTAL ESTIMATED ANNUAL REVENUE: \$157,373.22						

MOORING FEE ANNUAL REVENUE						
Mooring Fee Type	No. of Vessels	Revenue Vessels Under 6 m	No. of Vessels	Revenue Vessels 6 - 12 m (Avg. 9m)	No. of Vessels	Revenue Vessels Over 12m
Overnight (\$1.48/m)	100	\$888.00	25	\$333.00	20	\$355.20
Seasonal (\$22.00/m)	50	\$6,600.00	10	\$1,980.00	5	\$1,320.00
Commercial Seasonal Overnight (\$43.79/m)	1	\$282.74	1	\$394.11	1	\$525.48
Subtotal	151	\$7,750.74	36	\$2,707.11	26	\$2,200.68
TOTAL	\$12,658.53					

5.6 REQUIREMENTS FOR STRATEGIC PARTNERSHIPS

The Lockport Destination Strategy recognizes the importance of establishing agreements among those stakeholders whose participation at the early stages is an essential ingredient for implementation. These stakeholders are referred to as strategic partners. There are three strategic partnerships important to accomplishing the objectives of the Lockport Strategy. These are:

- River Road Access
- St. Clements' PTH 44 Twinning
- P.W.G.S.C. Participation

Each have entered into a letter of understanding with Triple "S" Community Future Corporation on behalf of Lockport and can be referenced in Appendix E. All letters of understanding are non-binding until such time as the parties conclude mutually agreeable implementation agreements.

River Road Access To Highway # 44

Presently, vehicles travelling on either Highway # 44 can not directly access River Road or vice versa without being routed through a local single-family neighbourhood street called Stevenson Road.

The Lockport Strategy proposes to reduce the tendency for pass-through traffic destined between Highway #44 and River Road by developing direct roadway connections between the two Provincial Roads. Local landowners support the concept of reducing traffic impacts upon Stevenson Road and making it easier for traffic to move between River Road and Highway #44.

- Skinners Wet and Wild agrees to provide the lands required for the right-of-way alignment and construction of the access links between Highway #44 and River Road. The final location and routing to take into consideration and be adjusted to fairly balance the operating and development needs of Skinners with traffic planning standards. The right-of-way, subject to the above, would be provided in exchange for the construction of a pedestrian walkway connecting Skinner's businesses on Highway #44 with S.A.L.D. and River Road.

Lockport - St. Clements P.T.H. #44 Twinning

The Lockport Marketing Corporation in consultation with Manitoba Department of Highways, have agreed upon the initiation of a highway project to twin P.T.H. #44 east of S.A.L.D. to the floodway in 1998. The twinning of P.T.H. #44 will require widening of the road right-of-way.

The affected property owners, all businesses in east Lockport, have considered the right-of-way needs of the Department of Highways and the Lockport Strategy's proposal that Highway #44 in Lockport be upgraded to "heritage parkway" standards.

The following businesses have signed a "Letter of Intent" accepting the widening of Highway #44 as illustrated on the following plan:

- Gaffers Restaurant
- A & W Restaurant
- Lockport Grocery
- Lockport Husky
- Lockport Hotel

Each of these businesses also endorse the development of Highway #44 to heritage parkway standards, including the provision of sidewalks, boulevard landscaping and pedestrian scale lighting to ensure the safe movement of both vehicles and pedestrians.

Government Participation

There are a number of strategic partnerships involving government. These include:

1. P.W.G.S.C. in the transfer of property management to local interests.
2. Province of Manitoba on the designation of Lockport Special Heritage Planning Area; and
3. Municipalities of St. Andrews and St. Clements to assess the feasibility of inter-municipal partnership to provide municipal sewage treatment services to the proposed Special Planning Area.

Public Works Government Services Canada

P.W.G.S.C., together with Triple "S" Community Futures Development Corporation have entered into a Letter of Intent to explore ways local interests may manage S.A.L.D. resources (not including operation of the control structures), and develop their tourism and business potential.

P.W.G.S.C. in exchange for receiving the management services of a community non-profit development corporation, would share in net revenues. P.W.G.S.C. would also consider providing funding in the form of a repayable loan, dependent upon project requirements and capability of revenue opportunities to repay funds advanced to the project.

Manitoba

Manitoba will, in consultation with the Municipalities of St. Andrew's, St. Clement's, Triple "S" Community Futures Development Corporation and P.W.G.S.C. designate Lockport as a Special Heritage Planning Area. Pursuant to the designation, the parties jointly agree to adopt the Lockport Strategy as the Special Planning Areas Development Plan and apply the objectives and standards in the plan to the performance of works as may be undertaken by the three levels of government.

St. Andrews and St. Clements

Initiate discussions to determine in principle if the two municipalities wish to explore the potential of establishing a joint-municipal sewage treatment district for Lockport. In the event the municipalities conclude there may be merit in such a concept, that they initiate an engineering study to assess the cost-benefits of a joint system over separate treatment systems for Lockport.

5.7 ECONOMIC SUSTAINABILITY UNDER A CO-MANAGEMENT AGREEMENT

A common challenge faced by senior and local governments in the rationalization of services has been the desire to establish economically sustainable solutions. Reaching these solutions often means new relationships, alliances, and partnerships have to be structured between various levels of government, the community and the private sector. Integrating the management and business development of S.A.L.D. with the Lockport Destination Strategy, provides an opportunity for local input into future decisions affecting the S.A.L.D. and creation of direct community economic benefits which ensure the long-term sustainability of these assets. The parties have considered a co-management agreement as the mechanism for local interests to become involved. Under such an agreement P.W.G.S.C. would continue to operate and maintain existing public works functions, with the community partner having the freedom to explore new tourism and commercial development opportunities.

Benefits achieved through such a partnership include revenue-sharing and the establishment of an economic development fund. Revenues generated with the local community partner would be applied equally toward S.A.L.D. operating costs and investment in the Lockport Destination Strategy's community economic development and employment initiatives.

Annual revenue potential of S.A.L.D., based only on the fee proposals documented in Section 5.5. Opportunities for Revenue Generation, will with completion of works, management experience gained and stabilization in operations, generate a 10 year average net revenue, after expenses in the range of \$222,000 per annum.

Assuming P.W.G.S.C. is willing to advance to the local management entity, a no-interest repayable loan, the amount of which equalled approximately \$1.117 million, and other Canada-Manitoba-Municipal contributions were confirmed, it would be possible to repay the loan using 50% of the net revenues plus 100% of the Special Levy within 10 years after completion of proposed works.

Over this same period of time the local management entity would have accumulated approximately \$1.2 million dollars after management expenses to invest in implementation of other components of the Lockport Strategy and other projects within the Red River Corridor as Lockport's Destination Strategy requirements are fulfilled.

5.8 FINANCIAL PROJECTIONS

The Lockport Destination Strategy financial projections are consolidated under the following headings and are detailed in this part.

- Assumptions
- Program and Financing
- Annual Statement of Income and Expense Projections 1998 to 2002.

STATEMENT OF FINANCIAL ASSUMPTIONS

Government Funding Partnerships

1. The project costs are based upon current estimates of prices and include design and contingency factors of 30% for capital costs provided by Lombard North Group. These contingency factors are included to cover any incremental costs in construction value or market conditions which occur prior to start-up.
2. It is assumed that funding contributions from Manitoba Department of Highways for twinning Highway # 44 in East Lockport and developing direct connections between Highway # 44 and River Road in West Lockport will be approved coincidental with start-up.
3. It is anticipated that Lockport's proposal under the Canada/Manitoba Economic Development Partnership Agreement will be approved for use in the 2000 construction season. We envision the use of investment dollars in Kenosewun Heritage Park to be fine-tuned with input from Manitoba Natural Resources, Parks Branch.
4. It is assumed P.W.G.S.C.'s commitment to the Lockport Strategy will include the provision of \$ 1.117 million to cover the cost of S.A.L.D. development upgrades and projected program administrative expenses (exclusive of widening of the bridge vehicle travel lanes). Repayment of P.W.G.S.C.'s funds would be from the allocation of 50% of the net revenues derived from business development and fund-raising initiatives plus 100% of the special levy funds.
5. Once P.W.G.S.C. start-up contributions are fully repaid, P.W.G.S.C.'s future 50% share of net revenues will be allocated to maintenance and the costs of operating S.A.L.D.

Non-Profit Lockport Development Corporation

6. Triple "S", with St. Andrews and St. Clements, will establish a non-profit Community Development Corporation to implement the Lockport Destination Strategy. The Corporation Board will be made up of non-paid volunteers and the Board will be provided with management and administrative services through the Triple "S" Community Futures Development Corporation.
7. P.W.G.S.C. will continue to be responsible for the costs of maintaining and operating S.A.L.D. The costs of maintaining pathways, green space, and new development initiatives on S.A.L.D. lands will be the responsibility of the Development Corporation.
8. It is expected that funding in the value of \$50,000 will be required for the creation of a communication strategy during the implementation process to building awareness. Upon completion, it is expected this need will be refocused upon promotions and marketing of Lockport.
9. For the purpose of the financial forecasts we have made no provision for distribution of net revenues earned by the Development Corporation. It has been assumed allocation of the Corporation's revenues will be made among a number of programs including storefront improvements, heritage streetscaping, development of canal commercial space, contributions to municipal treatment capacity, event programming etc. It is expected the priorities in allocation of the Corporation's net revenues will, to a large degree, be dependent upon cost sharing agreements negotiated under the Special Planning Area designation.
10. Projected sources of revenue have been estimated for special events based upon competitive pricing policy to Winnipeg Forks for events and vendor licenses.
11. It is anticipated the full development of the S.A.L.D. canal commercial space will occur within five years. Agreement by business, senior and local governments on the timing of sewage treatment capacity and Highway works in East Lockport may affect the schedule for commercial development. The projected financial results do not account for the variables possible in the project schedule due to these issues.

12. The pro forma estimates of income are based on funds being generated from 8 revenue opportunities. Although the revenue estimates are stabilized in year six it is expected that each of the opportunities would provide an increasing contribution as the Strategy is implemented and Lockport evolves as an all-season tourist destination. The potential for revenues to increase, as visitations expand, were not included in the pro forma to ensure a conservative financial plan.
13. The estimated revenue generated by special events parking passes assumes that fees will be charged only during events. Revenues are based upon maintaining the current range of participation until year six of the initiative and then targeting participation at the lower end of the special events potential visitation numbers of 40,000 people per annum.

Business and Government Funding Partnership

14. Building partnerships and alliances with the business community, special interest groups and senior government will enhance the community's ability to turn its vision for the revitalization of the downtown waterfront into results.

The first important step involves the local business community working co-operatively with the community and Councils to achieve the Heritage revitalization and fund raising objectives.

15. Although recent statistical information suggests assessed values in Lockport grew at approximately 2% annually since 1996, no escalation in assessed values or the contribution of the Special Levy fund has been included in the pro forma over the levy's ten year term.

Major Balance Sheet Items

16. Comments concerning major balance sheet items are as follows:
 - a) **Cash**
While excess cash from operations would certainly be invested and create "other income", no interest income has been calculated to be as conservative as possible.
 - b) **No Term Debt**
Although P.W.G.S.C. contribution is treated as a no-interest repayable loan, it is not represented as a debt or liability of the Corporation. Repayment of the loan is provided as part of a property management agreement

whereby the Corporation undertakes to pay P.W.G.S.C. 50% of annual net revenues over the duration of the lease.

c) Property Management Lease Term

The term of the lease of S.A.L.D. assets to the Corporation from P.W.G.S.C. is assumed to be 40 years and will be subject to agreed renewal mechanisms.

d) Contributed Land Equity:

Land is recorded in the statement of shareholders equity, as "0". No value has been assigned for the purposes of assessing financial viability.

e) Start-up Funding:

It is assumed the Development Corporation will receive a non-capital contribution of \$50,000 from Public Works Government Services Canada. This contribution is to assist the Corporation with the administrative, fundraising and promotion of the Strategy. It will become part of the repayable expenses, but is shown as revenue in year #1.

f) Property Management Plan

Included in the evaluation of the Lockport Initiative is the concept of a local community entity assuming the management and business development responsibilities for S.A.L.D.

The following property management plan is intended to reflect as a general principle the objective to achieve an agreement where:

- 1) Both the federal government and local community entity are placed in a position which balances fairly the sharing of benefits and responsibilities.
- 2) Financial assistance to be provided by Canada is to be repayable and after repayment, future revenues paid to Canada by the Corporation are to be earmarked for expenditure on the maintenance and operation of S.A.L.D.
- 3) Financial assistance to be received by the local community entity interests, will provide the opportunity to implement development initiatives

and contribute to the future sustainable operation of S.A.L.D. by P.W.G.S.C.

g) P.W.G.S.C. Loan Repayment:

1. Loan repayment will commence at year three when capital improvements have been made and the Corporation is able to generate revenue.
2. All revenues generated by the Special Business Levy and matching municipal funds would be earmarked for loan repayment and begin in year three of the project's initiation.
3. The estimated revenue generated from the special business levy and matching municipal funds is based on 1999 assessment values. The value of this contribution will increase as new development will add to the value of Lockport's commercial assessment base. However, forecasted revenues generated by the levy have been conservatively estimated as remaining constant.
4. The Special Business Levy and matching municipal funds will provide revenue for a ten year term.

CAPITAL PROGRAM IMPLEMENTATION

It is assumed program implementation would be completed by year end 2002.

ACTIVITY	2000	2001	2002	2003	2004
Highway #44 East Gateway	\$89,700				
Highway #44 West Gateway	\$8,000	\$81,700			
Highway #44 East Heritage Streetscaping	\$227,500				
Highway #44 West Heritage Streetscaping	\$30,000	\$360,000			
River Road Heritage Streetscaping	\$20,000	\$208,800			
Lockport Bridge Walkway Up-grade	deferred	deferred	deferred	deferred	deferred
Kenosewun Heritage Park Up-grade	\$189,700				
Lock / Dam / Bridge Lighting Effects		\$48,000	\$3400,500		
Boat Launch Improvements	\$104,000				
Canal Commercial Plaza and Your Boat Landing	\$52,000	\$650,000			
Inter-community Pathways, Furnishings and Shore Fishing Stations	\$33,000	\$370,000			
TOTAL	\$823,900	\$1,622,500	\$400,500		

FUNDING FOR PROGRAM IMPLEMENTATION

Division of funding for \$2,922,900 in program costs for implementation of the Lockport Strategy are anticipated from the following sources.

1.	S.A.L.D. site upgrading by Public Works Government Services Canada	\$1,117,500
2.	Canada/Manitoba Economic Development Partnership Lockport Grant	\$500,000
3.	Manitoba Natural Resources Investment in Kenosewun Park	\$189,700
4.	Corporate Sponsorship	\$300,000
5.	Highway #44 West Heritage Streetscaping and Gateway at P.T.H. #9 by Manitoba Department of Highways	\$586,900
6.	River Road Heritage Streetscaping by Manitoba Department of Highways	<u>\$228,800</u>
TOTAL FUNDING:		\$2,922,900

These costs include approximately \$50,000 in start-up costs required for implementation of S.A.L.D. fundraising initiatives. It is anticipated start-up fundraising initiative costs will be assumed by P.W.G.S.C. as part of the property management agreement with the Lockport Heritage Corporation.

OPERATING PRO FORMA - SUMMARY OF PROJECTED ANNUAL INCOME AND EXPENSES

YEAR	1	2	3	4	5	6	7	8	9	10	11	12	13
REVENUE:													
ADMINISTRATION/MARKETING ALLOWANCE TO DEVELOPMENT CORPORATION (Start-up funds paid by P.W.G.S.C. Loans)	\$50,000												
LOCKING FEE			\$125,000	\$140,000	\$157,000	\$160,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000
PARKING FEES @ \$2.00/car (4 people/car)			\$5,000	\$11,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
NET SPECIAL EVENT FEES @ \$0.50 per person			\$2,000	\$11,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
COMMERCIAL LAND LEASES			-	-	-	-	-	-	-	-	-	-	-
COMMERCIAL BUILDING LEASE			-	-	-	-	-	-	-	-	-	-	-
KIOSK LEASES			\$4,000	\$4,000	\$10,000	\$12,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
TOUR BOAT DOCKING			\$5,000	\$5,000	\$3,000	\$3,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
WATER TAX			\$2,500	\$2,500	\$3,000	\$3,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
TOURIST DESTINATION CENTRE VOLUNTARY CONTRIBUTIONS			\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
LIFE LEASE CONDOMINIUM DEVELOPMENT			-	-	\$120,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
TOTAL REVENUE	\$50,000		\$217,100	\$277,500	\$350,000	\$311,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000
EXPENSES:													
LOCKING TOUR AND PARKING STAFF			\$40,000	\$42,000	\$44,000	\$46,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
COMMERCIAL PLAZA MAINTENANCE			\$15,000	\$16,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
PROMOTION & MARKETING		\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
INSURANCE	\$1,000	\$1,000	\$1,000	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
ADMINISTRATION	\$5,000	\$5,000	\$5,000	\$7,000	\$5,000	\$10,000	\$11,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
TOTAL EXPENSES	\$6,000	\$16,000	\$82,000	\$87,000	\$135,000	\$138,000	\$101,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000
EXCESS CASH RECEIPTS	\$44,000	\$16,000	\$135,100	\$190,500	\$215,000	\$273,000	\$225,000	\$224,000	\$224,000	\$224,000	\$224,000	\$224,000	\$224,000

3.4 DISTRIBUTION OF NET INCOME

DEVELOPMENT CORPORATION (50% OF NET INCOME)	\$44,000	\$16,000	\$67,500	\$75,250	\$107,500	\$136,500	\$112,500	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000
P.W.G.S.C. (50% OF NET INCOME)	-	-	\$67,500	\$75,250	\$107,500	\$136,500	\$112,500	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000

3.5 LOAN REPAYMENT SCHEDULE

PAYMENT SOURCES													
P.W.G.S.C. INCOME	-	-	\$67,500	\$75,250	\$107,500	\$136,500	\$112,500	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000
SPECIAL BUSINESS LEVY AND MATCHING MUNICIPAL DOLLARS (TEN YEAR TERM)													
Lockport - St. Andrews Business	-	-	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	-
St. Andrews Rural Municipality	-	-	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	\$3,835	-
Lockport - St. Clements Business	-	-	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	-
St. Clements Rural Municipality	-	-	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	\$4,130	-
BALANCE OWING ON LOAN	\$1,117,500	\$1,117,500	\$1,038,200	\$947,020	\$783,530	\$661,150	\$632,750	\$408,900	\$281,000	\$153,510	\$25,140	\$0	\$0

APPENDIX A

BUSINESS SURVEY RESULTS

LOCKPORT BUSINESS SURVEY RESULTS

Type of Business	Annual Gross Revenue	Average Monthly Gross Sales		No. of Employees		Annual Salary Expenditure	Support Business Levy
		Best	Worst	Full	Part		
Restaurant	\$ 500,000-750,000	May-Aug (\$2083.-)	Sept-Apr. (\$2083.-)	6	20	\$ 190,000	yes
Retail	-	May-July	Jan-Apr	6	1	-	yes
Other	\$ 100,000-300,000	- (16,666.-)	- (16,666.-)	2	2	-	no
Other	-	-	-	-	-	-	n/a
Food	-	Dec	Feb	2	1	-	no
Other	-	Dec/Jan May-Sept	-	2	6	\$30,000	no
Retail	\$ 50,000-75,000	Dec-Feb	-	1	6	\$ 4,000 (for 6)	no
Food	\$ 2 million	\$200,000	\$125,000	10	1	\$100,000 (for 8)	yes
Restaurant	\$ 700,000	\$ 100,000	\$9,000	W 5 S: 93	W 1	\$150,000	yes
Development	-	-	-	-	-	-	yes
TOTAL:-	\$ 3,587,500	\$ 348,749.00	\$ 282,749	127	42	\$ 524,000	80% yes 40% no 10% n/a

FUTURE OPPORTUNITIES

Do you foresee increasing annual gross revenues by expanding/improving your business within the next 5 years?

50% yes

50% no

Comments

The businesses which planned on increasing their revenues had specific plans in mind and were waiting for a variety of factors before they would proceed. As part of expansion most of the businesses suggested they would be physically expanding to incorporate new services or increase present capacity. All expanding businesses planned on hiring more staff if expansion were to go as intended. Most businesses stated that they would be willing to expand if business could be increased.

Perceived combined cost of expansion/improvement: \$ 980,000

Are you currently experiencing any constraints to expanding/improving your business?

40% yes
30% no
30% no answer

The businesses in the area listed several deterrents to expansion. The priority constraint influencing expansion is the need for a larger client/customer base. The businesses suggested that there need to a more diverse selection of shops and services to make Lockport active for longer periods during the day, week and year. Several businesses also suggested that they are waiting for the sewer and water services to expand.

What new types of businesses or business opportunities would be good for the area?

The question brought a wider variety of answers which relate directly to the experiences of businesses operating in the area. Within the wide response most businesses suggested more evening and night time activities aimed at making Lockport open for longer periods of time. The following list the specific services suggested by local business owners:

- more late-night business; coffee/donut; hotel; campground
- dentist
- landscaping development; clean-up, roads, sidewalk; strip mall - gift shop, restrooms
- limit restaurants; expansion of museum to year-round status; use fishing to increase year-round business
- campground
- Bed & Breakfast; Boutiques

Supporting Local Improvements

"Often government's willingness to invest public monies is intended to stimulate private investment. In the event local and senior governments agreed to invest in putting the infrastructure together to improve business potential in the downtown/riverfront areas, would you be favourable to the creation of a publicly-accountable, business development organization and improvement district which would apply capital levies benefitting local businesses, and to repay government investment over time."

50% yes
40% no
10% a/s

Support Business Levy



The results of this question demonstrated at first a less than supportive response to the proposition of any type of business levy or repayment program. Most businesses cited that taxes were high enough and their business revenues could not justify any increased costs. Of the businesses that did respond positively to the idea there was a general concern over the method of determining repayment values. After extensive consultation over 1998/99, the business community overwhelmingly agreed to support a special levy and provided the endorsements and commitment letters reported in Appendix B.

APPENDIX B

**BUSINESS CONTRIBUTION TO
MUNICIPAL REVENUES**

**LETTERS OF SUPPORT
FOR THE
COMMERCIAL PROPERTY OWNERS
SPECIAL LEVY CONTRIBUTION
TO LOCKPORT STRATEGY
CAPITAL COST LOAN REPAYMENT**

LOCKPORT'S CONTRIBUTION TO MUNICIPAL REVENUES

A financially sustainable development strategy requires that the economic situation of the local municipalities be understood. In recent years the Municipalities of Lockport have been reluctant to incur additional debts which, in the absence of a funding strategy, would cause increases in the operating budget. The following table demonstrates the 1996 and 1999 assessment and associated municipal tax revenue generated for both rural municipalities. As the table below describes, the Lockport business district taxes have limited capacity to fund implementation costs.

Lockport Tax Revenues				
Municipality	1996 Total Assessments	1996 Business Portion of Property Tax	1999 Total Assessments	1999 Business Portion of Property Tax
R.M. of St. Andrews	\$2,727,900	\$16,745.98	\$3,094,500	\$17,514.77
R.M. of St. Clements	\$3,512,400	\$20,762.10	\$3,603,800	\$15,489.11
Total	\$6,240,300	\$37,508.08	\$6,698,300	\$33,003.88

In 1996 annual municipal tax revenues generated by the local business districts was approximately \$37,000. Tax revenues in 1999 for Lockport rose slightly for St. Andrews businesses and decreased by approximately 20% for St. Clements businesses. Over this same period, total assessment in Lockport increased by approximately 7.3%. Municipal taxes are a factor of the mill rate charged, which may vary from year to year. Under the proposed special levy, the associated mill rate of 3 mills stays constant for the term of the levy or ten years. As assessed values increase, the value of funds earned by the levy will increase. No escalation in the value of the special levy has been incorporated in the pro forma statement for the Lockport Strategy, however. The following tables illustrate the breakout of 1996 and 1999 property tax revenues for all businesses in Lockport.

**REEVE AND COUNCIL
RURAL MUNICIPALITY OF ST. ANDREWS
CLANDEBOYE, MANITOBA ROC 0P0**

**LETTERS OF SUPPORT
FOR THE
COMMERCIAL PROPERTY OWNERS
SPECIAL LEVY CONTRIBUTION
TO LOCKPORT STRATEGY
CAPITAL COST LOAN REPAYMENT**

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

This letter confirms my support and willingness to contribute financially towards the capital works repayment required to implement the Lockport Destination Strategy. As a commercial property owner, I feel the proposed works will benefit the community by increasing the community's vitality and general attractiveness of the area. It is anticipated that these benefits will improve feasibility of business opportunities and strengthen economic sustainability of the Lockport community.

My willingness to contribute to the funding arrangements is based on the proposal by the Lockport Marketing Corporation in which commercial property owners would contribute towards a no-interest loan repayment for capital projects defined in the Strategy. I support the introduction of a special municipal levy to raise revenues through property taxes for this specific purpose. Considering the benefits of the proposed work program, I am writing to contribute the value of an additional 3 mill increase in the Municipal portion of my property tax. In doing so, I understand that the Special Levy will last for 10 years and will be used to repay the P.W.G.S.C. loan.

Sincerely,

NORTH AMERICAN LUMBER LTD
Name of Property Owner

June 8/99
Date

[Signature] GEN. MGR
Signature of Owner

Name & Address of Business (if appropriate)

MIDWAY HOME SALES
LOCKPORT

927300

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsby, Manitoba R0C 0P0

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Sincerely,

Alloa Ent Ltd.
Name of Property Owner

Sept. 9/99
Date

G. Thompson
Signature of Owner

Name & Address of Business (if appropriate)

Skinner's Restaurant Hwy #44

Reeve and Council,
Rural Municipality of St. Clements
East Sask, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboys, Manitoba R0C 0P0

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Sincerely,

Alton Ent Ltd & Skinner's Wet'n Wild
Name of Property Owner

Sept 9/99
Date

G. Thompson
Signature of Owner

Name & Address of Business (if appropriate)

Skinner's Wet'n Wild
Skinner's Sports Plex

Reeve and Council,
Rural Municipality of St. Clements
East Señikuk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsby, Manitoba R0C 0P0

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Sincerely,

Lyle Thompson

Name of Property Owner

June 4/99
Date

Lyle Thompson
Signature of Owner

Name & Address of Business (if appropriate)

Skinner's River & Rel.

Reeve and Council,
Rural Municipality of St. Clements
East Sealdick, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandeboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
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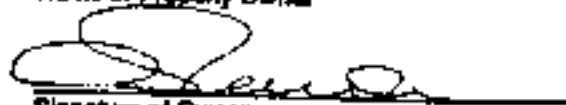
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Sincerely,

Ted Paetkau
Name of Property Owner

June 11, 1999
Date


Signature of Owner

Name & Address of Business (If appropriate)

Temarady Developments Ltd
200-1277 Henderson Hwy
Wpg, MB R2G 1M3

\$326,000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

Name of Property Owner

Date

Signature of Owner

Name & Address of Business (if appropriate)

\$ 226,000

Reeve and Council,
Rural Municipality of St. Clements
East Sealdark, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandeboye, Manitoba R0C 0P0

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Sincerely,

DEBBIE SWAN / *Debbie Swan*
Name of Property Owner

June 3/99
Date

Debbie Swan
Signature of Owner

Name & Address of Business (if appropriate)

LOCKPORT TRADING CO.
5759 MAIN ST. UNIT 200
LOCKPORT, MAN.

226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboya, Manitoba R0C 0P0

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Sincerely,

Name of Property Owner

JUNE 3/99
Date

D. Okonali
Signature of Owner

Name & Address of Business (if appropriate)

UNIT 260 - 5759 HWY 9
LOCKPORT, MB R1A 3R9
CHESTER FRIED CHICKEN & PIZZA

226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

Name of Property Owner

June 3/99.
Date

[Signature]
Signature of Owner

Name & Address of Business (if appropriate)

AKB Antiques Service Ltd
5259 Hwy 9 Unit 22
Lockport MB R1A2R6

226,000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clendeboye, Manitoba R0C 0P0

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Sincerely,

Name of Property Owner

June 5, 99
Date

[Signature]
Signature of Owner

Name & Address of Business (if appropriate)

75151 Highway 204-210
Lockport MB R1A 2R6

LOCKPORT DEST
\$226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboya, Manitoba R0C 0P0

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Sincerely,


Name of Property Owner: *BUSINESS OWNER*
WILLIAM A. GRAVES


Date

Signature of Owner

Name & Address of Business (if appropriate)

ST ANDREWS INSURANCE LTD. PL/A
GRAVES INSURANCE

5754 HILLYARD UNIT 255
LOCKPORT MB.
R1A 2K6

\$ 226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboya, Manitoba R0C 0P0

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Sincerely,

Percy Patch & Deli
Name of Property Owner TINARI

June 8/99
Date

[Signature]
Signature of Owner
PERCY PATCH & DELI
Name & Address of Business (if appropriate)

226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

Name of Property Owner



Signature of Owner

Name & Address of Business (if appropriate)

Lockport Pharmacy
Lockport

June 8/99
Date

LOCKPORT PHARMACY

226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

DR. RUPINDER S. DIXEE
Name of Property Owner

10-06-1999
Date

DR. RUPINDER S. DIXEE
Signature of Owner

Name & Address of Business (if appropriate)

Lockport Family Chiropractic
Health & Wellness Centre
226 - 27th Feb 99 Lockport, MB R0E 0M0

226000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candebaye, Manitoba R0C 0P0

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Sincerely,

Name of Property Owner



Signature of Owner

June 12/99

Date

Name & Address of Business (if appropriate)

Lockport Medical Centre

242-5758 Hwy 49 S52

Lockport R1A 2R0

DR. BEL

\$226,000

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

Alban J. Jones
Name of Property Owner

June 3^d 1999
Date

Alban J. Jones
Signature of Owner

Name & Address of Business (if appropriate)

5247 Hwy 9
Lockport, MB
R1A 2A9

ETKONS PARTS

**REEVE AND COUNCIL
RURAL MUNICIPALITY OF ST. CLEMENTS
EAST SELKIRK, MANITOBA R0E 0M0**

**LETTERS OF SUPPORT
FOR THE
COMMERCIAL PROPERTY OWNERS
SPECIAL LEVY CONTRIBUTION
TO LOCKPORT STRATEGY
CAPITAL COST LOAN REPAYMENT**

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

JOHN KUSHNER

Name of Property Owner

[Signature]

Signature of Owner

Name & Address of Business (if appropriate)

A & W RESTAURANT

LOCKPORT

Date

June 8/99

212050

LET ENTERPRISES LTD

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboys, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

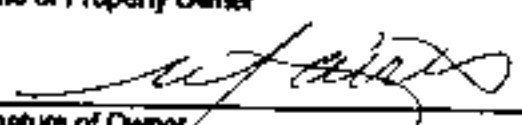
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Sincerely,

79833 Manitoba Ltd
Name of Property Owner

1 JUN 99
Date


Signature of Owner

79833 MAN. LTD.
212055

Name & Address of Business (if appropriate)

Proposed new building Lockport Grocery
Roll # 212100

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsby, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
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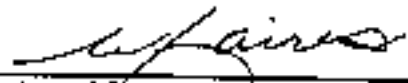
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Sincerely,

79833 MANITOBA LTD
Name of Property Owner

1 JUNE 99
Date


Signature of Owner

Name & Address of Business (if appropriate)

EXISTING: LOCKPORT GROCERY
Roll # 212055

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Glandeboye, Manitoba R0C 0P0

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Sincerely,

1342018 Mrs. J. J. J.
Name of Property Owner

08/1/24
Date

17.1/1
Signature of Owner

Name & Address of Business (if appropriate)

LOCKPORT FISHERY

2102.00

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Glandeboye, Manitoba R0C 0P0

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Sincerely,

Bill Somachuk

Name of Property Owner

June 21 2009

Date

Bill Somachuk

Signature of Owner

Name & Address of Business (if appropriate)

LOCKPORT TV APPLIANCES LTD.

212 300

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsboye, Manitoba R0C 0P0

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Sincerely,

Sonia Stord

Name of Property Owner

June 4/99
Date

Shirley H. McCubbin

Signature of Owner

Name & Address of Business (if appropriate)

Sonia Stord

Box 2 Hwy 370 RR#3
Weyburn

212400

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

Arbore Holdings

Name of Property Owner

June 1/99
Date

A. Lushon

Signature of Owner

Name & Address of Business (if appropriate)

Box 9 R9 370 RR43

1121 H. St. R9 0 0 07

LOCKPORT LTD

212,500

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

JANIS GARRELL

Name of Property Owner

July 26, 1999
Date

[Signature]
Signature of Owner

Name & Address of Business (if appropriate)

MELBOY LANE COMMERCIAL FRUITAGE
on Hwy 44.

3016, TRAILHIDE

#212600

#212700

Reeve and Council,
Rural Municipality of St. Clements
East Selfkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Crandeboye, Manitoba R0C 0P0

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Sincerely,

GAFFER'S RESTAURANT
Name of Property Owner

July 26/99
Date

[Signature]
Signature of Owner

Name & Address of Business (if appropriate)

GAFFER'S INC
LOCKPORT MB. R0E1W0

212605

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandeboye, Manitoba R0C 0P0

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Sincerely,

HALF-MOON:

Name of Property Owner

JUNE 1/99

Date

W. J. M. [Signature]

Signature of Owner

Name & Address of Business (if appropriate)

214120

TAX/SERVICE PROFILE - assessments / taxes

Lockport: St. Andrew's Property Taxation					
Roll No.	Name	Land Assessment	Building Assessment	Taxes (1996)	Municipal Tax (1996)
219000	Allou Enterprises Ltd.	\$24,300. \$36,700.	\$29,300. \$93,200.	\$4,453.91	\$251.57 \$880.66
219100	Triple "S"	\$19,900. \$17,200.	\$37,100. \$32,100.	\$2,578.92	\$174.13 \$469.14
225450	Allou Enterprises Ltd.	\$97,500	\$154,500	\$7,283.85	\$1,708.43
225400	Allou Enterprises Ltd.	\$25,400		\$735.15	\$172.20
225600	Gowryluk, Elaine	\$700		\$14.01	\$3.28
225800	Rozmus, Ted	\$11,700		\$234.12	\$54.91
226500	Allou Enter.	\$143,900	\$2,800	\$4,246.19	\$994.60
226000	Temardy Dev. Ltd.	\$90,400	\$388,700	\$13,866.91	\$3,248.11
226200	Allou Enterprises Ltd.	\$115,600	\$456,700	\$16,564.42	\$3,879.96
226600	Hawes, D.	\$25,800	\$16,900	\$412.47	\$96.74
227100	Sinclair, V.	\$26,200	\$28,000	\$590.67	\$138.53
227200	Lang, M.	\$31,300	\$33,700	\$1,465.46	\$440.67
227300	Truthwaite, C.	\$29,300	\$127,700	\$2,455.51	\$736.88
227500	Boyce, D. & K.	\$33,700	\$156,100	\$2,944.26	\$890.83
227700	Truthwaite, Clarence	\$2,400	\$1,400	\$58.94	\$17.84
227750	Allou Enter.	\$47,200		\$732.09	\$221.83
228100	J.S. Lounit	\$400		\$6.21	\$1.88
228400	J.S. Lounit	\$38,000	\$23,500	\$712.00	\$288.65
228700	Natchuk	\$500		\$7.93	\$2.79

229500	S. & D. McKay	\$65,000. \$19,000.	\$29,800. \$161,000.	\$6,687.82	\$1,568.63
Parcel 26189	Lock/Island/ Park - E HMQ F	\$21,700.00 \$700.00	\$51,900	\$7,783.04 \$20.48	\$498.97 \$4.75
TOTAL:		\$924,500	\$1,823,400	\$73,854.36	\$16,745.98
Combined Total (Assessments):		\$2,747,900			

The above tax rates were calculated from the portioned assessment values and the mill rate. The St. Andrew's 1996 mill rate was 34.468 for residential and 44.468 for commercial. The municipal portion was 10.43 excluding education. This was applied to a portioned value of 45% residential and 65% commercial.

ST. ANDREWS

ROLL NUMBER	NAME	DESIGNATION	1998 ASSESSMENT	1999 Portioned Assessment	1999 MUNICIPAL TAXES (MILL RATE 12.1)	Special Levy Contribution (3 Mills)
228500	John Randal Maisey	11	\$51,600	\$23,210	\$317.98	
227800	North American Lumber Ltd.	60	\$158,600	\$103,100	\$1,412.47	\$309.30
228400	J. Anderson	11	\$60,100	\$27,050	\$370.59	
228300	R. Loutit	11	\$56,100	\$25,250	\$345.93	
228200	D. Loutit	11	\$70,000	\$31,510	\$431.69	
228100	J.S. Loutit	11	\$200	\$90	\$1.23	
227700	Truthwaite, C.	11	\$46,000	\$20,700	\$283.59	
		30	\$30,700	\$9,210	\$126.18	
227600	T. Loutit	11	\$52,200	\$23,500	\$321.95	
227500	Boyce, D. & K.	11	\$192,300	\$85,540	\$1,185.60	
227300	Truthwaite, C.	11	\$165,500	\$74,480	\$1,020.38	
227200	Lang, M.	11	\$68,100	\$30,650	\$419.91	
227100	Sinclair, V.	11	\$57,400	\$25,830	\$353.87	
226600	Hawes, D.	11	\$44,200	\$19,900	\$272.63	
226400	Matson	11	\$118,300	\$53,240	\$729.39	
226300	Wallace, Lorna	11	\$56,600	\$25,480	\$349.08	
226500	Alkou Enterprises	60	\$167,900	\$109,140	\$1,495.22	\$327.42
226200	Alkou Enterprises	60	\$435,500	\$283,140	\$3,879.02	\$849.42
226000	Ternandy Development Ltd.	60	\$566,200	\$368,030	\$5,042.01	\$1,104.09
225800	3625922 MB Ltd.	11	\$11,700	\$5,270	\$72.20	
225450	Alkou Enterprises	60	\$233,600	\$151,850	\$2,080.35	\$455.55
225400	Alkou Enterprises	60	\$25,400	\$16,510	\$226.19	\$49.53
215600	Lockport Centre	60	\$260,400	\$169,260	\$2,318.85	\$507.76
225600	Gowryluk, E.	11	\$500	\$230	\$3.15	
219000	Alkou Enterprises	11	\$46,200	\$20,800	\$284.96	
		60	\$119,100	\$77,420	\$1,060.65	\$232.26
TOTAL			\$3,094,600.00	\$1,781,390.00	\$24,405.04	
TOTAL COMMERCIAL			\$1,733,200.00	\$1,278,450.00	\$17,514.77	\$3,835.35

Lockport: St. Clement's Property Taxation					
Roll No.	Name	Land Assessment	Building Assessment	Taxes (1996)	Municipal Tax (1996)
211800	Skiba, Keith	\$31,200	\$52,800	\$1,312.03	\$435.30
211850	Semenchuk, Helen	\$120,100	\$5,200	\$999.89	\$432.90
212000	Semchyslyn, E. & A.	\$35,100	\$47,900	\$2,412.93	\$621.35
212030	HMQ (park beside Kenosewan)	\$78,500	\$4,800	\$2,421.00	\$623.50
212040	HMQ (Kenosewan)	\$72,200	\$74,500	\$4,264.99	\$1,098.00
212050	Root Enterprises Ltd.	\$62,400	\$137,000	\$5,796.77	\$1,492.50
212055	79833 Manitoba Ltd.	\$51,500		\$1,496.90	\$385.50
212100	79833 Manitoba Ltd. (W Faires)	\$13,800. \$22,400.	\$10,900. \$16,200.	\$85.88 \$1,121.95	\$127.98 \$288.91
212200	Husky Gas Station	\$55,900	\$69,500	\$3,644.88	\$918.60
212300	Semenchuk, N.M. (Appliances)	\$51,500	\$51,000	\$2,979.27	\$767.20
212310	Fegol, A. & H.	\$52,600		\$419.78	\$181.71
212400	Huculak, L.N. & S.M. (Gift Shop)	\$10,500. \$24,600	\$27,100. \$11,600.	\$587.41 \$1,040.56	\$194.83 \$267.95
212500	Arborg Holdings (Lockport Hotel)	\$61,200	\$188,800	\$1,732.34	\$174.62
212600	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$59,600		\$931.11	\$446.10
212605	Gaffer's Inc.	\$66,500	\$530,800	\$17,361.15	\$4,470.60
212700	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$101,200	\$120,900	\$3,469.79	\$1,150.90
212710	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$18,700		\$292.14	\$96.90
212720	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$53,000	\$62,200	\$1,799.73	\$596.90
212730	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$37,700	\$60,400	\$1,532.58	\$508.30
213350	Steele, J. & A.	\$32,200	\$46,600	\$1,265.43	\$419.78

213800	Zawada, L. & L.	\$29,500	\$42,700	\$1,128.31	\$374.24
214100	Half Moon Restaurant	\$68,900	\$136,100	\$5,958.34	\$1,534.40
214600	Ash, J.	\$74,800	\$55,400	\$2,034.07	\$674.66
214700	Watson, C.	\$72,500	\$10,100	\$1,290.78	\$428.13
215000	McRorie, T. & J.	\$66,400	\$31,000	\$1,521.64	\$504.70
215100	Koterda, E.	\$64,100	\$79,400	\$2,242.03	\$743.64
215550	Saywell, K.	\$65,900	\$85,000	\$2,357.63	\$782.98
TOTAL:		\$1,554,500	\$1,957,900	\$73,501.31	\$20,762.10
Combined Total (Assessments):		\$3,512,400			

ST. CLEMENTS						
ROLL NUMBER	NAME	DESIGNATION	1999 ASSESSMENT	1999 Portioned Assessment	1999 Municipal Tax (MTR Rate 11.25)	Special Levy (3 Mills)
211800	Skiba, Keith	11	\$84,000	\$37,800	\$425.25	
211850	Semenchuk, Helen	30	\$125,300	\$37,590	\$422.89	
212000	Semchyslyn, E. & A.	60	\$81,200	\$52,790	\$593.89	\$158.37
212030	HMQ	60	\$83,300	\$54,150	\$609.19	\$162.45
212040	HMQ (Kenosawun)	60	\$134,000	\$87,100	\$979.88	\$261.30
212050	Root Enterprises Ltd.	60	\$199,400	\$129,610	\$1,458.11	\$388.83
212055	79833 Manitoba Ltd.	60	\$51,500	\$33,480	\$376.65	\$100.44
	79833 Manitoba Ltd.	10	\$24,700	\$11,120	\$125.10	
212100	79833 Manitoba Ltd.	60	\$38,600	\$25,090	\$282.26	\$75.27
212200	Husky Gas Station	60	\$106,800	\$70,730	\$795.71	\$212.19
212300	Semenchuk, N.M.	60	\$102,500	\$66,630	\$749.59	\$199.89
212310	Fegol, A. & H.	30	\$49,200	\$14,760	\$166.05	
212400	Huculak	10	\$37,600	\$16,430	\$184.84	
		60	\$35,800	\$23,270	\$261.79	\$69.81
212500	Arborg Holdings	10	\$33,700	\$15,730	\$176.96	
		60	\$250,000	\$162,500	\$1,828.13	\$467.50
212600	Boyce & Truthwaite	60	\$59,600	\$38,740	\$435.83	\$116.22
212635	Gaffer's Inc.	60	\$658,700	\$428,160	\$4,816.80	\$1,264.48
212700	Boyce & Truthwaite	10	\$390,700	\$175,820	\$1,977.98	
		60	\$63,300	\$41,150	\$462.94	\$123.45
213350	Steele, J. & A.	11	\$90,100	\$40,550	\$456.19	
214100	Half Moon Restaurant	60	\$251,400	\$163,410	\$1,838.36	\$490.23
214600	Ash, J.	11	\$136,300	\$61,340	\$690.08	
214700	Watson, C.	11	\$86,100	\$38,750	\$435.94	
215000	McRorie, T. & J.	11	\$87,800	\$39,510	\$444.49	
215100	Koterla, E.	11	\$157,900	\$71,050	\$799.43	
215550	Saywell, K.	11	\$182,300	\$82,040	\$922.65	
TOTAL			\$3,603,800.00	\$2,019,310.00	\$22,717.24	
TOTAL COMMERCIAL			\$2,118,100.00	\$1,376,810.00	\$15,489.11	\$4,130.43

**REEVE AND COUNCIL
RURAL MUNICIPALITY OF ST. CLEMENTS
EAST SELKIRK, MANITOBA R0E 0M0**

**LETTERS OF SUPPORT
FOR THE
COMMERCIAL PROPERTY OWNERS
SPECIAL LEVY CONTRIBUTION
TO LOCKPORT STRATEGY
CAPITAL COST LOAN REPAYMENT**

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

This letter confirms my support and willingness to contribute financially towards the capital works repayment required to implement the Lockport Destination Strategy. As a commercial property owner, I feel the proposed works will benefit the community by increasing the community's vitality and general attractiveness of the area. It is anticipated that these benefits will improve feasibility of business opportunities and strengthen economic sustainability of the Lockport community.

My willingness to contribute to the funding arrangements is based on the proposal by the Lockport Marketing Corporation in which commercial property owners would contribute towards a no-interest loan repayment for capital projects defined in the Strategy. I support the introduction of a special municipal levy to raise revenues through property taxes for this specific purpose. Considering the benefits of the proposed work program, I am willing to contribute the value of an additional 3 mill increase in the Municipal portion of my property tax. In doing so, I understand that the Special Levy will last for 10 years and will be used to repay the P.W.G.S.C. loan.

Sincerely,

JOHN KUSHNER

Name of Property Owner

Signature of Owner

Name & Address of Business (if appropriate)

A & W RESTAURANT

LOCKPORT

Date

June 8/99

212050

WLT ENTERPRISES LTD

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboys, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

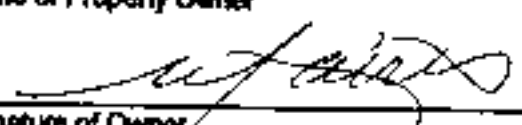
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Sincerely,

79833 Manitoba Ltd
Name of Property Owner

1 JUN 99
Date


Signature of Owner

79833 MAN. LTD.
212055

Name & Address of Business (if appropriate)

Proposed new building Lockport Grocery
Roll # 212100

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsby, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

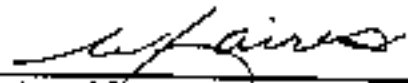
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Sincerely,

79833 MANITOBA LTD
Name of Property Owner

1 JUNE 99
Date


Signature of Owner

Name & Address of Business (if appropriate)

EXISTING: LOCKPORT GROCERY
Roll # 212055

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Glandeboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
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Sincerely,

1342018 Mrs. J. J. J.
Name of Property Owner

08/1/24
Date

17.1/1
Signature of Owner

Name & Address of Business (if appropriate)

LOCKPORT FISHERY

2102.00

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Glandeboye, Manitoba R0C 0P0

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Sincerely,

Bill Somachuk

Name of Property Owner

June 21 2009

Date

Bill Somachuk

Signature of Owner

Name & Address of Business (if appropriate)

LOCKPORT TV APPLIANCES LTD.

212 300

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandsboye, Manitoba R0C 0P0

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Sincerely,

Sonia Stord

Name of Property Owner

June 4/99
Date

Shirley H. McCubbin

Signature of Owner

Name & Address of Business (if appropriate)

Sonia Stord

Box 2 Hwy 370 RR#3
Weyburn

212400

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

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Sincerely,

Arbore Holdings

Name of Property Owner

June 1/99
Date

A. Lushon

Signature of Owner

Name & Address of Business (if appropriate)

Box 9 R9 370 RR43

1111 H. St. R9 0 0 07

LOCKPORT LTD

\$ 212,500

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Candeboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

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Sincerely,

JANIS GARRELL

Name of Property Owner

July 26, 1999

Date

[Signature]

Signature of Owner

Name & Address of Business (if appropriate)

MELBOY LANE COMMERCIAL FRUITAGE
on Hwy 44.

301 E. TRAILHIDE

212 600

212 700

Reeve and Council,
Rural Municipality of St. Clements
East Selfkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Crandeboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

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Sincerely,

GAFFER'S RESTAURANT
Name of Property Owner

July 26/99
Date

[Signature]
Signature of Owner

Name & Address of Business (if appropriate)

GAFFER'S INC
LOCKPORT mb. R0E1W0

212605

Reeve and Council,
Rural Municipality of St. Clements
East Selkirk, Manitoba R0E 0M0

Reeve and Council,
Rural Municipality of St. Andrews
Clandeboye, Manitoba R0C 0P0

**RE: LETTER OF SUPPORT FOR THE COMMERCIAL PROPERTY OWNERS SPECIAL LEVY
CONTRIBUTION TO LOCKPORT STRATEGY CAPITAL COST LOAN REPAYMENT**

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Sincerely,

HALF-MOON:
Name of Property Owner

JUNE 1/99
Date

W. J. M. [Signature]
Signature of Owner

Name & Address of Business (if appropriate)

214120

TAX/SERVICE PROFILE - assessments / taxes

Lockport: St. Andrew's Property Taxation					
Roll No.	Name	Land Assessment	Building Assessment	Taxes (1996)	Municipal Tax (1996)
219000	Allou Enterprises Ltd.	\$24,300. \$36,700.	\$29,300. \$93,200.	\$4,453.91	\$251.57 \$880.66
219100	Triple "S"	\$19,900. \$17,200.	\$37,100. \$32,100.	\$2,578.92	\$174.13 \$469.14
225450	Allou Enterprises Ltd.	\$97,500	\$154,500	\$7,283.85	\$1,708.43
225400	Allou Enterprises Ltd.	\$25,400		\$735.15	\$172.20
225600	Gowryluk, Elaine	\$700		\$14.01	\$3.28
225800	Rozmus, Ted	\$11,700		\$234.12	\$54.91
226500	Allou Enter.	\$143,900	\$2,800	\$4,246.19	\$994.60
226000	Temardy Dev. Ltd.	\$90,400	\$388,700	\$13,866.91	\$3,248.11
226200	Allou Enterprises Ltd.	\$115,600	\$456,700	\$16,564.42	\$3,879.96
226600	Hawes, D.	\$25,800	\$16,900	\$412.47	\$96.74
227100	Sinclair, V.	\$26,200	\$28,000	\$590.67	\$138.53
227200	Lang, M.	\$31,300	\$33,700	\$1,465.46	\$440.67
227300	Truthwaite, C.	\$29,300	\$127,700	\$2,455.51	\$736.88
227500	Boyce, D. & K.	\$33,700	\$156,100	\$2,944.26	\$890.83
227700	Truthwaite, Clarence	\$2,400	\$1,400	\$58.94	\$17.84
227750	Allou Enter.	\$47,200		\$732.09	\$221.83
228100	J.S. Loutit	\$400		\$6.21	\$1.88
228400	J.S. Loutit	\$38,000	\$23,500	\$712.00	\$288.65
228700	Natchuk	\$500		\$7.93	\$2.79

229500	S. & D. McKay	\$65,000. \$19,000.	\$29,800. \$161,000.	\$6,687.82	\$1,568.63
Parcel 26189	Lock/Island/ Park - E HMQ F	\$21,700.00 \$700.00	\$51,900	\$7,783.04 \$20.48	\$498.97 \$4.75
TOTAL:		\$924,500	\$1,823,400	\$73,854.36	\$16,745.98
Combined Total (Assessments):		\$2,747,900			

The above tax rates were calculated from the portioned assessment values and the mill rate. The St. Andrew's 1996 mill rate was 34.468 for residential and 44.468 for commercial. The municipal portion was 10.43 excluding education. This was applied to a portioned value of 45% residential and 65% commercial.

ST. ANDREWS

ROLL NUMBER	NAME	DESIGNATION	1998 ASSESSMENT	1999 Portioned Assessment	1999 MUNICIPAL TAXES (MILL RATE 12.1)	Special Levy Contribution (3 Mills)
228500	John Randal Maisey	11	\$51,600	\$23,210	\$317.98	
227800	North American Lumber Ltd.	60	\$158,600	\$103,100	\$1,412.47	\$309.30
228400	J. Anderson	11	\$60,100	\$27,050	\$370.59	
228300	R. Loutit	11	\$56,100	\$25,250	\$345.93	
228200	D. Loutit	11	\$70,000	\$31,510	\$431.69	
228100	J.S. Loutit	11	\$200	\$90	\$1.23	
227700	Truthwaite, C.	11	\$46,000	\$20,700	\$283.59	
		30	\$30,700	\$9,210	\$126.18	
227600	T. Loutit	11	\$52,200	\$23,500	\$321.95	
227500	Boyce, D. & K.	11	\$192,300	\$85,540	\$1,185.60	
227300	Truthwaite, C.	11	\$165,500	\$74,480	\$1,020.38	
227200	Lang, M.	11	\$68,100	\$30,650	\$419.91	
227100	Sinclair, V.	11	\$57,400	\$25,830	\$353.87	
226600	Hawes, D.	11	\$44,200	\$19,900	\$272.63	
226400	Matson	11	\$118,300	\$53,240	\$729.39	
226300	Wallace, Lorna	11	\$56,600	\$25,480	\$349.08	
226500	Alkou Enterprises	60	\$167,900	\$109,140	\$1,495.22	\$327.42
226200	Alkou Enterprises	60	\$435,500	\$283,140	\$3,879.02	\$849.42
226000	Ternandy Development Ltd.	60	\$566,200	\$368,030	\$5,042.01	\$1,104.09
225800	3625922 MB Ltd.	11	\$11,700	\$5,270	\$72.20	
225450	Alkou Enterprises	60	\$233,600	\$151,850	\$2,080.35	\$455.55
225400	Alkou Enterprises	60	\$25,400	\$16,510	\$226.19	\$49.53
215600	Lockport Centre	60	\$260,400	\$169,260	\$2,318.85	\$507.76
225600	Gowryluk, E.	11	\$500	\$230	\$3.15	
219000	Alkou Enterprises	11	\$46,200	\$20,800	\$284.96	
		60	\$119,100	\$77,420	\$1,060.65	\$232.26
TOTAL			\$3,094,600.00	\$1,781,390.00	\$24,405.04	
TOTAL COMMERCIAL			\$1,733,200.00	\$1,278,450.00	\$17,514.77	\$3,835.35

Lockport: St. Clement's Property Taxation					
Roll No.	Name	Land Assessment	Building Assessment	Taxes (1996)	Municipal Tax (1996)
211800	Skiba, Keith	\$31,200	\$52,800	\$1,312.03	\$435.30
211850	Semenchuk, Helen	\$120,100	\$5,200	\$999.89	\$432.90
212000	Semchyslyn, E. & A.	\$35,100	\$47,900	\$2,412.93	\$621.35
212030	HMQ (park beside Kenosewan)	\$78,500	\$4,800	\$2,421.00	\$623.50
212040	HMQ (Kenosewan)	\$72,200	\$74,500	\$4,264.99	\$1,098.00
212050	Root Enterprises Ltd.	\$62,400	\$137,000	\$5,796.77	\$1,492.50
212055	79833 Manitoba Ltd.	\$51,500		\$1,496.90	\$385.50
212100	79833 Manitoba Ltd. (W Faires)	\$13,800. \$22,400.	\$10,900. \$16,200.	\$85.88 \$1,121.95	\$127.98 \$288.91
212200	Husky Gas Station	\$55,900	\$69,500	\$3,644.88	\$918.60
212300	Semenchuk, N.M. (Appliances)	\$51,500	\$51,000	\$2,979.27	\$767.20
212310	Fegol, A. & H.	\$52,600		\$419.78	\$181.71
212400	Huculak, L.N. & S.M. (Gift Shop)	\$10,500. \$24,600	\$27,100. \$11,600.	\$587.41 \$1,040.56	\$194.83 \$267.95
212500	Arborg Holdings (Lockport Hotel)	\$61,200	\$188,800	\$1,732.34	\$174.62
212600	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$59,600		\$931.11	\$446.10
212605	Gaffer's Inc.	\$66,500	\$530,800	\$17,361.15	\$4,470.60
212700	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$101,200	\$120,900	\$3,469.79	\$1,150.90
212710	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$18,700		\$292.14	\$96.90
212720	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$53,000	\$62,200	\$1,799.73	\$596.90
212730	Boyce, D&B, Truthwaite R&C, Truthwaite C.	\$37,700	\$60,400	\$1,532.58	\$508.30
213350	Steele, J. & A.	\$32,200	\$46,600	\$1,265.43	\$419.78

213800	Zawada, L. & L.	\$29,500	\$42,700	\$1,128.31	\$374.24
214100	Half Moon Restaurant	\$68,900	\$136,100	\$5,958.34	\$1,534.40
214600	Ash, J.	\$74,800	\$55,400	\$2,034.07	\$674.66
214700	Watson, C.	\$72,500	\$10,100	\$1,290.78	\$428.13
215000	McRorie, T. & J.	\$66,400	\$31,000	\$1,521.64	\$504.70
215100	Koterda, E.	\$64,100	\$79,400	\$2,242.03	\$743.64
215550	Saywell, K.	\$65,900	\$85,000	\$2,357.63	\$782.98
TOTAL:		\$1,554,500	\$1,957,900	\$73,501.31	\$20,762.10
Combined Total (Assessments):		\$3,512,400			

ST. CLEMENTS						
ROLL NUMBER	NAME	DESIGNATION	1999 ASSESSMENT	1999 Portioned Assessment	1999 Municipal Tax (MTR Rate 11.25)	Special Levy (3 Mills)
211800	Skiba, Keith	11	\$84,000	\$37,800	\$425.25	
211850	Semenchuk, Helen	30	\$125,300	\$37,590	\$422.89	
212000	Semchyslyn, E. & A.	60	\$81,200	\$52,790	\$593.89	\$158.37
212030	HMQ	60	\$83,300	\$54,150	\$609.19	\$162.45
212040	HMQ (Kenosawun)	60	\$134,000	\$87,100	\$979.88	\$261.30
212050	Root Enterprises Ltd.	60	\$199,400	\$129,610	\$1,458.11	\$388.83
212055	79833 Manitoba Ltd.	60	\$51,500	\$33,480	\$376.65	\$100.44
	79833 Manitoba Ltd.	10	\$24,700	\$11,120	\$125.10	
212100	79833 Manitoba Ltd.	60	\$38,600	\$25,090	\$282.26	\$75.27
212200	Husky Gas Station	60	\$106,800	\$70,730	\$795.71	\$212.19
212300	Semenchuk, N.M	60	\$102,500	\$66,630	\$749.59	\$199.89
212310	Fegol, A. & H.	30	\$49,200	\$14,760	\$166.05	
212400	Huculak	10	\$37,600	\$16,430	\$184.84	
		60	\$35,800	\$23,270	\$261.79	\$69.81
212500	Arborg Holdings	10	\$33,700	\$15,730	\$176.96	
		60	\$250,000	\$162,500	\$1,828.13	\$467.50
212600	Boyce & Truthwaite	60	\$59,600	\$38,740	\$435.83	\$116.22
212635	Gaffer's Inc.	60	\$658,700	\$428,160	\$4,816.80	\$1,264.48
212700	Boyce & Truthwaite	10	\$390,700	\$175,820	\$1,977.98	
		60	\$63,300	\$41,150	\$462.94	\$123.45
213350	Steele, J. & A.	11	\$90,100	\$40,550	\$456.19	
214100	Half Moon Restaurant	60	\$251,400	\$163,410	\$1,838.36	\$490.23
214600	Ash, J.	11	\$136,300	\$61,340	\$690.08	
214700	Watson, C.	11	\$86,100	\$38,750	\$435.94	
215000	McRorie, T. & J.	11	\$87,800	\$39,510	\$444.49	
215100	Koterla, E.	11	\$157,900	\$71,050	\$799.43	
215550	Saywell, K.	11	\$182,300	\$82,040	\$922.65	
TOTAL			\$3,603,800.00	\$2,019,310.00	\$22,717.24	
TOTAL COMMERCIAL			\$2,118,100.00	\$1,376,810.00	\$15,489.11	\$4,130.43

APPENDIX C

ECONOMIC IMPACT OF TOURISM IN MANITOBA



1994 ECONOMIC IMPACT OF TOURISM IN MANITOBA

July 1996

- ▷ Tourism Research
- ▷ Human Resource Research
- ▷ Organizational Effectiveness Research
- ▷ Financial Sector Research
- ▷ Tax Research
- ▷ Public Affairs Analysis
- ▷ Business and Education Research
- ▷ Business and the Environment Research
- ▷ Public Policy Research
- ▷ International Programs
- ▷ Economic Forecasting and Analysis

WHAT'S INSIDE

The report demonstrates the importance of Manitoba's tourism industry to the province's economy. Tourists spent \$915 million in Manitoba in 1994. These expenditures helped to generate 16,700 tourism jobs in the province and another 12,500 jobs elsewhere in the economy.

Governments are a large beneficiary of the tourism industry. The industry contributed \$346 million in taxes in 1994 to all levels of government. The tourism industry's contribution to the provincial GDP was estimated at \$837 million. This contribution was larger than industries such as forestry and mining and nearly as large as the agricultural industry.

The impact estimates are considered to be conservative as they do not include the impacts from capital expenditures and spending by governments on tourism promotion.

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FOREWORD

This report and the development of the Manitoba Tourism Economic Assessment Model (TEAM) and software was sponsored by Industry Canada — Tourism, Manitoba in partnership with Travel Manitoba under the auspices of the Canada—Manitoba Tourism Agreement.

The Manitoba Tourism Economic Assessment Model was developed by the Canadian Tourism Research Institute, The Conference Board of Canada. The TEAM model is the most widely used and accepted procedure for estimating tourism economic impacts in Canada. Other jurisdictions operating the TEAM model are the provinces of Ontario and New Brunswick, all the major cities in Canada and the state of Illinois.

We would like to thank Charles Hatzipanayis for initiating this project. Mr. Hatzipanayis was the Manager, Tourism, Industry Canada — Manitoba and Federal Co—Secretary, Canada—Manitoba Tourism Agreement at the time this project was initiated.

We would also like to thank Ms. Statia Elliot, Research & Policy Analyst, Travel Manitoba and Mr. Grant Meder, Manager, Research and Information, Tourism Winnipeg for their assistance in completing this project.

Mr. Greg Hermus, Senior Research Associate, the Canadian Tourism Research Institute was responsible for the development of the TEAM model. Mr. David Redekop, Principal Research Associate, the Canadian Tourism Research Institute directed the project and wrote the final report.

INTRODUCTION

The economic impact of tourist expenditures in Manitoba was estimated using the Canadian Tourism Research Institute's Tourism Economic Assessment Model (TEAM). The tourist expenditure data used in the model was provided by Tourism Manitoba and derived from special runs of two Statistics Canada travel surveys. The Canadian Travel Survey (CTS) is a monthly survey of Canadians regarding their domestic travel behaviour. The International Travel Survey (ITS) is an ongoing survey of visitors to Canada and returning Canadians that is conducted at all border crossings.

Being sample surveys, the CTS and ITS provide estimates of expenditures. The smaller the region, the higher will be the margin of error in the estimates. For expenditure data related to Canadians travelling in Manitoba, the coefficient of variation (CV) will be less than 16.6%. The CV for expenditures within each region will be less than 25.0%. For the international visitor expenditures, the CV will be less than 2.5 per cent at the provincial level and higher for regions with low tourism economic activity.

It is important to note that the tourism economic impact estimates only contain the expenditures of visitors. Any capital expenditures such as the building of a new hotel or the renovation of a tourist facility, are not captured in the impact estimates. Also not captured in the impact estimates are any direct expenditures made by government or other organizations in the development and promotion of tourism in the province. Therefore the economic impacts as indicated in the report will understate the total impact of tourism on the Manitoba economy.

TEAM was developed for the province of Manitoba in order to provide a fast and accurate method to calculate the economic impact of tourism activity be it for the year, an event or a proposed new tourism construction project. A full description of TEAM can be found in the User Guide for the model. In general terms, TEAM is a model developed at the regional level using the 1990 Statistics Canada Manitoba input-output tables. As a result of using an input-output approach, TEAM is able to trace the impacts of expenditures through-out the Manitoba economy at all levels. TEAM models have been developed for the provinces of Ontario, New Brunswick and the major cities in Canada including Winnipeg.

The report illustrates the economic impact of tourist expenditures by tourist origin, region of impact and by expenditure type. A set of more detailed tables on the impacts is contained in a separate appendix.

A. Tourist Expenditures

1.0 EXPENDITURES BY VISITOR ORIGIN

Tourists spent nearly \$1 billion in Manitoba in 1994. Manitobans are the single most important market for the province's tourism industry having contributed 53 per cent of the expenditures. Canadians from other provinces spent nearly \$300 million travelling in Manitoba representing 33 per cent of total expenditures.

Table A1: 1994 Direct Expenditures by Tourists in Manitoba

Type	Expenditures '000	Per Cent of Total
By Manitoban's	\$483,596	53
Other Canadians	\$299,432	33
U.S. Residents	\$ 98,716	11
Other International	\$ 34,869	3
Total	\$914,613	100

Sources: Statistics Canada; Travel Manitoba.

Visitors from the United States and other countries together spent more than \$130 million or about 14 per cent of total visitor expenditures.

2.0 EXPENDITURES BY TYPE

Transportation of various sorts captured the most expenditures of tourists. The accommodation industry benefited by expenditures of over \$116 million. The restaurant industry received over \$167 million in expenditures from tourists in 1994.

Table A 2: Types of Tourist Expenditures in Manitoba—1994

Expenditure Type	Expenditures '000	Per Cent of Total
Vehicle Rental	\$ 11,073	1.2
Vehicle Operation	\$175,754	19.2
Local Transportation	\$ 10,896	1.1
Transportation Fares	\$183,456	20.0
Restaurants/Bars	\$167,399	18.3
Grocery Stores	\$ 50,996	5.6
Accommodation	\$116,076	12.7
Entertainment	\$ 44,514	4.9
Clothing	\$ 79,741	8.7
Other	\$ 74,706	8.1
Total	\$914,613	100

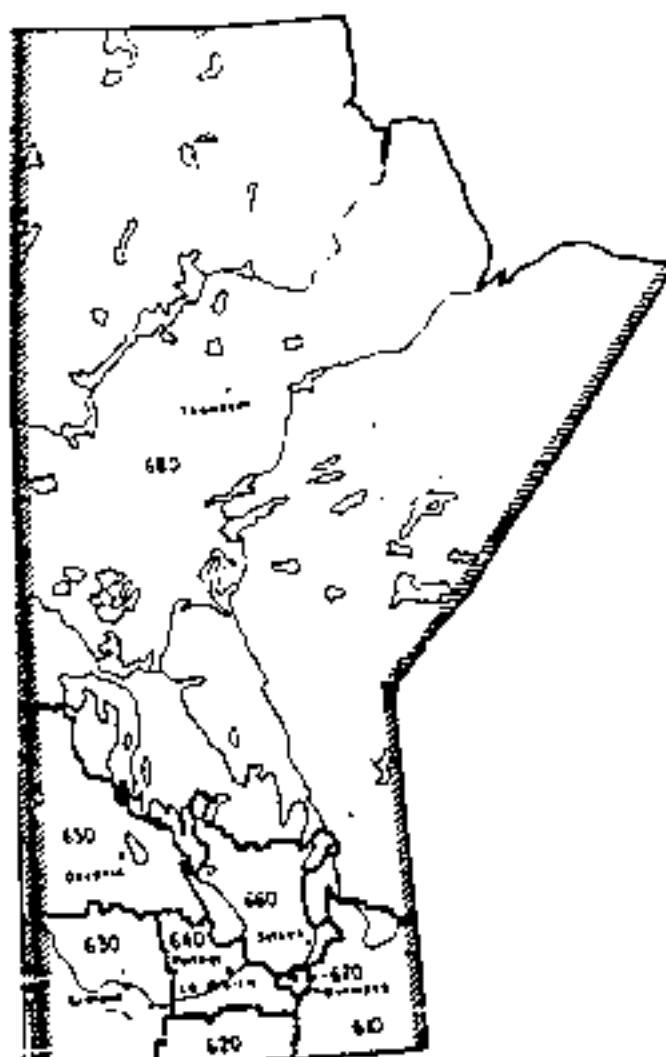
Sources: Statistics Canada; Travel Manitoba

3.0 EXPENDITURES BY ECONOMIC REGION

Manitoba is divided up into eight economic regions as shown on the map which follows. Winnipeg is by far the dominant region of the province capturing nearly 57 per cent of all visitor expenditures in the province or \$518 million in 1994. This is not surprising as the major airport in the province and center of population is in Winnipeg. Many tourists travelling to other parts of Manitoba use Winnipeg as a gateway to the province.

Map of Economic Regions

6

itoba

1. The southeastern area of Manitoba. Ontario is its eastern boundary and the international boundary at the south, extending west to the city of Winnipeg. Census Divisions 01, 02 and 12

The region southwest of Winnipeg on the international border. Census Divisions 03 and 04

The southwestern region of the province. The international border in the south and the Saskatchewan border in the west. Census Divisions 05, 06, 07 and 15

640: The Portage-La-Prairie region, west from Winnipeg city and north to Lake Winnipeg. Census Divisions 08, 09 and 10

650: The area lying north of the Riding Mountain National Park along the Saskatchewan border. Census Divisions 16, 17 and 20

660: The area directly north of Winnipeg between Lake Manitoba and Lake Winnipeg. Census Divisions 13, 14 and 18

670: The city of Winnipeg. Census Division 11

680: The extreme northern portion of the province. Census Divisions 19, 21, 22 and 23

**Table A3: Distribution of Tourist Expenditures
by Economic Region—1994**

Region	Expenditures '000	Per Cent of Total
South East	\$ 49,043	5.3
South Central	\$ 28,429	3.1
South West	\$125,691	13.7
North Central	\$ 42,990	4.7
Parklands	\$ 32,770	3.5
Interlake	\$ 41,694	4.6
Winnipeg	\$518,589	56.7
Northern	\$ 55,408	6.2
Total	\$914,613	100

Sources: Statistics Canada; TEAM.

The South West region received the next largest expenditures from tourists at nearly \$126 million or 14 per cent of all expenditures. This region is close to both the Ontario and U.S. borders.

B. Economic Impact of Expenditures

The economic impact of the \$914 million in tourist expenditures on the provincial economy can be measured using TEAM. *Impacts in the tables below are expressed in terms of their initial, direct, indirect and induced impacts.* The detailed tables in the separate Appendix show the impact by type.

Impact estimates are provided for gross domestic product, wages and salaries, employment, industry output, taxes, imports and the impact tourism has on other industry sectors. A glossary of terms is included in the appendix.

In the tables which follow, the total impacts are shown. Total refers to the initial, direct, indirect and induced impacts.

**Table B1: Summary of 1994 Economic Impact
of Tourism Expenditures in Manitoba**

Impact Measure	Impact (\$'000)	Multiplier
Gross Domestic Product	\$ 836,686	.91
Wages & Salaries	\$ 535,950	.59
Employment - jobs	29,226	31.59 per \$1 m
Industry Output	\$1,702,160	
Taxes	\$ 346,485	.85
Imports	\$ 412,376	.45

Sources: TEAM, CTRI.

1.0 IMPACT ON GDP

GDP is defined as the total value added of the production of goods and services in the economy. In 1994 the Manitoba economy generated \$23.7 billion in GDP. The \$914 million in tourism expenditures estimated for 1994 contributed \$837 million or 3.5 per cent of the total GDP generated in the province. This percentage is similar to the contribution tourism expenditures make to the national GDP. It should be cautioned here that the \$837 million GDP generated by the tourism expenditures can not be interpreted as being a pure GDP Tourism figure. While other sectors of Manitoba's economy have an independent estimate of their value in terms of GDP, the tourism industry does not. Only in British Columbia have the resources been committed to develop a GDP Tourism figure.

The GDP generated by the tourism expenditures was considerably greater than GDP produced by the forestry, mining and fishing and trapping industries. However the contribution was less than that of the agriculture industry, manufacturing, construction, utilities and other sectors of Manitoba's economy.

The multiplier shows that for every dollar spent by tourists in Manitoba, 91 cents in GDP is generated.

2.0 IMPACT ON SALARIES AND WAGES

Every dollar spent by a tourist in Manitoba generates 59 cents in salaries and wages in the province. The total contribution from tourism expenditures resulted in \$535 million in salaries and wages for the province. In 1994, total wages and salaries paid in Manitoba totaled \$11.6 billion. Tourism expenditures contributed 4.6 per cent of these salaries and wages.

3.0 IMPACT ON EMPLOYMENT

For every \$1 million spent by tourists in Manitoba, 32 full year equivalent jobs are generated. The \$914 million in tourism expenditures generated over 29 thousand jobs in Manitoba in 1994. For 1994, 511,000 people were employed in Manitoba. Therefore the tourism industry contributed about 5.7 per cent of the employment in the province.

When examining only the tourism jobs supported through the initial impact phase of tourist expenditures, the tourism industry supported 16.7 thousand jobs in 1994. In terms of total employment in Manitoba for 1994, these tourism jobs represented 3.3 per cent of employment in the province.

4.0 IMPACT ON TAXES

Governments benefit from the expenditures that tourists make as there are taxes in most of the products and services consumed. Tourists pay both provincial and federal sales taxes. Tourists from other countries can obtain a rebate of the federal Goods and Services Tax for commercial accommodation and goods purchased that are brought back with the tourist. Tourists must apply for the rebate and have receipts in order to obtain the rebate. The rebate only applies to tourists who are not Canadian or less than 14 per cent of tourist expenditures made in Manitoba.

Governments benefit from tourist expenditures by more than the collection of sales taxes. Tourism businesses and the people who work for them also pay taxes. Hotels and restaurants pay property taxes, business taxes, income taxes and a variety of other taxes. Employees working in the industry and the suppliers to the industry also pay various forms of taxes.

In 1994, it was estimated that the \$914.6 million in tourist expenditures contributed in taxes to all levels of government some \$346.5 million. The federal government received the largest share of the tax revenue, \$174 million. Provincial and municipal governments received \$141.6 million and \$30.7 million respectively. In the Appendix, the impact of taxes is shown in greater detail.

5.0 INDUSTRY OUTPUT

Industry output represents the sum of the value of all transactions made as a result of tourism expenditures. For example when a tourist spends \$10 on a T-shirt, the retailer collects the \$10. The retailer pays the T-shirt distributor \$7 and the distributor pays the manufacturer \$4. The manufacturer pays out another \$2 for the materials to make the shirt. Industry output in this example would be the sum of all the transactions or \$23.

Industry output is a useful measure of the total level of economic activity in a region or province. Total industry output was measured at \$1.7 billion in 1994.

6.0 IMPACTS ON OTHER INDUSTRY SECTORS

As with most other industries, the tourism industry impacts other sectors of the economy. Spending by hotels for example can impact the construction, manufacturing, agricultural and other industries.

To capture the GDP impact of tourism spending on other sectors of Manitoba's economy, the TEAM uses accepted input-output methodology. Input-output tables enable one to trace the flow of goods and services through an economy to determine their significance for any particular industry.

In Table B2, GDP is expressed in terms of 1986 constant dollars. The GDP contribution the tourism expenditures made to each industry sector was deflated by a provincial GDP deflator of 1.2254 in order to determine the percentage contribution.

**Table B2: 1994 Impacts on Other Industry Sectors
in Manitoba (\$, 1986 Constant)**

Sectors	Provincial GDP '000,000	Tourism's Contribution '000	% From Tourism Expenditures
Agriculture	871	14,455	1.6
Forestry	22	454	2.1
Fishing & Trapping	12	656	5.5
Mining	252	911	0.03
Manufacturing	2,239	79,805	3.6
Construction	947	20,158	2.1
Transportation	2,154	110,675	5.1
Utilities	784	37,285	4.8
Wholesale & Retail	2,111	123,093	5.8
Finance, Insurance & Real Estate	2,682	44,543	1.7
Business Services	4,170	219,423	5.3

Table B2 is expressed in 1986 constant dollars as current dollar values
for GDP by industry sector are not available.

Sources: TEAM, CTRI.

The table shows that the \$914 million in tourism expenditures made in Manitoba in 1994 contributed 1.6 per cent of the GDP generated by the agriculture industry. In 1986 dollars this amounted to \$14.5 million of the \$871 million generated by the agriculture industry that year. In 1994 dollar terms, the tourism contribution was \$17.7 million. The detailed tables in the Appendix presents the GDP impacts in current 1994 dollars and by more industry sectors.

7.0 IMPACT ON SELECTED SERVICES

The business services sector can be broken out to further reveal the impact of the \$914 million in tourism expenditures. The accommodation sector received over \$67 million in GDP, wages of more than \$50 million and the equivalent of 4,297 full year jobs. Restaurants benefited from nearly \$110 million in GDP, \$81 million in wages and 8,537 jobs. The recreation industry which would include attractions,

benefited from tourism expenditures in terms of GDP of nearly \$36 million and employment of over 1,000 people.

**Table B3: 1994 Impacts on
Selected Business Services in Manitoba**

Business Services	1994 GDP '000	1994 Wages '000	1994 Employment (full year jobs)
Accommodation	\$ 67,424	\$50,215	4,297
Restaurants	\$109,841	\$81,162	6,537
Recreation	\$ 35,779	\$18,672	1,728
Other Business Services	\$ 55,838	\$41,247	1,463

Sources: TEAM; CTRI.

Other business services includes a variety of businesses from professionals such as lawyers and accountants to trades people. This sector of Manitoba's economy had \$55.8 million in GDP as a result of the tourism expenditures.

8.0 IMPACT BY VISITOR ORIGIN

One half of the impact of tourism expenditures in Manitoba come from residents of the province. As shown previously, Manitoba residents contributed 53 per cent of total tourism expenditures in 1994.

**Table B4: 1994 Impact
by Visitor Origin**

Visitor Origin	GDP '000	%	Wages & Salaries '000	%	Employment (full year jobs)	%	Total Taxes '000	%
Manitoba	\$410,075	49	\$261,519	49	14,627	50	\$176,396	51
Other Canada	\$294,389	35	\$189,375	35	10,074	35	\$117,387	34
United States	\$97,707	12	\$62,854	12	3,344	11	\$38,940	11
Other Int'l.	\$34,514	4	\$22,202		1,181	4	\$13,762	4
Total	\$836,686	100	\$535,950	100	29,226	100	\$346,485	100

Sources: TEAM; CTR.

Other Canadians, mainly from neighboring provinces, contributed 35 per cent of the impact generated in Manitoba by the tourist expenditures. The United States and other international visitors contributed about 16 per cent of the impacts.

C. Regional Economic Impact

1.0 IMPACT OF TOURIST EXPENDITURES BY REGION

Every region in Manitoba benefits from the tourism industry. The following table shows the estimated expenditures tourists made in each region in Manitoba and the economic impacts which were generated by those expenditures in the region. The impact estimates refer to the total initial, direct, indirect and induced impacts. More detailed tables for each region are provided in the Appendix.

The table shows that the South East Region received \$49 million in tourist expenditures in 1994. These expenditures resulted in a GDP of \$24.4 million, contributed to wages and salaries in the region of \$16.2 million, the employment of 1,045 jobs and taxes of \$12 million.

Winnipeg, which captured nearly 57 per cent of all tourist expenditures made in the province, contributed 67 per cent of the GDP generated by these expenditures. The reason Winnipeg's expenditures generate a larger portion of the GDP than other regions is because tourist dollars are less likely to leak out of the region than in other regions. In other words, many of the products and services required by

the tourism industry in Winnipeg can be obtained in the city. In other regions, products and services required by the tourism region often must come from Winnipeg or another region.

When reading the table it is important to note that the impacts shown result from the expenditures made by tourists while visiting the specific region. In a later analysis of the impacts for each region of all tourist spending in the province will be shown.

**Table C1: 1994 Impacts of Expenditures
by Economic Region**

Region	Expenditures '000	%	GDP '000	%	Wages & Salaries '000	%	Employment (jobs)	%	Total Taxes '000	%
Central	\$49,043	5.3	\$24,413	3.6	\$16,201	3.6	1,045	4.0	\$12,012	3.9
Central	\$28,429	3.1	\$14,058	2.1	\$9,438	2.1	633	2.5	\$7,671	2.5
East	\$125,691	13.7	\$76,312	11.1	\$50,851	11.3	3,263	12.8	\$36,289	11.8
Central	\$42,990	4.7	\$22,335	3.3	\$14,753	3.3	931	3.6	\$11,543	3.8
Winds	\$52,770	5.7	\$29,460	4.3	\$19,752	4.4	1,321	5.1	\$14,834	4.8
Wake	\$41,694	4.6	\$23,720	3.4	\$15,702	3.5	1,070	4.1	\$11,931	3.9
Wipeg	\$518,589	56.7	\$458,963	67.1	\$299,299	66.6	15,980	62.2	\$195,002	63.7
thern	\$55,408	6.2	\$34,339	5.0	\$23,273	5.1	1,422	5.5	\$16,745	5.5
Total	\$914,613	100	\$663,600	100	\$449,300	100	25,685	100	\$306,347	100

Note: Impacts refer to the total of Initial, Direct, Indirect and Induced impact phases.

es:TEAM; CTRL.

2.0 IMPACT BY REGION OF ALL TOURIST EXPENDITURES IN PROVINCE

Every region of the province receives economic benefits from tourism spending made in other regions. This is the case as goods and services consumed in one region may come from another region. For example accounting services for a tourist operator in the Northern Region may be provided by a business located in Winnipeg or another region. In this case both the Northern Region and Winnipeg gain from the tourist expenditures made in the Northern Region. Another example would be the provision of food or equipment. Even if a tourist operator bought provisions from within the region it operates in, the retailer likely will have purchased the goods from a distributor located in another region. Some of the economic benefits therefore would flow to the region where the distributor is located.

To derive the total impact of all tourism expenditures in Manitoba to each region, the TEAM was programmed to estimate "spin-off" impacts. Whereas in Table C1 only the impacts of tourism expenditures made within each region was shown, Table C2 shows the impact on each region of all tourism expenditures made in the province. For the purposes of this analysis, the South East and South Central and the Parklands and Interlake Regions were combined.

*Table C2: 1994 Impacts of All Tourist Expenditures
in Province by Region*

Region	GDP '000	%	Wages & Salaries '000	%	Employment (jobs)	%	Total Taxes '000	%
S. East & S. Central	\$ 63,258	7.6	\$ 39,809	7.4	2,271	7.7	\$ 26,171	7.6
W. West	\$ 92,223	11.0	\$ 59,719	11.1	3,649	12.5	\$ 41,015	11.8
N. Central	\$ 29,684	3.5	\$ 18,859	3.5	1,107	3.8	\$ 13,834	3.9
Parklands & Interlake	\$ 75,960	9.0	\$ 48,192	8.9	2,910	9.9	\$ 32,929	9.5
Winnipeg	\$532,101	63.5	\$341,187	63.6	17,669	60.5	\$213,240	61.5
Northern	\$ 43,460	5.1	\$ 26,185	5.2	1,620	5.5	\$ 19,296	5.6
Total	\$836,686	100	\$535,950	100	29,226	100	\$346,485	100

Note: Impacts refer to the total of Initial, Direct, Indirect and Induced impact phases.
Sources: TEAM, CTR.

The Winnipeg region benefits most from tourism spending in Manitoba. Although 57 per cent of all tourist expenditures are made in Winnipeg, the region benefits by capturing two-thirds of the total GDP generated by visitor spending in Manitoba even if they did not visit Winnipeg. In other words, Winnipeg gains an additional \$73.1 million in GDP benefits as a result of tourism spending made in other regions of the province. (The \$73.1 million is derived by subtracting in Table C1 the \$458,963 in GDP from \$532,101 GDP in Table C2).

Whereas Table C1 can be used to illustrate the economic impact of expenditures made by tourists in each region, Table C1 shows the total economic impact of tourism on each region in Manitoba.

Again, the tables in the Appendix provides further detail on the "spin-off" impacts.

GLOSSARY OF TERMS USED

Tourist Expenditures - Refers to all expenditures made by visitors to Manitoba in 1994 regardless of trip purpose. Expenditures on trips by Canadians that were made in Manitoba which were 80 kilometers one way in length or longer were counted. Trips under 80 kilometers were not included. Expenditures for all trip purposes including business, pleasure, visiting friends or relatives and personal travel were included. All expenditures made on trips by foreigners while in Manitoba were included regardless of trip distance. Same day and 1+ night trips were included. Expenditures made in Manitoba while travelling outside of the province were not included. The source for expenditure data was the 1994 Canadian Travel Survey and International Travel Survey of Statistics Canada. This source is used by all provinces for expenditure data.

Initial Impact - Relates to the impact on "front-line" tourism businesses only such as hotels, tour operators and restaurants. In the terminology of input-output accounting, some of these "front-line" businesses are seen as only providing a mark-up function as opposed to actually contributing to the production process of the final good or service. For instance, the initial impact on retail spending only involves the retail "margin" or mark-up retained by the retail business. The left over portion, in the input-output accounting framework, is captured in the direct impact phase and would include any other margins involved (such as transportation and wholesale) and the final production phase of the purchased item. If the item purchase by a tourist was a T-shirt, then the initial impact would be the retail margin, while the direct impact would include the transportation and wholesale margin on the T-shirt with the remainder being allocated to the manufacturing of clothing. A "front-line" tourism business which, alternatively, would be seen as contributing to the production process of the final good or service would be a restaurant. While these businesses also must pay for inputs, a process is involved to take the raw inputs (vegetables, meat, etc.) and turn them into the finished product (meals, etc.). In this sense the initial impact would be the full amount of spending with the direct impact being 0 (since there is no portion left to allocate).

Direct Impact - Refers to the impact on those businesses actually producing the finished products and services that tourists buy and are not captured in the initial impact. For those "front-line" tourism businesses which actually contribute to the production process of the final product the direct impact will be 0, (e.g. a restaurant) since the full impact will be captured in the initial impact phase. For those "front-line" tourism businesses providing only a mark-up function, (a store selling T-shirts) the direct impact will be what is left over after taking off the applicable mark-up, or margins.

NOTE: In a general sense the initial impact will indicate the impact on "front line" tourism businesses only while the combination of initial and direct impacts will indicate the impact from the final stage of production forward. This then allows the calculation of indirect impacts to represent the "hidden", or less obvious, economic activity generated by the necessary supply of goods and services in the production process of the various commodities and services which tourists spend on.

Indirect Impact - Refers to the impacts resulting from all subsequent rounds of production in the supply of goods and services required by either "front-line" tourism businesses or final producers of goods and services (either initial or direct impact businesses). An example of this would be the supply and production of linen for a hotel.

Induced Impact - These impacts are generated as a result of spending by employees (typical consumer spending) or businesses (in the form of investment) who benefited either directly (the initial and direct impact phase) or indirectly from tourist spending. An example would be the spending impacts generated by hotel employees on typical consumer items (such as groceries, shoes, cameras, etc.). An example of business spending impacts would be impacts generated in the investment of machinery and equipment due to retained earnings generated by business resulting from tourist spending.

Gross Domestic Product (GDP) - This figure represents the net value of the production of goods and services in the economy resulting from the factors of production.

Employment - This figure represents the amount of labour which is used in the production process due to the initial expenditure. It is measured in terms of equivalent full-year jobs which takes into consideration the varying levels of full-time and part-time work among the 12 industries identified.

Employment per \$1,000,000 - This figure relates to the amount of equivalent full-year jobs which are generated for every \$1,000,000 of tourism expenditures. The use of a benchmark, such as "per \$1,000,000", allows for a comparative analysis to

be conducted to assess the respective propensities of different tourism expenditures to generate employment.

Industry Output - This measures the total value of all goods and services produced in the economy as a result of the initial expenditure. Since this figure includes final as well as intermediate output it does not correspond to Gross Domestic Output (GDP). It is commonly referred to as the value of shipments.

Imports - This figure represents the gross value of all competitive and non-competitive imports required by both final demand and intermediate production.

Wages & Salaries - Amount received by employees in the form of wages or salaries as a result of the impacts of tourist expenditures.

APPENDIX D

ST. ANDREWS LOCK AND DAM ECONOMIC & OPERATING PROFILE

MEMORANDUM

TO: R. Anderson
Regional Director OHS
Edmonton

File No.

FROM: C.B. Coip
Project Manager Marine
Manitoba District

Date
4 December 1986

Subject: St. Andrews Lock and Dam - Locking Operations

This is in reply to your request for information on annual costs for the operation of the lock only at St. Andrews Lock and Dam. The date of your request was December 3, 1986.

A. History of the present lock situation :

Prior to the late 1980's, the lock was operated on a 24 hour basis from during the navigation season that for our purposes could be said to run from the third week in May to the third week in October. This required the use of four canalmen in the rotational basis. The assistant superintendent would work a swing shift position mid week. There was in fact a fifth canalman who had been transferred over on paper from the Selkirk Shipyard out was in fact still engaged in work at the Selkirk Shipyard. But that is another matter.)

The operation was reduced to the hours of 8:00 a.m. to 12:00 midnight and the four canalmen were retained. With the rotation of staff this meant that at any given week day you had one canalman on days off, one on day shift, one on night shift and one available for work on the dam, dry dock or other related activities. There is no longer an assistant supt. at this facility.

B. Functions of Canalmen:

The operating season of the lock is commenced when the dam is installed and water levels are under control. This can occur anywhere from late April to early July. The official close of navigation is mid October. For the purposes of this exercise I will choose a typical period of lock operation of 5.75 months per year as the period when the canalmen are for all tense and purposes chargeable to the lock.

The canalmen have varied duties through out the year. The installation, regulating and removal of the dam are activities they are involved in. The construction and repair of curtains and the clearing of debris from the river in summer and snow clearing in winter are their responsibilities. The operation of the Marine Railway in Selkirk requires their attendance.

-2-

Seasonal labourers are hired annually to assist in the operations of the facility during the open water season and fill in for the canalmen when they are unavailable for what ever reasons.

When on duty at the lock, the canalmen do the following tasks:

1. Operate the hydraulic locking valves to control the water level in the lock.
2. Operate the mechanism for opening and closing the lock gates.
3. Operate the signal lights for the marine traffic.
4. Ensure that users of the lock abide by the established rules and procedures for safe boating in the lock area.
5. Participate in ensuring the safety and security of the lock and dam area.
6. Clean lock area and ensure lock equipment both operating and safety equipment are maintained during their shift.
7. Police and clean the lower quay area used by fishermen.
8. Is available to assist at the dam as and when required.
9. Observes and reports any problems to the Supt.
10. Maintains ship registry and records water level records

In order for the lock to be operational the dam must be in place and regulating within its flow limitations. Without the dam, the lock would be useless except for those rare flood conditions where the water levels are equal upstream and downstream of the facility.

C. Operating Costs:

Neglecting the overall operating cost for the entire dam, the costs of operating and maintaining the lock only can be separated out as follows:

Object 01 : Salary costs.

a) Estimated costs based on four canalmen for 5.75 months per year based on a charge out rate per annum of approximately \$37,350.00.....\$71,587.

b) Supervisory costs pro-rated for the navigation season based on percentage of above\$10,000.

Total Salary Costs \$81,587.

Object 02-12 :

a) Miscellaneous annual outfitting, ropes etc.
..... \$2,000.

b) Valve operator service and repair, gate controller maintenance.....\$10,000.

c) Utility costs.....\$3,500.

-3-

d. Pro-rated annual cost of three year sump pit clean out
 \$5,000.

e. Pro-rated annual cost of dredging channel every
 five years (assuming PWGSC dredge available)....\$15,000.

f. Pro-rated annual cost of valve servicing every
 ten years cofferdaming required.....\$13,000.

Total Non-Salary Costs 548,500
 =====

Total Operating Costs \$ 130,387.

Not included in the above number are the capital repair works to the lower quay, lock entrance walls, lock gates, lock walls, canal walls, canal bunks, canal entrance works canal lighting and signage etc. These expenditures can be estimated at \$5,000,000. in 1996 dollars taken over a 30 year return basis. This works out to a pro-rated cost of approximately \$166,000. per year.

D. Summary

The annual on site non-capital operating costs for S&LD are in the order of \$750,000. A more correct figure would be in the order of \$1.25 million dollars per year to keep the facility up to snuff.

The lock operation is totally dependant on the operation of the dam. The canalmen are an integral part of running the entire operation not just the lock. To split the canalmen from the operation of the dam would require additional staff to be retained and trained.

The replacement employees would not be fully utilized in good years as the dam requires minimal attention on those good years. On an average or bad year the dam requires all the employees to support its operation for various times during the season. Other operations must suffer to ensure that the dam does not do the unthinkable, ie. get stuck and flood Winnipeg.

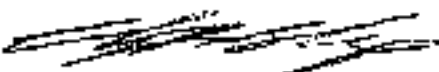
The question has been asked as to what the qualifications are for canalmen. Certainly a requirement is a mechanical aptitude, common sense, sobriety, ability to deal with a sometimes unreasonable client (the general fairly affluent boat owner), willingness to work hard in short bursts of energy when required to at the dam.

To retain these people I believe that some sort of compromise has to be made between employer and employee. The consequences of not having people familiar with the entire operation can be catastrophic.

- 1 -

If the thought of this present exercise is to turn only the lock operation over to other operators costs should be factored in to cover the costs to the Crown for alternate terms of delivery. Severance packages would have to be factored in as would be insurance costs for indemnifying the Crown by a private operator.

If further clarification is required, please advise.



C. B. Colp
Project Manager Marine

Public Works
CanadaTravaux publics
Canada

File Number

628 Main St. Box 386
Selkirk, Manitoba
R1A 2B2

3 July 1997

Mr. James Robertson
Lombard North Group
505-93 Lombard Ave.
Winnipeg, Manitoba
R3B 3B1

RECEIVED JUL - 7 1997

Dear Sir:

Re: ST. Andrews Lock and Dam And Selkirk Marine Railway Statistics.

This is in reply to your letter of June 5, 1997 to Randy Anderson regarding statistics for SALD and Selkirk Marine Railway.

1. St Andrews Lock and Dam

I have enclosed summary sheets for lock usage for the years 1994, 1995 and 1996.

No records are kept for the dock usage. It is likely that they are the same as for locking as vessels are not permitted to tie up unless they are locking through.

In 1990, Manitoba Transportation carried out traffic studies and identified the travel across the traffic bridge portion of SALD as follows :

January	4,140 vehicles per day
April	5,180 vehicles per day
July	6,920 vehicles per day
October	5,280 vehicles per day
December	4,440 vehicles per day

The average flow was in the order of 5,400 vehicles per day.

The average flow in 1993 was given as 5,620 vehicles per day.

The average flow in 1995 was given as 5,310 vehicles per day.

This yields an average flow in the order of 5,443 vehicles per day for this structure.

2. Selkirk Marine Railway

Summary sheets are enclosed for the Selkirk Marine Railway for the years 1994, 1995 and 1996.

-2-

In your letter you stated Selkirk Wharf but I later clarified with you that you wanted the Marine Railway data. Selkirk Public Wharf information can be obtained from Transport Canada if you want this data.

Randy Anderson has requested that the grants in lieu of taxes information be sent to you from the Edmonton office.

In our conversation of June 23, 1997 , you requested financial information on these two sites. I am attempting to extract the information you requested and hope to forward it to you shortly.

Yours truly



C. B. Colp
Project Manager Marine

cc. R. Anderson

B. Ferguson

**St. Andrews Lock and Dam
1994 Navigation Season
Traffic Statistics**

	<u>Vessels</u>		<u>Vessels</u>		<u>All</u>	
	<u>Under 12.2 M (40 ft.)</u>	<u>Over 12.2 M (40 ft.)</u>	<u>Under 12.2 M (40 ft.)</u>	<u>Over 12.2 M (40 ft.)</u>	<u>Vessels</u>	
Month	Locking Passengers	Passengers	Locking Passengers	Passengers	Locking Passengers	
April	-	-	3	6	3	6
May	100	311	2	194	102	505
June	279	1008	18	2,665	297	3,673
July	168	522	6	194	174	716
August	268	958	8	380	296	1,338
Sept.	229	751	2	17	231	768
Oct.	39	124	5	26	44	150
	----	-----	--	-----	---	-----
TOTALS	1,103	3,674	44	3,482	1,447	7,156

1. Lock in operation May 1 to Oct. 15, 1994 for regulation draft vessels with the exception of periods when the dam was out due to high water.

2. For vessels over 12.2 metres(40 ft.)

- Gross tonnes of vessels	11,527.
- Net tonnes of vessels	10,072.
- Freight in tonnes	Nil
- Passengers	3,482

3. April 28, 1994, Paddlewheel Princess first ship through at 11:00 a.m. followed by River Rouge and Paddlewheel Queen.

4. Last ship through was the River Rouge at 12:30 p.m. on October 15, 1995.

**St. Andrews Lock and Dam
1995 Navigation Season
Traffic Statistics**

	Vessels Under 12.2 M (40 ft.)		Vessels Over 12.2 M (40 ft.)		All Vessels	
Month	Locking Passengers	Passengers	Locking Passengers	Passengers	Locking Passengers	
April	-	-	-	-	-	-
May	-	-	-	-	-	-
June	52	171	16	1222	68	1393
July	392	1287	2	138	394	1425
August	359	1091	10	481	369	1572
Sept.	213	669	3	151	216	820
Oct.	46	139	3	6	49	145
	----	-----	--	-----	----	-----
TOTALS	1,062	3,357	34	1,998	1,096	5,355

1. Lock in operation June 15 to Oct. 15, 1995 for regulation draft vessels with the exception of periods when the dam was out due to high water.

2. For vessels over 12.2 metres(40 ft.)

- Gross tonnes of vessels	10,503.5
- Net tonnes of vessels	9,927.0
- Freight in tonnes	Nil
- Passengers	3,357

3. June 15, 1995, Paddlewheel Princess first ship through at 1:30 p.m. followed by the Paddlewheel Queen and River Rouge.

4. Last ship through was the Paddlewheel Princess on October 16, 1995.

**St. Andrews Lock and Dam
1996 Navigation Season
Traffic Statistics**

Month	Vessels Under 12.2 M (40 ft.)		Vessels Over 12.2 M (40 ft.)		All Vessels	
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August	426	1342	4	409	430	1751
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Oct.	43	116	6	11	49	127
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TOTALS	971	3,157	35	1,936	1,006	5,093

1. Lock in operation June 26 to Oct. 14, 1996 for regulation draft vessels with the exception of periods when the dam was out due to high water.

2. For vessels over 12.2 metres(40 ft.)

- Gross tonnes of vessels	11,862
- Net tonnes of vessels	10,832
- Freight in tonnes	Nil
- Passengers	1,936

3. May 16, 1996, Paddlewheel Princess first ship through at 12:05 p.m. followed by the Paddlewheel Queen and River Rouge.

Public Works
CanadaTravaux publics
Canada

File Number

628 Main St. Box 386
Selkirk, Manitoba
R1A 2B2

3 July 1997

Mr. James Robertson
Lombard North Group
505-93 Lombard Ave.
Winnipeg, Manitoba
R3B 3B1

Dear Sir:

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Canada

-2-

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Dgreg: flayle - Julie Peschke

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C. B. Colp
Project Manager Marine

cc. R. Anderson

B. Ferguson

**St. Andrews Lock and Dam
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1995 Navigation Season
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File Number

628 Main St. Box 386
Selkirk, Manitoba
R1A 2B2

7 July 1997

Mr. James Robertson
Lombard North Group
505-93 Lombard Ave.
Winnipeg, Manitoba
R3B 3B1

RECEIVED
JUL 15 1997

Dear Sir:

Re: St. Andrews Lock and Dam And Selkirk Marine Railway Financial Statistics.

This is in reply to your request of June 23, 1997 for financial information on the operational costs for St. Andrews Lock and Dam and Selkirk Marine Railway.

The costs are for operational item and minor repair works. They do not include capital costs or major repair items.

1. St Andrews Lock and Dam

1994

Personnel Costs	\$352,069
Non-personnel Costs	\$201,907
Total	\$553,976

1995

Personnel Costs	\$335,305
Non-personnel Costs	\$282,237
Total	\$617,542

1996

Personnel Costs	\$332,941
Non-personnel Costs	\$226,421
Total	\$559,362

There are no revenue generated at this facility.

-2-

2. Selkirk Marine Railway

I have broken the railway operating costs into personnel costs, non-personnel costs which include such items as electric power, minor repair items etc. A third item shown is the dredging costs to maintain the facility as operational. (This is based on the actual costs of PWGSC floating plant carrying out the work. This plant may not be available in future years). The fourth item is the total operating cost not including capital repair costs. The fifth shown is revenue produced by the facility and reflects the costs charged to users. The final item is the loss on the operation of the facility.

1994

Personnel Costs	\$6,356
Non-personnel Costs	\$7,689
Dredging Costs	\$39,383
Total	\$53,428
Revenue	\$7,020
Loss	\$46,400.

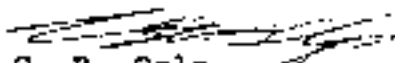
1995

Personnel Costs	\$6,755
Non-personnel Costs	\$12,809
Dredging	\$42,964
Total	\$62,528
Revenue	\$15,182
Loss	\$47,346

1996

Personnel Costs	\$11,696
Non-personnel Costs	\$10,341
Dredging	\$38,000
Total	\$60,037
Revenue	\$16,019
Loss	\$44,018

Yours Truly


C. B. Colp
Project Manager Marinecc. R. Anderson
B. Ferguson

Planning Act - Special Planning Areas

Becoming an recognized 'special planning area' under the Manitoba Planning Act is discussed in Chapter P80 Part II Section 10. The Act allows the minister to make recommendations to the Executive Council for recognition of special areas with attributes as described under the Section 10 (1). Currently, Lockport has already received provincial heritage status in the Keesowen Heritage Park and federal recognition of St. Andrews Lock and Dam as a heritage value. The following is Section 10 of the Manitoba Planning Act which provides the conditions and potential benefits of having Lockport designated as a special heritage area.

Recommendation for special planning areas by the minister.

10(1) The minister may recommend to the Executive Council the establishment of an area as a special planning area to provide for

- (a) the orderly development of parks, grounds or sites for recreational, governmental or educational institutions or other similar undertakings of a public or quasi-public nature in respect of which public moneys may be expended;
- (b) the protection of dams, reservoirs, roads, buildings or other undertakings or works in respect of which public moneys may be expended;
- (c) the protection and conservation of the environment and of natural resources such as lakes, rivers, shorelands, forests, agricultural lands and recreational lands, and lands adjacent to or surrounding airports;
- (d) the preservation of visual corridors and recreation areas;
- (e) the preservation of the landscape and natural beauty of the area;
- (f) the preservation of historic and archaeological structures and sites, and areas adjacent thereto;
- (g) the creation and preservation of wilderness areas and wild animal and wild bird sanctuaries;
- (h) the orderly development of a new townsite or a townsite in which a new industry has been established or is expected to be established, if it is considered that the industry will have a significant influence beyond the place where it is or is expected to be established or if it is expected that the industry will be the cause of a marked increase in the demand for urban services in the community;
- (i) the rehabilitation and restoration of mining areas; or
- (j) any other thing that may be considered necessary for the purpose of preventing damage to or the destruction of lands, sites or buildings, or of preventing interference with the use of lands, sites or buildings.

Designation of special planning areas.

10(2) The Lieutenant Governor in Council may, subject to subsection (3), designate an area of land to be a special planning area, where the area has a special provincial or regional significance.

Consultation by minister.

10(3) Before an area is designated as a special planning area, the minister shall consult with the council of the municipality or the councils of the municipalities in which the area or any part thereof is situated, and after consultation report thereon to the Lieutenant Governor in Council.

Order in council establishing special planning area.

10(4) An order in council establishing a special planning area shall

- (a) state the reasons for establishing the special planning area;
- (b) define the boundaries of the area;
- (c) suspend, with respect to the area, for such period of time as the Order states, the operation of any district or municipal development plans, zoning by-laws or building by-laws;
- (d) state, that during the period mentioned in clause (c), no development shall be undertaken within the special planning area without the written permission of the minister following consultation with the municipalities or district;
- (e) set out the general principles for guiding the control and administration of development in the area pending the preparation and adoption of a development plan, and use control regulations, and such other regulations necessary to achieve the purposes for which the area is established;
- (f) establish an advisory committee of such number of municipal councillors as set out in the Order, for the designated area to advise and make recommendations to the minister in respect to the preparation and implementation of the development plan, zoning by-law or any other by-law or regulation required for the special planning area.

Publication and notice of order in council.

10(5) Subsections 13(2), 13) and 14) apply, with such modifications as the circumstances require, to an order in council establishing a special planning area.

Contents of special planning area development plan.

10(6) A development plan for a special planning area shall contain

- (a) statements of policy with respect to some or all of the matters set out in clause 23(4) as has adapted to the dimensions of the area;
- (b) such proposals as are, in the opinion of the minister, advisable for the implementation of policies contained in the plan.

Consultation with municipalities and Municipal Board hearing.

10(7) Prior to making a recommendation with respect to the approval of a development plan for a special planning area under clause 3(d), the minister shall direct The Municipal Board to

- (a) consult with the councils of affected municipalities; and
- (b) hold a public hearing to consider submissions from any person and to submit a report thereon with recommendations to the minister.

Form of notice.

10(8) The notice of the public hearing referred to in subsection 17(1) shall be given

- (a) by publishing a copy thereof, at least once a week for two successive weeks in a daily newspaper in the province, the first of such notices to be published at least 21 days before the date fixed for the public hearing referred to in clause 17(1b);
- (b) by sending a copy thereof to every member of the Legislative Assembly and to each municipality and planning district within and adjacent to the area affected; and
- (c) by depositing a copy thereof in the Provincial Library.

and shall state

- (d) that on the day and at the time and place stated in the notice, a meeting will be held to hear representations from any person with respect to the proposed development plan; and
- (e) that a copy of the proposed development plan may be inspected by any person at a place and time specified therein.

Power to acquire land.

10(9) For the purposes of implementing any feature of a development plan or carrying out the intent of the Order in Council, the government may acquire by purchase, lease or otherwise, or subject to The Expropriation Act, take and expropriate and hold any land or interest therein within the area covered by the plan and sell, lease or otherwise dispose of any such land or interest therein.

Power of designated minister.

10(10) The Lieutenant Governor in Council may designate any member of the Executive Council to implement any feature of the development plan referred to in subsection 11) or 16).

Agreements with municipalities.

10(11) For the purposes of carrying out the intent of the plan, the government may enter into an agreement providing for a sharing of the costs of the implementation of any feature of the plan with

- (a) a municipality; or
- (b) a district board; or
- (c) the government of another province; or
- (d) the Government of Canada; or
- (e) any one or more of them jointly.

LETTER OF UNDERSTANDING

to

Triple "S" Community Futures Development Corporation

This letter is being written in conjunction with Lockport Heritage Development Strategy. In addition to being participants and supporters of the Strategy, our businesses have also been requested to sell a portion of our property to the Department of Highways to improve traffic flows and safety by upgrading PTH#44 from two lanes to four lanes.

We have examined the options and endorse the widening of PTH #44 with the following adjustments outlined in the attached plan. The main objectives of the proposed adjustments are to create a more efficient vehicular as well as safer pedestrian environment. To achieve these objectives the modified design endeavours to address the pedestrian barrier created by a four lane roadway and improve pedestrian circulation by:

1. adjusting the design of the service road; and
2. by introducing sidewalks on both the north and south side of PTH #44 connecting the area businesses with one another and to the bridge and Kenosewun Heritage Park.

The modified plan reduces the land acquisition requirements necessary to complete the proposed PTH #44 up-grading works as follows:

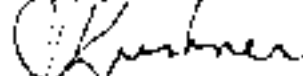
1. A &W is prepared to consider ^{SELLING} providing a 10 metre by 35 metre parcel of land to construct a service road entrance connecting PTH #44 to the bridge underpass service road;
2. Each of A&W, Lockport Grocery and the Husky Station are prepared to consider ^{SELLING} providing a 3 metre widening to construct a landscaped pedestrian walkway along the north right-of-way. Similarly, Gaffers and the Lockport Hotel are also prepared to consider providing the 2.5 metre widening required to construct a landscaped pedestrian walkway on the south right-of-way.
3. Two properties, the Husky Gas Station and Lockport Hotel, located at the intersection of PTH #44 and Henderson Highway are prepared to consider providing lands at the intersection, as generally illustrated on the plan for the construction of a "welcoming Lockport entrance" and pedestrian crossing.

We the merchants/property owners are willing to co-operate together with the Municipality and Department of Highways to ensure a safe vehicle and pedestrian environment is created at Lockport, consistent with the Lockport Strategy's objectives to improve the year-round appeal of Lockport as a destination.

Lockport Grocery

Arborg Holdings (Lockport Hotel)

Husky Gas Station

Gaffers

A&W Restaurant

APPENDIX E

LETTERS OF UNDERSTANDING

LETTER OF UNDERSTANDING

to

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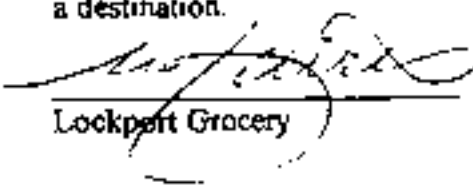
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Lockport Grocery_____
Arborg Holdings (Lockport Hotel)_____
Husky Gas Station_____
Gaffers_____
A&W Restaurant

Letter of Understanding

to

Triple "S" Community Futures Development Corporation

from

Mr. Al Thompson of Allou Enterprises

This letter of understanding is to demonstrate my support and willingness to participate in the Lockport Destination Strategy. My involvement in the Strategy is represented as both a business owner and a property owner. The subject matter of this letter deals with the use of my property as part of the Strategy's design for the development of access routes between River Road and Provincial Trunk Highway #44. The proposed design creates access routes on both the North and South side of PTH #44. Both of the proposed access roads would require the use of Allou Enterprises land. The following will describe my support for the Strategy and the conditions for the inclusion of my lands into the proposed design:

- The proposed design for the north side of PTH #44 raises a concern over the amount of land needed to construct the access road. The concept would be acceptable if the access road can be redesigned in manner by which it would be contained within the Highway's right of way or in such a way that it would require marginal use of the Allou properties. If a redesign can address my concerns I would be willing to discuss the matter with the appropriate parties.
- The southern access road represents a positive impact on the area and would not have any negative impacts on the future operation of my business. As a result, I fully support the design for the southern access road and would be willing to participate in a partnership with the necessary parties. The completion of work would be achieved by the creation of a partnership agreement with both the Rural Municipality of St. Andrews and the Department of Highways. To encourage the implementation of the design I would be willing to include my land in exchange for the completion of certain works.

Respectfully,

Al Thompson



LETTER OF UNDERSTANDING

to

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Lockport Grocery

Arborg Holdings (Lockport Hotel)

Husky Gas Station
Gaffers

A&W Restaurant

DRAFT

Report to:
Council of the R.M. of St. Andrews
From: Selkirk and District Planning Area Board

St. Andrews Well Water Survey

June – July 2006

Prepared by:
Matt Glavin
July, 2006

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1.0 INTRODUCTION

This study was conducted by the Selkirk and District Planning Area Board at the request of the R.M. of St. Andrews. The study targeted 8 rural residential streets in the municipality with older housing on smaller lots. This report includes a spreadsheet and maps containing the results of the well water testing in the study area. A similar study was conducted for East Selkirk in 2004 and the same format has been utilized for this project.

A summer research student went door-to door collecting samples that were then tested by EnviroTest Laboratories for total coliform and E.coli. This well water testing survey yielded 373 samples that were collected out of a possible total of 470.

2.0 ENVIRONMENTAL CONTEXT

2.1 Environmental Issues and Concerns

Groundwater is readily available throughout the Selkirk and District Planning Area. Its quality ranges from good to excellent. Even so, it is important to note that groundwater pollution hazard areas are not uncommon in the district. To protect against contamination, wells should be constructed in a manner that would prevent contaminants from infiltrating into potable water zones.

2.2 Aquifer Location and Flow

Even though aquifers exist in sand and gravel deposits as well as the bedrock layers of carbonate (limestone and dolostone) rock and sandstone, it is the aquifer within the carbonate rock that is primarily used for water supply in the Selkirk District. The direction of groundwater flow is generally from northwest to southeast. While they are likely water bearing, the sandstone layers in the shale and sandstone formation underlie the carbonate formation are at a depth of more than 275 m (900 ft.).

2.3 Water Quality

Groundwater is of good to excellent quality in the majority of the Selkirk District. The water is acceptable for domestic use without any treatment, but some users prefer to treat the water to reduce hardness and iron concentrations. In addition, a majority of the residents when asked stated that they do not drink the water. Rather they use it for all other purposes and buy bottled water for drinking purposes.

2.4 Pollution of Water Supply

There are two basic kinds of groundwater pollution: aquifer pollution and well pollution. Aquifer pollution occurs when pollutants affect water quality in a significant part of an aquifer, if not the whole aquifer. Conversely, well pollution is when only the water in the well and the immediate vicinity is affected.

2.4.1 Pollution of Water Supply

Aquifer pollution can be caused by pollutants that enter the aquifer from the ground surface through the overlying soil or through artificial openings in a low permeability protective layer above an aquifer, such as quarries, pits, abandoned wells and test holes. Aquifer pollution may also be caused by improperly constructed production wells. In this case, the quantity of pollutants that enter the wells needs to be larger than the quantity of polluted water that is pumped out.

Aquifer pollution can be prevented by prohibiting the storage and disposal of toxic substances in groundwater pollution hazard areas, sealing off existing openings prohibiting new openings that allow pollutants to enter aquifers, and prohibiting types and forms of development in groundwater pollution hazard zones that would allow aquifer pollution.

2.4.2 Well Pollution

Well pollution is most often caused by poor well construction that allows pollutants such as debris, small animals, sewage effluent, barnyard runoff, etc. to enter the well. If the quantities of pollutants entering the well are small and the well is frequently used, pollution is not likely to spread throughout an aquifer because its use draws unpolluted water towards the well, confining the pollution to the well and a narrow zone around it. Well pollution is much more common than aquifer pollution, and can be prevented by proper well design and preventing pollutants such as septic tank effluent and barnyard runoff from entering a well.

In areas where a shallow water bearing zone exists at the top of the carbonate rock and a second water bearing zone exists deeper down, improperly designed wells can cause widespread pollution of an aquifer by allowing the flow of polluted water from a polluted water bearing zone into an unpolluted water bearing zone. Because the upper zone is subject to pollution, most wells are drilled to the deeper water bearing zone, but are usually only cased to the top of the bedrock. Consequently, the pollution prone upper zone is not sealed off, allowing water from the polluted zone to flow into the well and down to the deeper water bearing zone. If a number of such wells exist in a small area, such as a town or settlement, they can cause widespread pollution of the water bearing zone used for water supply. This kind of aquifer pollution can be prevented by proper well design, which prevents the polluted water in the upper zone from entering the well.

3.0 DESCRIPTION OF STUDY AREA

The streets that were sampled: Craig Ave., Stevens Ave., St. Andrews rd., Fial Cres., Capt. Kennedy Rd., a portion of River Rd. (by the slope repair – household #'s 546-669), McLennan Rd. and Donald Rd are some of the older streets in the municipality. Dwellings on these streets were built circa the 1960's and for the

most part are on smaller lot sizes. There is reason for concern on these streets due to the number of septic field failures in the past, their age along with well proximity to septic fields.

More generally, soil conditions throughout the district are such that there are numerous areas where groundwater could become contaminated if due care is not taken. According to the Soil and Terrain Information Bulletins, soil landscapes that are poorly drained and/or are comprised of 50% or more of wetlands due to seasonal or annual flooding, surface ponding, permanent water bodies (such as sloughs), and/or have high water tables are classified as *wetness*. The sampled streets in the municipality are susceptible to overland flooding. Soils with this classification require care to be taken in order to protect subsurface aquifers from pollutants.

4.0 COLLECTION PROCEDURES

The collection team consisted of one student hired by the Selkirk and District Planning Area Board who worked in collaboration with the Board Manager and the Chief Administrative Officer of the R.M. of St. Andrews. The student, who went door-to-door, was to follow the supplied procedures for taking well water samples as outlined by the testing laboratory, EnviroTest Laboratories. The student was equipped with a butane lighter to disinfect the taps, a pair of pliers that were used if necessary to remove a hose from the taps, water sample bottles and a nametag to identify himself.

The student started sampling on June 13th and finished on June 26th. The student entered the residents' properties introduced himself, and asked to take a sample from the outside tap. If a hose was attached to the tap it was removed. After the hose was removed, the lighter was used to sterilize the end of the tap. The tap was turned on for 5 minutes. While the water was running, the address of the resident was marked on the sample bottle. After the water ran for 5 minutes, the water flow was slowed down and the water sample bottle was filled to the 100ml line. The bottle was immediately placed inside a cooler that contained an ice pack.

If an outside tap was not accessible and the sample had to be taken from inside the home or a hose could not be removed it was noted during the sampling process. If an outside tap was not present or did not work and the resident was not home to take a sample from the inside, these households were excluded from the testing. If a household was inaccessible because of a gate around the property, if the household was currently under construction, if there was a guard dog, or if the property was abandoned, it was also excluded from testing. Households that were not sampled were also excluded from the map of results.

The samples were taken to the EnviroTest Laboratories, located at 139 Niakwa Rd. in Winnipeg, for WP1 testing, which tests for total coliform and E.coli in the

water within 48 hours of the date that the samples were collected. Costs of the testing were covered by Manitoba Water Stewardship under a program for flood prone areas of the province.

5.0 RESULTS

5.1 Test #1 Results

Of the 470 homes that were to be sampled, 373 were successfully accessed. Results from the well water tests done by EnviroTest Laboratories were sent to the Selkirk and District Planning Area Board. These results were then entered into an Excel spread sheet according to roll number in ascending order.

Of the 373 samples collected, 53 (**14.2%**) did not pass according to the Canadian Drinking Water Quality Guidelines (CDWQG). Under the CDWQG any trace of total coliform or E.coli detected in the water causes the sample to fail. Of the 373 samples that failed, 51 indicated traces of coliform, while 2 indicated traces of both coliform and E.coli.

There were only 2 positive E.coli samples and they were on 4 Stevens Ave. and 483 Donald Rd, where both of these samples also tested positive for coliform. The sample taken on 4 Stevens Ave. showed results of >200 MPN/100ml, while the sample on 483 Donald Rd. showed results of 2 MPN/100ml.

Donald Rd. had the highest number of positive coliform samples with 13, followed closely by Stevens Ave. at 12. It is interesting to note that Donald Rd. and Stevens Rd. had some of the highest number of samples with 84 and 63 respectively. Proportionally, Fial Cres. had the highest percentage of positive coliform samples with 45.5%. There are only 11 households on the crescent and 5 tested positive at different levels for coliform. Donald Rd. and Stevens Ave were next with 15.5% and 19.0% respectively. Of the 147 combined samples on Donald Rd. and Stevens Ave., 25.0% tested positive for coliform. Craig Ave. only had 2 positive coliform samples out of 30 samples. River Rd. had 1 positive sample out 18 samples. Both Craig Ave. and River Rd. had the lowest percentage of positive coliform results with 6.7% and 5.6% respectively. Captain Kennedy Rd. had 8 positive coliform samples out of 61 samples. St. Andrews Rd. had 6 positive samples out of 43 samples. The percentage of positive coliform samples for both Captain Kennedy Rd. and St. Andrews Rd. was 13.1% and 14.0% respectively. McLennan Rd. had 6 positive samples out of 63 with 9.5% testing positive for coliform.

Stevens Ave., Captain Kennedy Rd. St. Andrews Rd. and Donald Rd. all have the highest number of positive samples with coliform traces exceeding 5 MPN/100ml. Stevens Ave. had the most with 5, followed by Donald Rd. with 4 along with Captain Kennedy Rd. and St. Andrews Rd. both with 3.

It should be noted that 71% of the failed samples were located east of Main St. It is difficult to determine a pattern or spatial relationship with the failed samples. On the other hand, it is possible to decipher where certain clusters of failed samples exist. On Craig Ave. and River Rd. there were very few positive coliform samples. The ones that did test positive for coliform were located great distances from one another. Certainly on Fial Cres. there is a large cluster of positive results. There is also a minor cluster from 19-33 and 113-126 McLennan Rd. There is another cluster from 110-131 St. Andrews Rd. It is hard to find a cluster on Captain Kennedy Rd. as the positive sample results are located sporadically along the street, however there appears to be a small cluster from households 66-71. Donald Rd. has a cluster from households 1-27. Stevens Ave. also has clusters from households 4-27 and 53-76. It is interesting to note that the largest clusters of positive coliform samples were located within close proximity to the Red River.

5.2 Test #2 Results

The samples that failed were retested to ensure the validity of the sample. 52 of the original 53 samples that failed were successfully re-sampled. One sample was unable to be retested. Of the 52 positive coliform and/or E.coli samples that were successfully re-sampled, 13 (**26%**) tested positive the second time. This is a significant decrease in the number of positive samples. Of the 13 samples that failed twice, the results indicated that 12 had traces of coliform, while 1 had traces of both coliform and/or E.coli.

There was only 1 positive E.coli sample from the 52 households that were re-sampled. Unlike the first test, this sample was located on 31 McLennan Rd. The previous test produced 2 positive E.coli samples that were located on 4 Stevens Ave. and 483 Donald Rd. However, the second test showed no traces of E.coli for the 2 households that previously tested positive. The sample taken on 31 McLennan Rd. showed E.coli levels of 16 MPN/100ml.

The second test showed that Stevens Ave. had the highest number of positive coliform re-samples with 4, followed closely by Donald Rd. at 3. It is interesting to note that Donald Rd. and Stevens Rd. had some of the highest number of re-samples with 13 and 12 respectively. 100% of the samples retested on Craig Ave. tested positive for coliform. It should be noted that there was only 1 re-sampled household. Stevens Ave. and Captain Kennedy Rd. were next with 33.3% and 25.0% respectively. Of the 25 combined re-samples on Donald Rd. and Stevens Ave. that were re-tested, 28.0% tested positive for coliform twice. River rd. had 1 positive sample from the first test that was re-samples and did not test positive twice. Captain Kennedy Rd. had 2 positive coliform samples out of the 8 re-samples. St. Andrews Rd. had 1 positive sample out of the 6 re-samples. The percentage of positive coliform re-samples for both Captain Kennedy Rd. and St. Andrews Rd. was 25.0% and 16.7% respectively. 1 out of 5 (20%) of the re-samples on Fial Cres. tested positive for coliform. McLennan

Rd. had 1 positive sample out of 6 re-samples (16.7%) test positive for coliform and/or E.coli.

Craig Ave., Donald Rd., Stevens Ave., Captain Kennedy Rd. and McLennan Rd. all have at least 1 positive sample with coliform traces exceeding 5 MPN/100ml. Stevens Ave. The majority of the positive coliform re-samples had coliform levels that did not exceed 4 MPN/100ml.

Only 13 of the 52 re-samples tested positive for traces of coliform re-tested. Again a significant proportion of these positive samples (76%) were located east of Main St. It is quite difficult to determine a pattern or spatial relationship with the failed re-samples. There appears to be only 2 clusters of failed re-samples. On Craig Ave. and River Rd. there were very few positive coliform samples. The ones that did test positive for coliform were located great distances from one another. There is a minor cluster on Stevens Ave. as both 53 and 55 tested positive twice and are located beside one another. Captain Kennedy Rd. showed another small cluster from households 66-71. It is interesting to note that the largest clusters of positive coliform re-samples were located again within close proximity to the Red River.

6.0 CONCLUSION

Safe drinking water is of great concern everywhere, and the municipalities in the Selkirk District have good quality water, with the exception of some areas of spot contamination.

Failed septic systems have often been a contributor to groundwater contamination. The improper construction or lack of maintenance of private sewage systems could directly contaminate near-surface aquifers, or even deeper aquifers if the contaminants make it to soils that are coarse, or bedrock near or at the ground surface. The frequent failure of these systems causes wastewater to pond and runoff into natural and constructed drains and waterways resulting in pollution, drainage, and groundwater contamination problems. When the available potable water supplies become unusable, freshwater must be provided by other more expensive means such as private hauling, cisterns or municipal-piped systems.

Fial Cres. is a small street with a total of 11 households. There is a drainage ditch that runs north of the crescent. Residents complained about the odor that is emitted from that ditch. Perhaps the contents of this ditch are the reason why there was such a high percentage of positive coliform results in such a small area. However, it should be noted that of the 5 original positive samples on Fial Cres., only 1 tested positive in the re-sample. Frequent monitoring of areas with clustered positive coliform results such as Fial Cres. may be necessary to ensure that safe drinking exists for these households.

Several of the clusters of positive coliform and/or E.coli samples were located within close proximity of the Red River. All ground water in the area flows from west to east towards the Red River. These cluster failures contain households that are of similar age to each other as well as similar lots sizes. A previous failed septic field systems study was conducted from 1988-1994 for the R.M. of St. Andrews and St. Clements and was shown on a hand colored map. The streets sampled for well water testing were also previously monitored for septic system failure. The streets that were sampled in this study were also sampled in the previous study. The results are shown on a hand colored map that simply marks where positive tests occurred not levels of coliform. However, even though this previous study was completed many years ago, some comparisons can be made with the recent study.

Although the previous study is somewhat dated, there are some interesting parallels between the well water study and the septic system failure study. There is an overwhelming cluster of failed septic systems on Fial Cres. as there was an overwhelming cluster of positive coliform samples from the first test of the well water study. Captain Kennedy Rd. had a cluster of septic system failures at opposite ends of the street. There is a cluster near the Red River and another cluster near Main St. Similar to the previous study, there is a small cluster of positive coliform samples on Captain Kennedy Rd. around Main St. In the recent study, Craig Ave. had very few positive coliform and/or E.coli failures. This may be attributed to the fact that the previous study found very few septic system failures along Craig Ave. from 1988-1994. Donald Rd. had very few septic system failures in relation to the number of houses on the street. There were far more positive coliform and/or E.coli samples than septic system failures on this street. There is no apparent spatial relationship between the two studies. However, a majority of both studies results were concentrated near the Red River. McLennan Rd. had several failed septic systems, but only produced 2 positive coliform samples in the first test. Perhaps a majority of these septic systems have since been replaced. River Rd. (the part that was sampled for the well water study) showed no failed septic systems from 1988-1994. Only 1 home tested positive for coliform and/or E.coli in the recent well water study. There appear to be many similarities between the well water study and the septic system failure study along St. Andrews Rd. An overwhelming majority of the results for both studies were concentrated east of Main St., within close proximity of the Red River. Stevens Ave. showed failed septic systems throughout the street with very little concentration or correlation to the well water study. There was a minor cluster of failed septic systems near River Rd., which resembles the major cluster of positive coliform and/or E.coli samples along Stevens Ave. near River Rd.

Although it is difficult to draw any major conclusions between the two studies, it is quite evident that some interesting parallels exist. A majority of the streets that had concentrated positive coliform and/or E.coli samples also had concentrated septic system failures in the same areas. It may be concluded that these failed

septic systems in concentrated areas have led to concentrated positive coliform and/or E.coli areas. If sewer and water systems are to be considered in the near future, the clustered areas with positive coliform samples that are located near the Red River should be given priority.

Roughly 14% of the entire sample area tested positive for coliform and/or E.coli in the first sample test. 26% of the samples that failed the first time tested positive for coliform and/or E.coli twice. If the second sample test is used as the basis for results, then roughly 3.5% of the entire sample area tested positive for coliform and/or E.coli. Although this number is not a large figure, careful consideration should be taken in to addressing areas that have high contamination levels. The first test was conducted between June 13th and June 26th. The second test was not conducted until July 6th. A possible conclusion as to why so few samples tested positive twice is the extraordinary lack of precipitation for this summer. In that 2-3 week period of time, 0 rainfall took place and thus may have impacted the second sample results.

Only the samples that tested positive twice were considered failures. Each of the 13 households that failed twice were sent a notice in the mail. This notice informed the resident that their well water was sampled twice and both of the results tested positive for coliform and/or E.coli. Information was supplied for the residents to contact their local public health inspector.

As densities increase, so does the demand on the groundwater supply in an area, and the greater the number of wells drilled, the greater the chance that groundwater could become contaminated at some point. With more rural residences typically there are a greater number of septic fields. Septic failures could have a significant impact on both the ground and surface water. As this study has shown, there appears to be more households with higher levels of coliform and/or E.coli in the more densely populated areas of the municipality. These areas also are located within close proximity to the Red River and are located east of Main St. These areas are also comprised of long, narrow properties with short setbacks and have wells that are located within close proximity of septic fields. Once again, the question of sewage treatment and disposal methods must be considered.

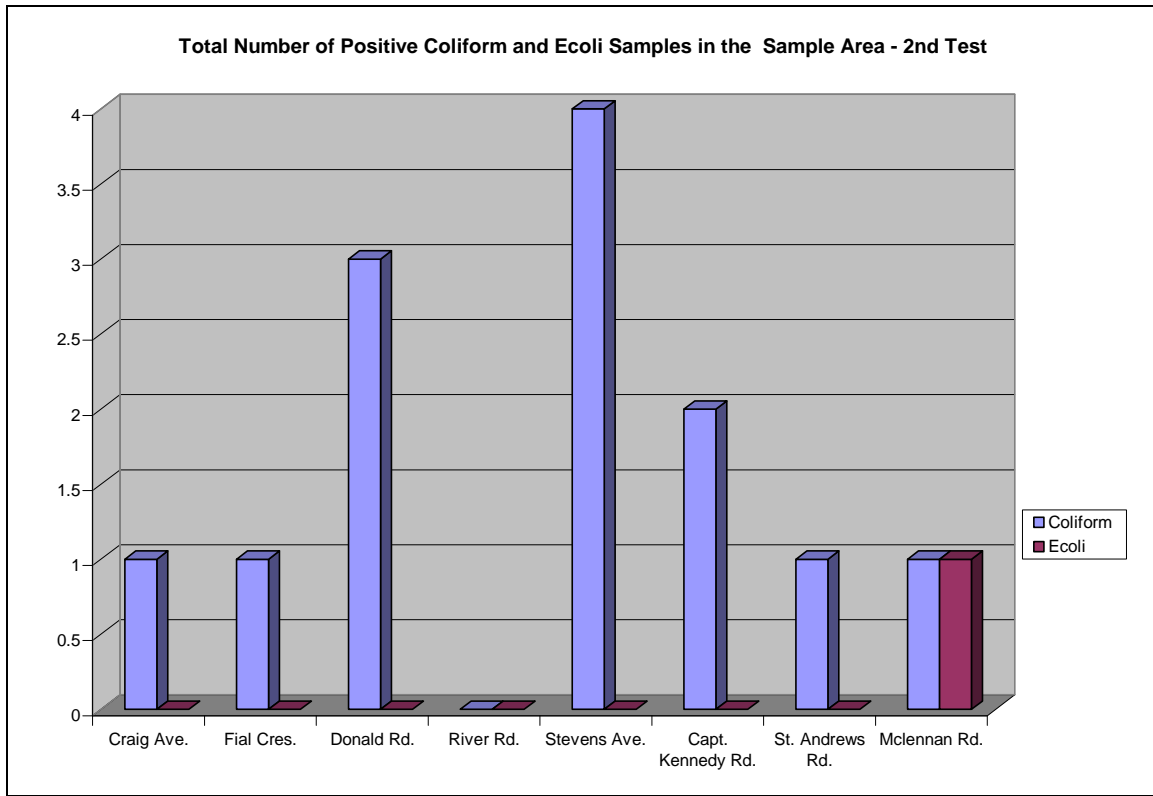
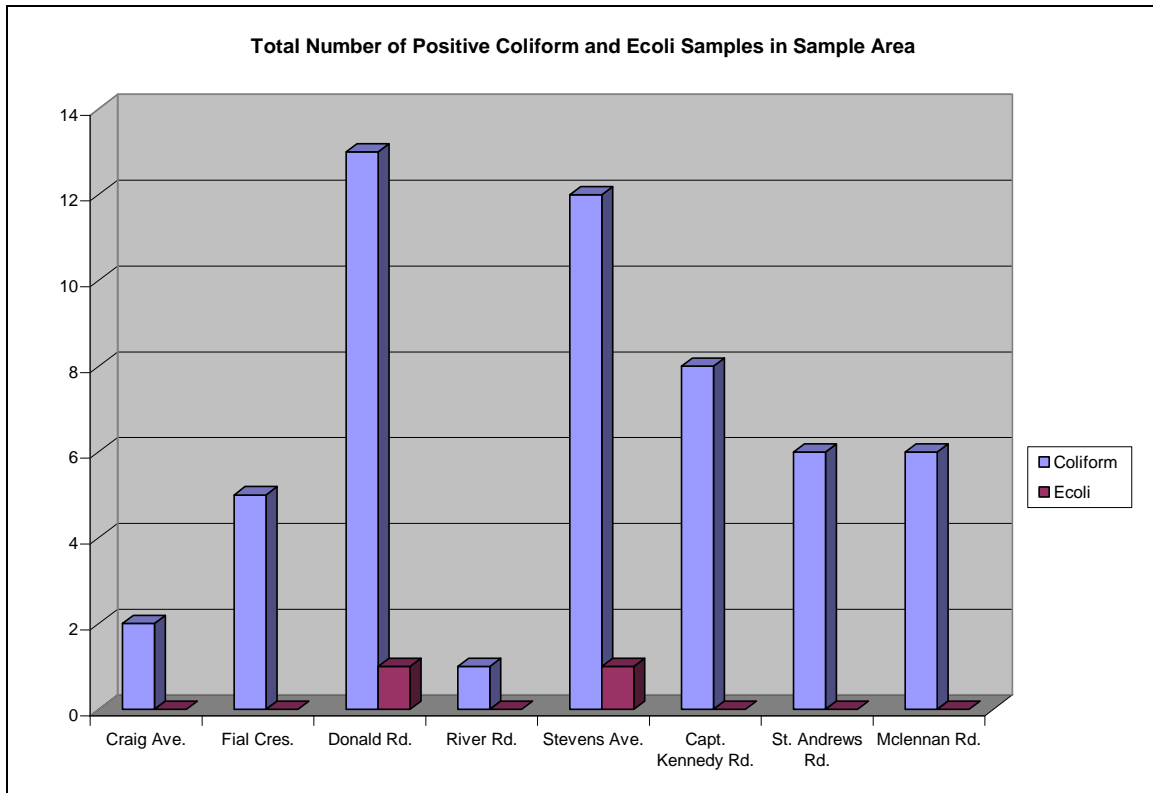
7.0 RECOMMENDATIONS

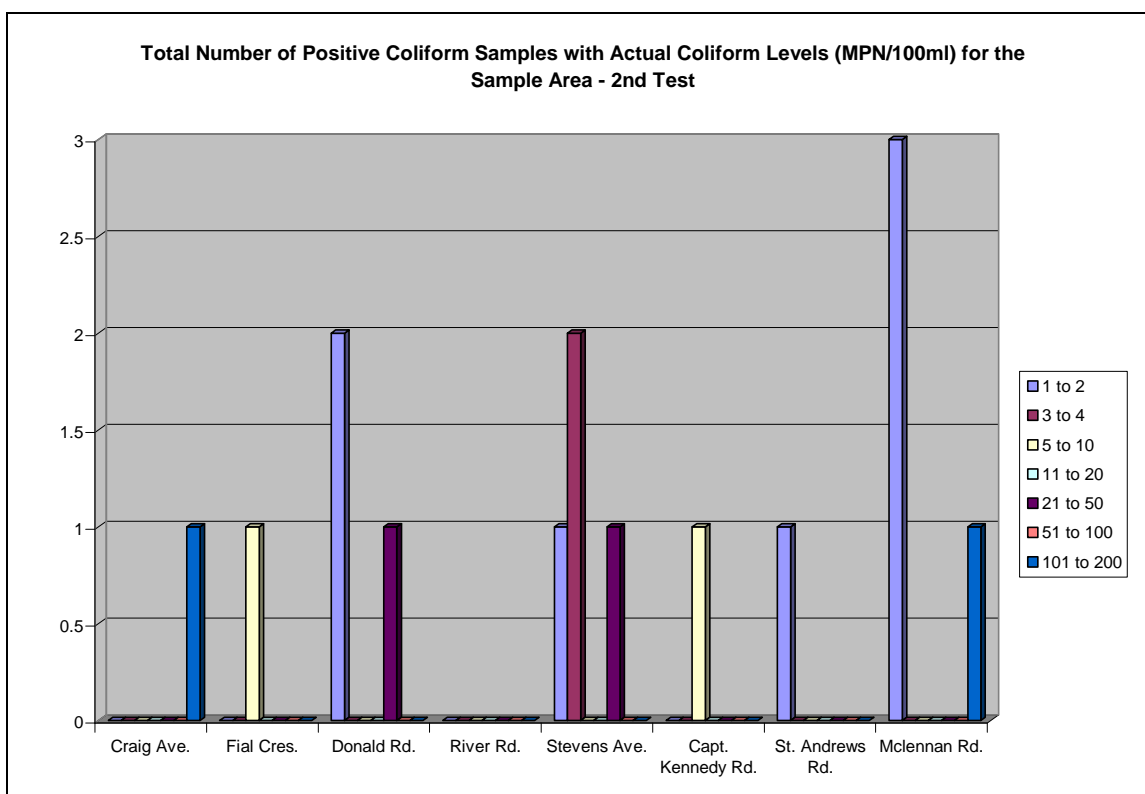
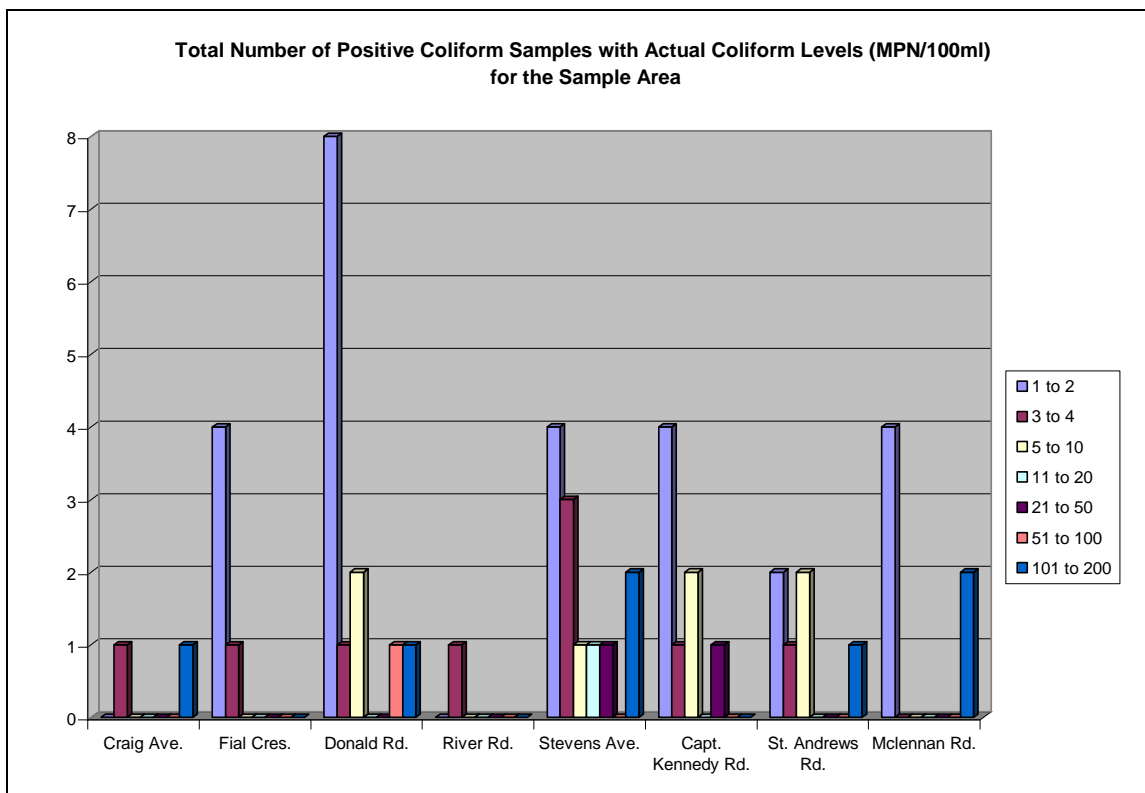
The continued safety of the water supply is of importance to the municipalities and, given the physiological characteristics of the region, policies should be designed in such a way as to assist in its protection. The following are suggested:

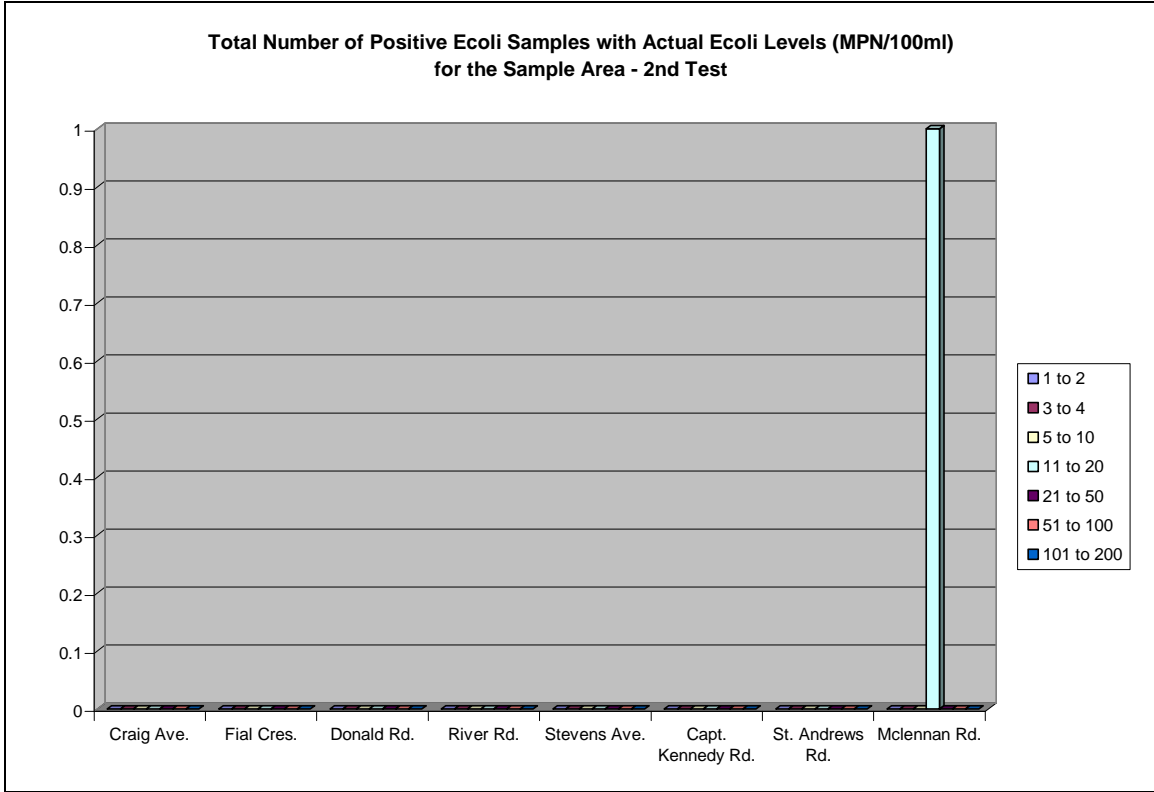
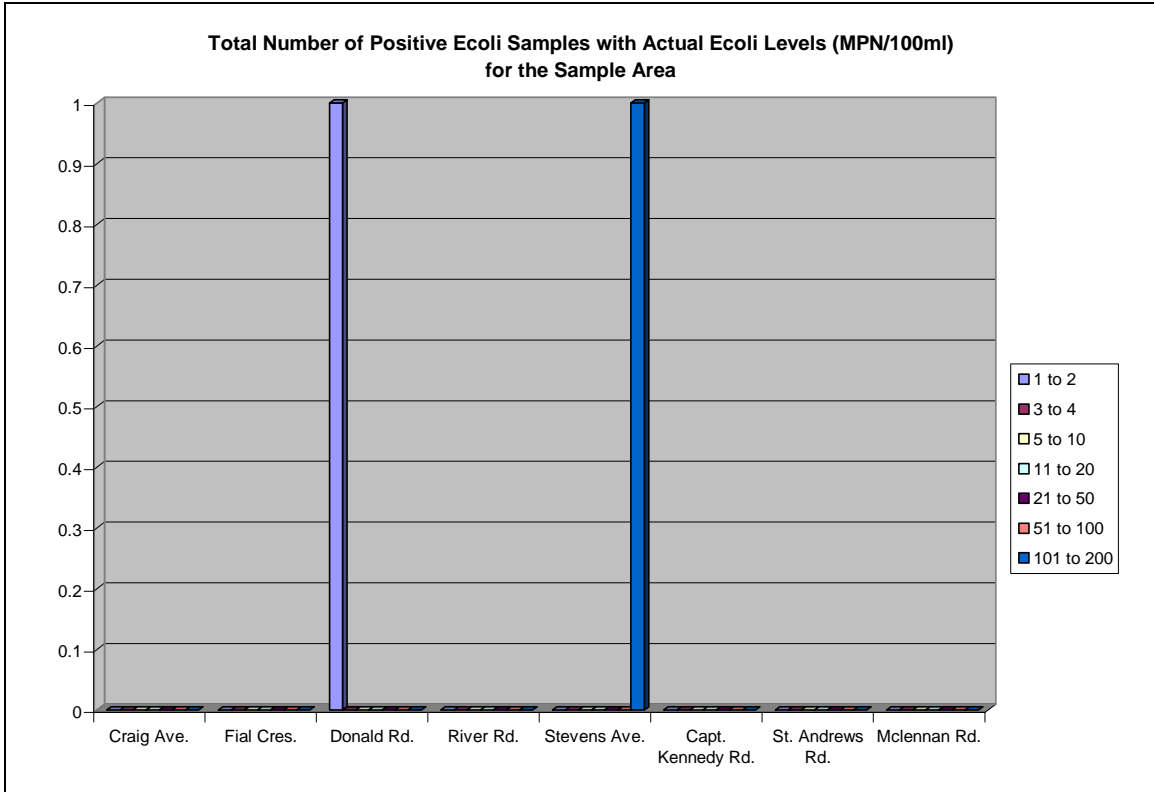
- Appropriate septic field construction guidelines should be taken into consideration for the construction of a new field.

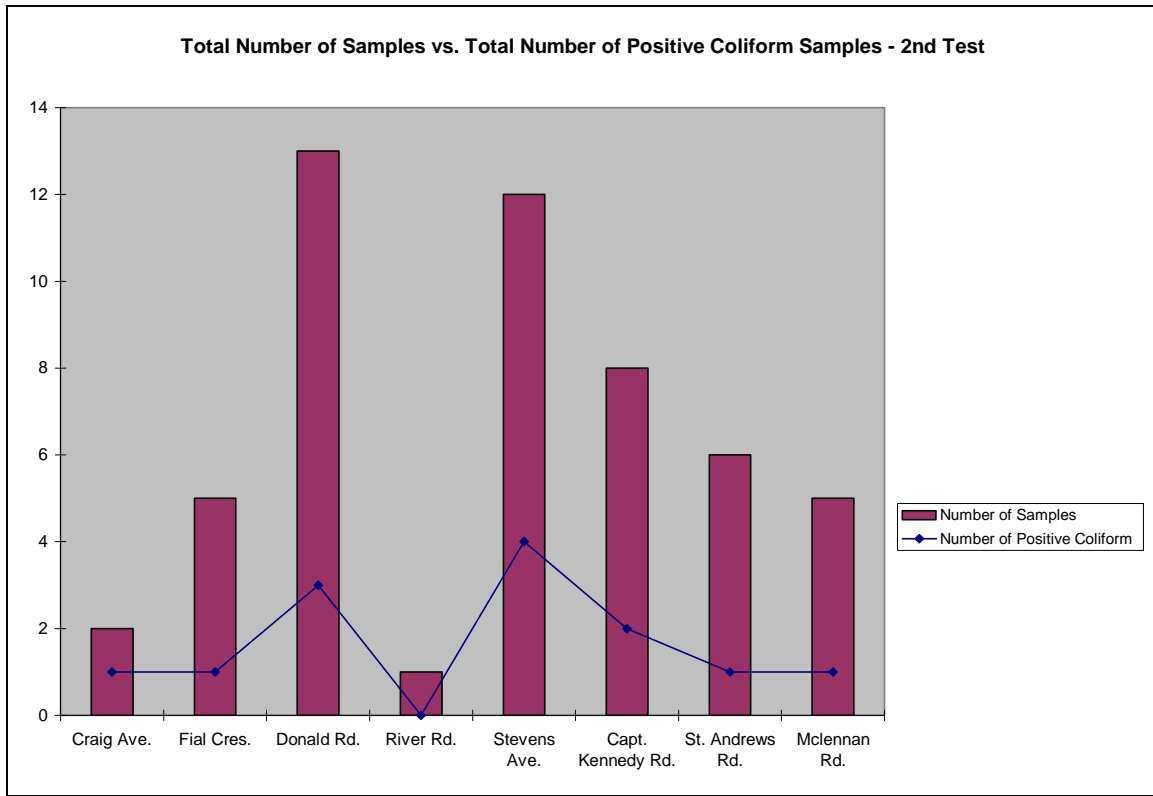
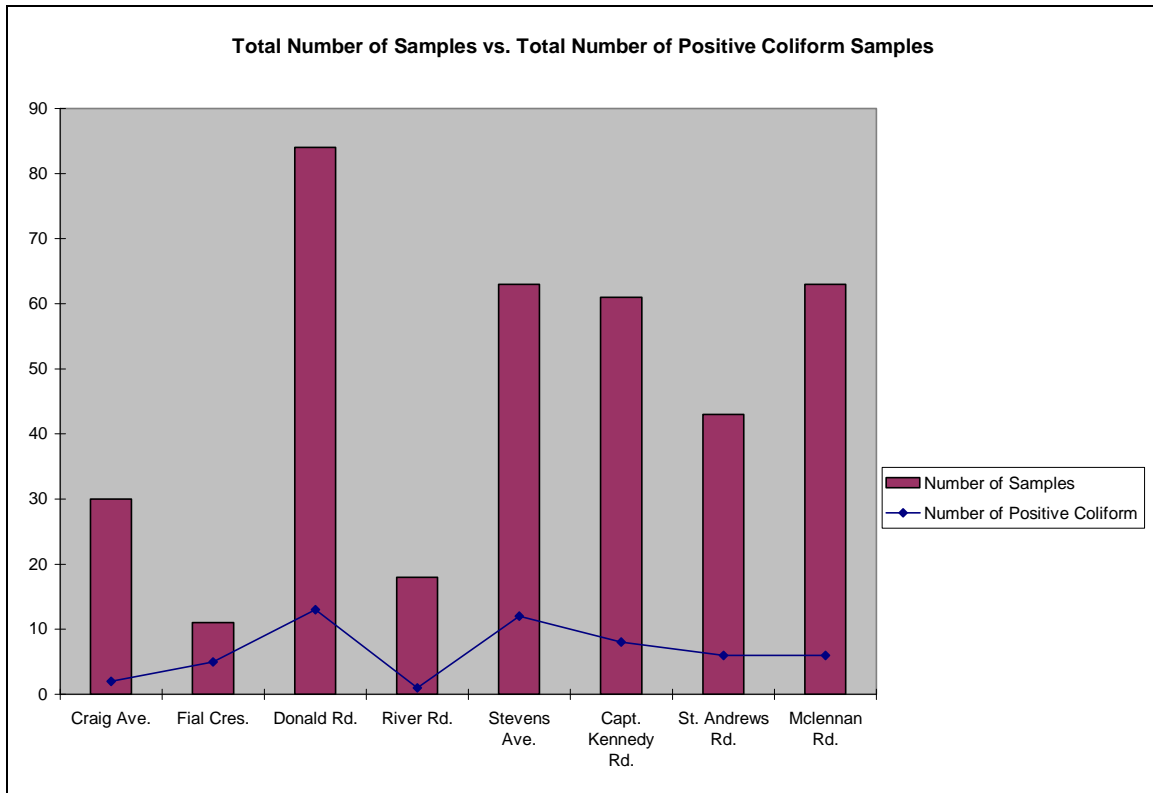
- A resident who reports a failed septic system should have a mandatory well water sample test. Surrounding neighbors of the resident should also conduct a sample test. All results should be submitted to the R.M. of St. Andrews.
- Septic fields that continuously fail and that are potentially causing nearby contamination should be ordered for reconstruction.
- The ditch on the north side of Fial Cres. should be tested for contaminated water. A comparative test should also be taken from the ditch on the west side of Main St. If there is in fact contaminated water, the source of contamination could be pinpointed to either livestock operations from west of Main St. or the surrounding households septic systems.
- The 13 households that tested positive twice for coliform and/or E.coli should submit annual well water test results to the R.M. of St. Andrews. This will help council to see if the levels of coliform and/or E.coli are increasing, decreasing or staying the same.
- Well water tests should be conducted annually at different times of the year. A spring test may produce different results than a summer test. A wet year may produce results that differ from a dry year.
- Sewer and water systems should be considered for the positive clustered sample areas that are located near the Red River/ east of Main St. In particular, where there was a concentration of failed septic systems from 1988-1994 and a comparative concentration of positive coliform and/or E.coli water samples in 2006.
- Wells should be constructed in a manner that would control discharge.
- Septic fields are not recommended within more densely populated Rural Settlement Centres.
 - o Lot sizes within the sampled area may not be generally conducive for septic fields.
- Soil analysis needs to be undertaken to determine if a new septic field will work within the soil conditions present.
- Environmental regulation, monitoring and enforcement are recommended as all of the following are potential sources for groundwater pollution:
 - o Livestock operations;
 - o The use of pesticides in agriculture;
 - o Individual septic fields where there are reports of failure;
 - o Underground petroleum storage tanks.

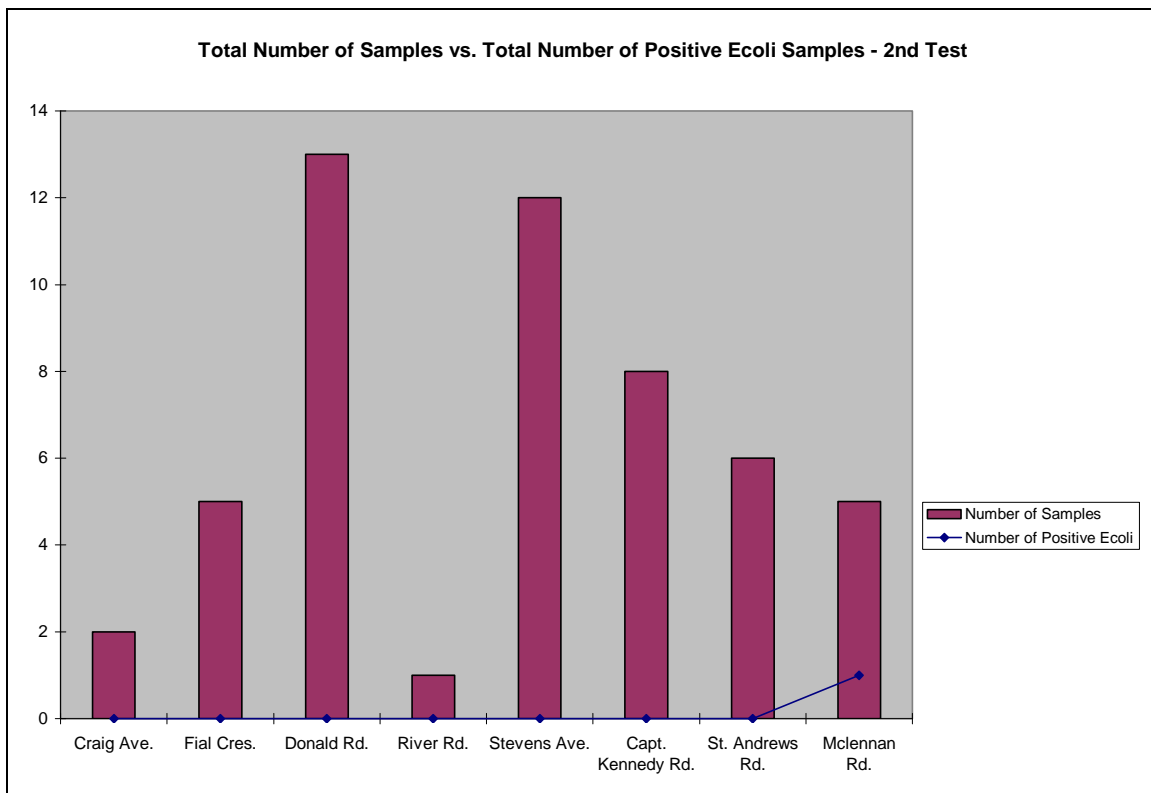
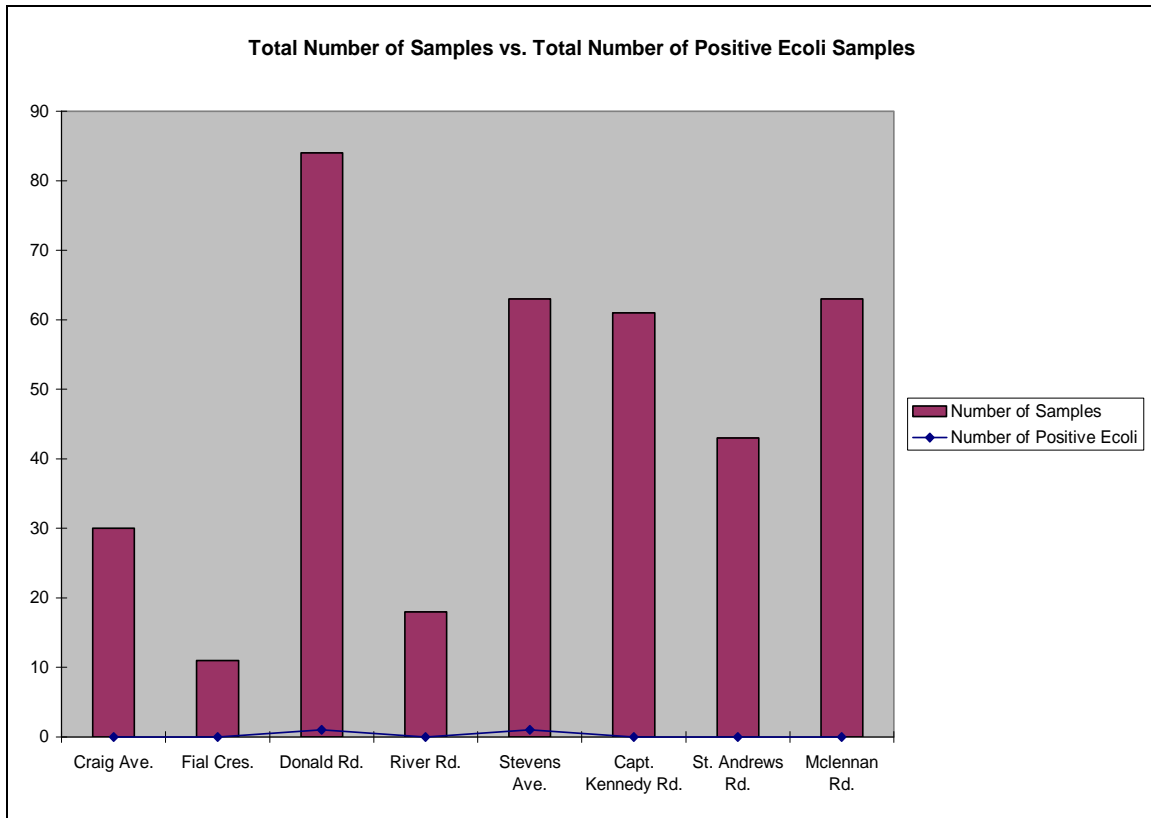
8.0 APPENDIX





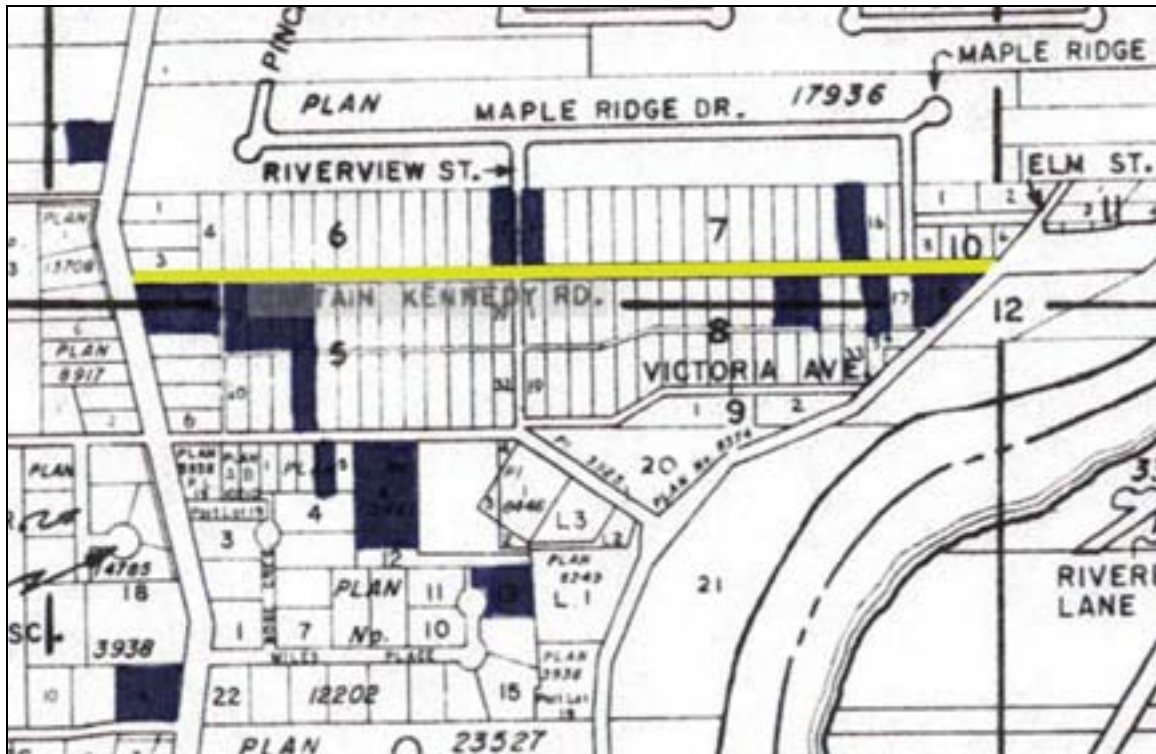




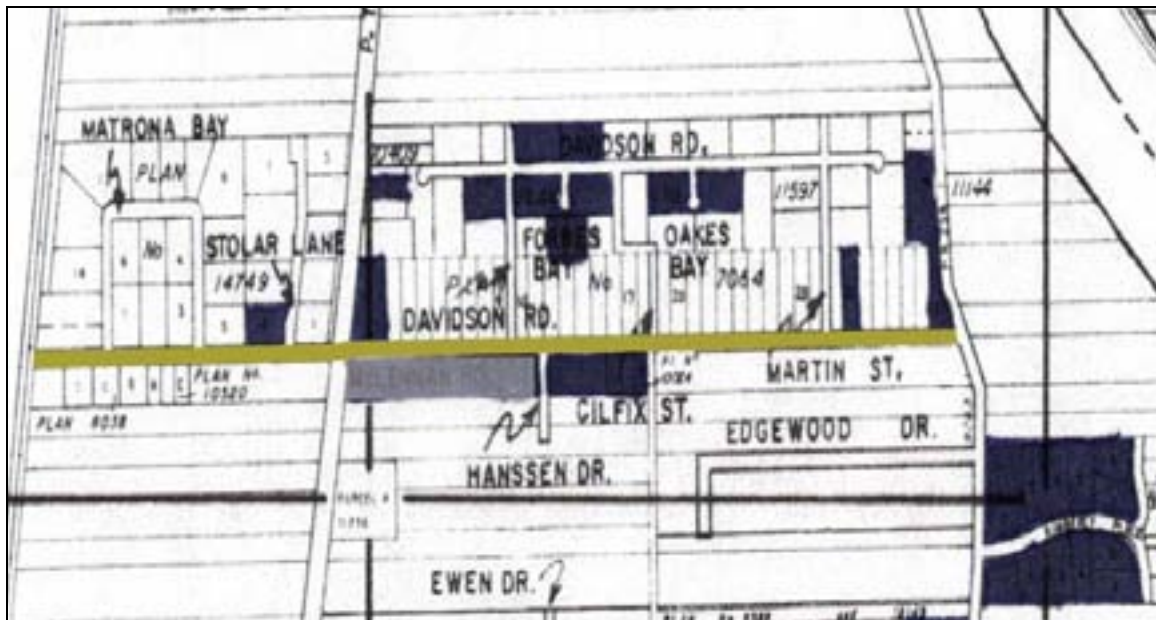


This is a detailed plat map of a portion of the City of Chicago. The map shows a grid of streets and lots. At the top, Hazel Ave. is labeled. Below it, St. Andrews Rd. runs horizontally. Several vertical streets are shown, including Gault Lane, Yuzwa Road, and Kenndale Dr. Lots are numbered, and various plan numbers (e.g., PLAN 1049, PLAN 1048) are indicated. A yellow line highlights a specific lot or boundary.

Failed Septic Systems from 1988 – 1994 (Captain Kennedy Rd.)



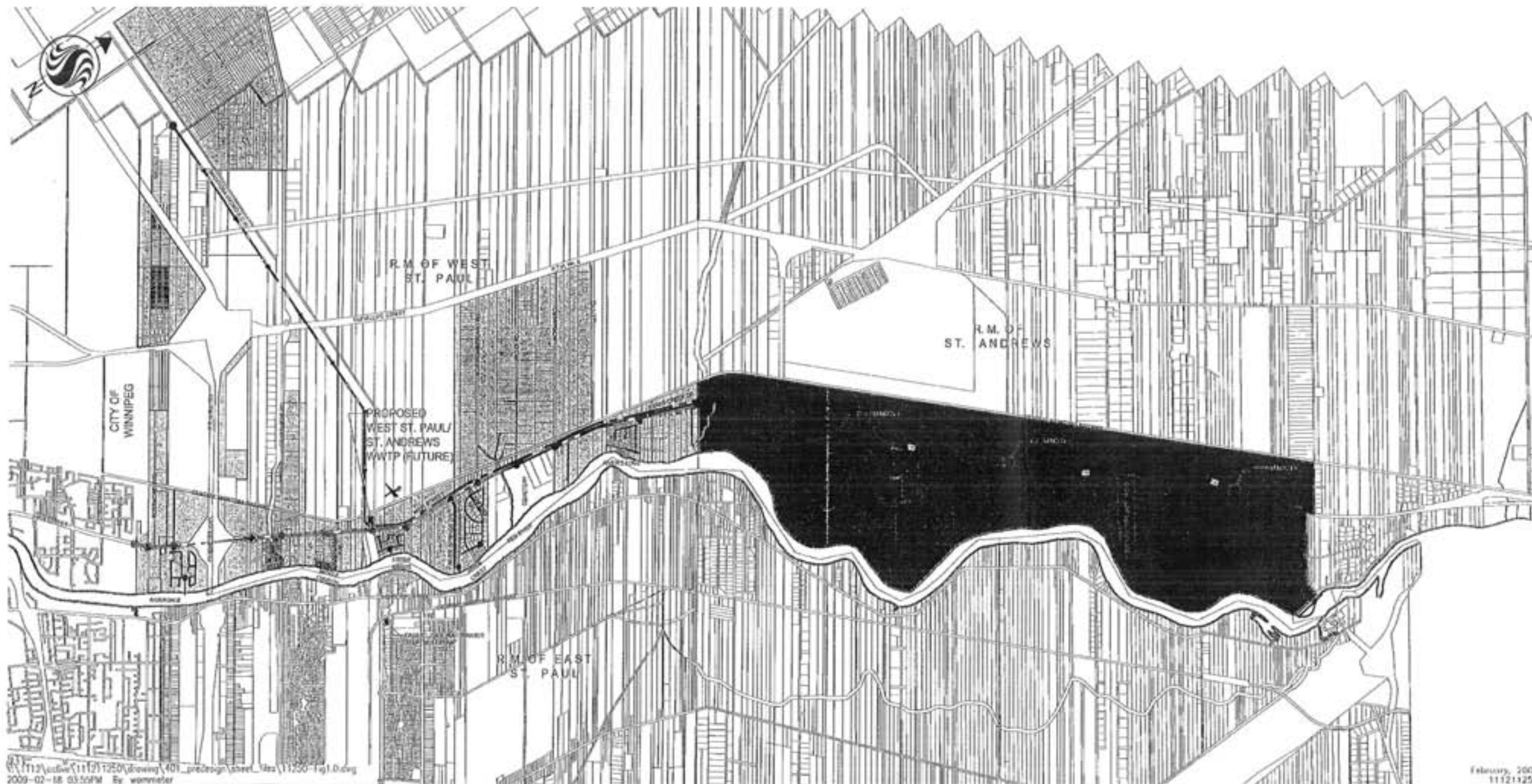
Failed Septic Systems from 1988 – 1994 (McLennan Rd.)



Failed Septic Systems from 1988 – 1994 (Stevens Ave. and River Rd.)



DRAFT



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2009-02-18 03:55PM By: wanner

February, 2009
11121250



Stantec

Stantec Consulting Ltd.
905 Waverley St.
Winnipeg MB Canada
R3T 5P4
Tel. 204.489.5900
Fax. 204.453.9012
www.stantec.com

- R.M. of WEST ST. PAUL
SEWER CATCHMENT
- R.M. of ST. ANDREWS
SEWER CATCHMENT
- EXIST. WASTEWATER
TREATMENT PLANT
- PROPOSED WASTEWATER
TREATMENT PLANT (PHASE 1)

Legend

- EXIST. WASTEWATER SEWER
- PROPOSED WASTEWATER SEWER (PHASE 1)
- PROPOSED WASTEWATER SEWER (PHASE 2)
- PROPOSED WASTEWATER SEWER (PHASE 3)
- PROPOSED LIFT STATION/
FORCEMAIN (PHASE 1)
- PROPOSED LIFT STATION/
FORCEMAIN (PHASE 2)

Client/Project
R.M. OF WEST ST. PAUL/R.M. OF ST. ANDREWS
BUILDING CANADA FUND APPLICATION

Figure No.
1.0

Title
PROJECT SITE PLAN - PHASING





REF FORCE MAIN
TO NEW WWTP

LIFT STATION #6
RM ELEV=220.1
WWS INV=223.8

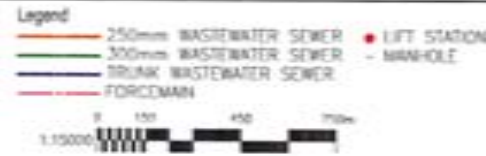


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2008-11-25 10:42AM By: stantec

STANTEC, 2008
11/25/2008



Stantec Consulting Ltd.
905 Waverley Street
Winnipeg MB Canada
R3T 5P4
Tel: 204.489.5900
Fax: 204.453.9012
www.stantec.com



Notes

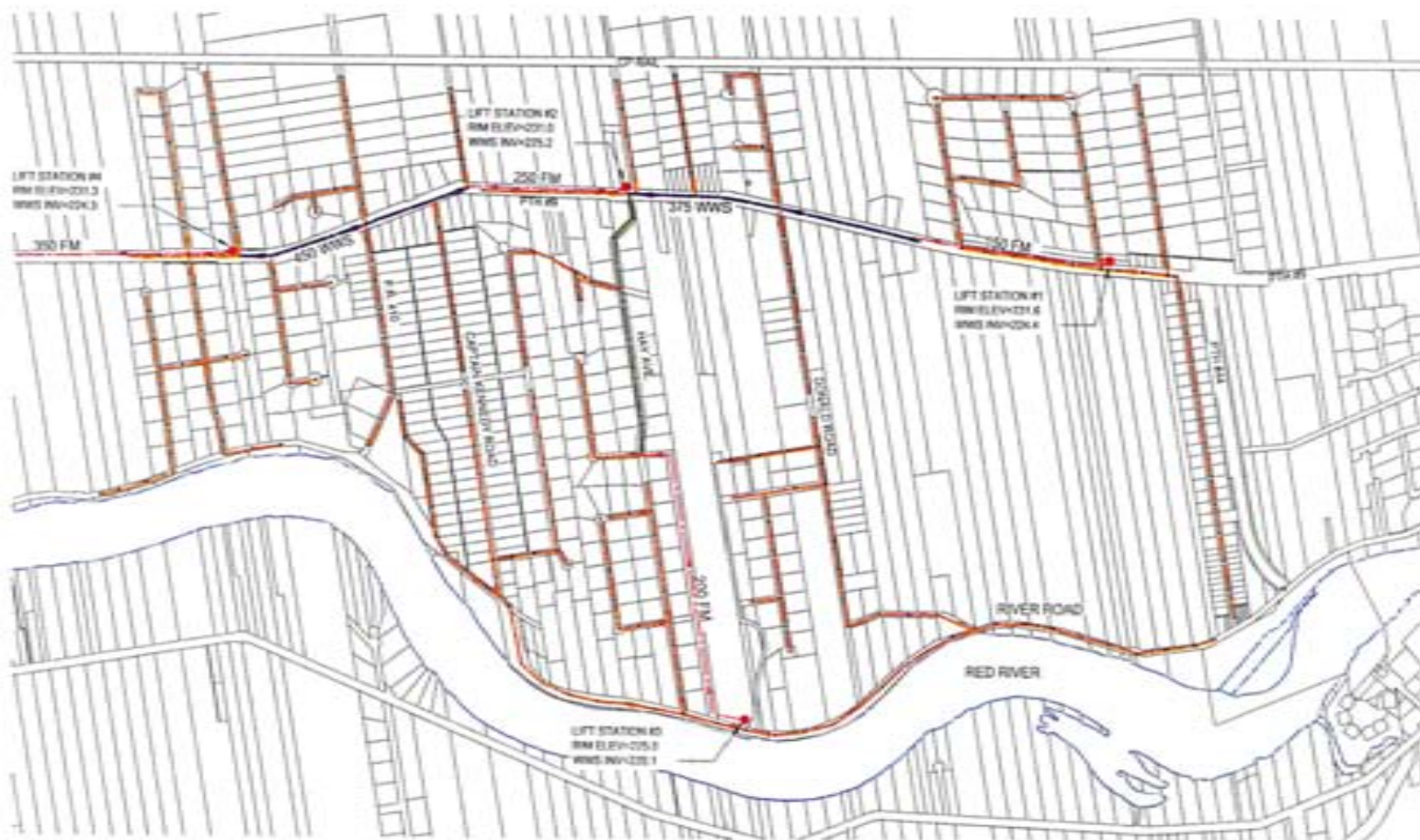
Client/Project:
R.M. OF ST. ANDREWS & R.M. OF WEST ST. PAUL,
WASTEWATER COLLECTION AND TREATMENT SYSTEM
PRELIMINARY DESIGN

Figure No.:

2.0

Title:

ST. ANDREWS
GRAVITY SEWER

ST. ANDREWS
GRAVITY SEWER

DRAFT

SOUTHBOUND

STOP # TIMING

Selkirk ZONE

1. Selkirk Bus Depot (Main and Dufferin)----- 0 minutes
2. Main & Clandeboy Avenue (Petro Station)
3. Main & Christie Avenue (in front of the CIBC)
4. Main & Vaughan (MarketPlace)
5. Main & Pacific----- 5 minutes
6. Main & Sinclair (at bus stop)
7. Main & Strathnaver
8. Main & Moody
9. Main & Manchester (at 7-11)
10. Main & the Manitoba Rolling Mills Gate
11. #9 & Sunnyside
12. #9 & at the Church
13. #9 & Copelands (Lot 13)
14. #9 & Calder Road
15. #9 & Craig
16. #9 & McKenzie Road
17. #9 & The Selkirk ByPass Junction
18. #9 & River Road (Selkirk)
19. #9 & Stonewall Road (at Hwy #67)
20. #9 & The Lower Fort Garry Sign
21. #9 & in front of the United Church

Lockport ZONE

22. #9 & Little Britain Road
23. #9 & River Road
24. 5829 Main Street (at the Shack)
25. #9 & Lyall Road
26. #9 & the end of the Divided Hwy (5787-9 Main Street)
27. #44 & Skinner's Wet & Wild (at stop sign) (Loop Only)
28. #9 & Steven's Road (Baron's Meats)
29. #9 & Mirey Creek Road North
30. #9 & Mirey Creek Road South
31. #9 & Donald Road
32. #9 & Goldstone Road (across from Trailer Park)
33. #9 & Hay Avenue
34. #9 & Praznik's
35. #9 & Hazel----- 15 minutes

St. Andrews ZONE

36. #9 at St. Andrew's Road (at store)
37. #9 & Capri
38. #9 & Gusnowsky
39. #9 & Lot 55 (at Shack)
40. #9 & Liss Road
41. #9 & Jorheim----- 20 minutes
42. #9 & Lot 44 (at Tocholke)
43. #9 & McLennon Road
44. #9 & Neltner Road
45. #9 & Parkton Road (Mitchell Bay)
46. #9 & St. Andrew's (on the Red)
47. #9 & Parkdale (at Junction 27 to St. Andrew's Airport)
48. #9 & Antonia Drive
49. #9 & Parish Bay

Riverside ZONE

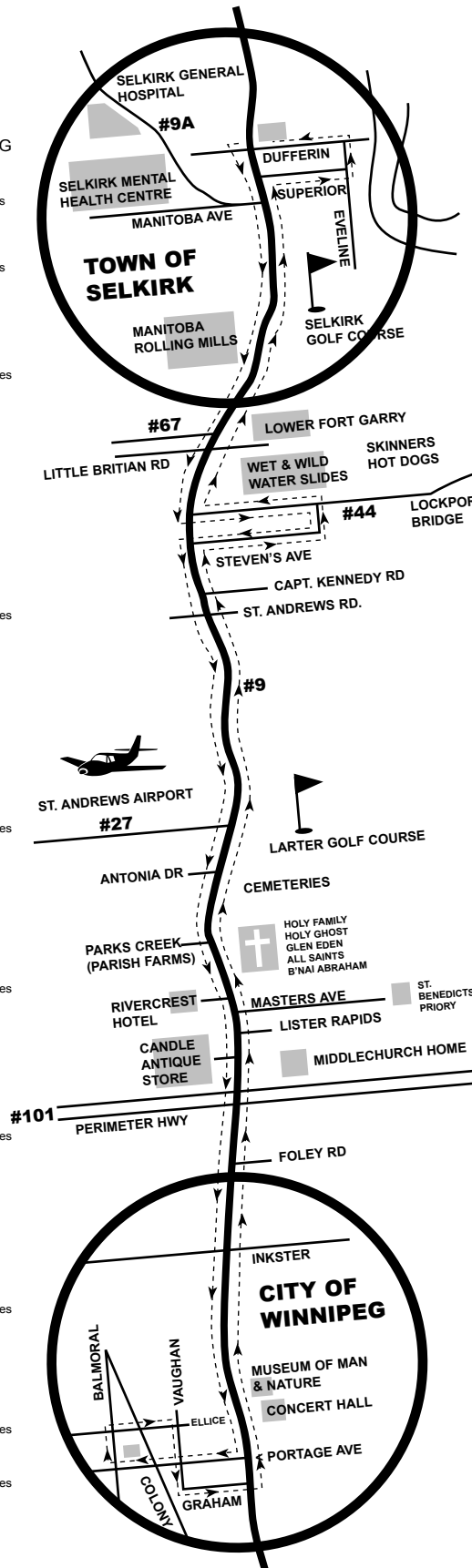
50. #9 & Parks Creek (at the Parish Farms)
51. #9 & Miller Road
52. #9 & Jackman Road
53. #9 & Willis Road (at Cemetery)
54. #9 & Allenford Drive (at the lights)
55. #9 & Masters Avenue (St. Benedict's priory)
56. #9 & Lister Rapids----- 25 minutes

Middlechurch ZONE

57. #9 & Candle Antiques Store----- 30 minutes
58. #9 & Minnehaha Avenue (at lights)
59. #9 & Hiawatha Avenue
60. #9 & Grassmere Avenue (at lights)
61. #9 & Nye
62. Main & Riverglen Crescent (at lights)
63. Main & Rossmore
64. Main & The Northgate Trailer Park
65. Main & Red River Blvd. (at lights)
66. Main & Park Manor (at Tempo Station)
67. Main & Foley (at New Bridge)

Winnipeg ZONE

68. Main & Seaforth
69. Main & Margaret
70. Main & The Kildonan Park Gate
71. Main & Lella
72. Main & Royal (at McDonald's)
73. Main & Temple (at Domo)
74. Main & Hartford
75. Main & Jefferson Avenue (at Shopping Mall)
76. Main & McAdam (at Perth's)
77. Main & Inkster (Extra Foods/Safeway)
78. Main & Cathedral
79. Main & Church
80. Main & Mountain
81. Main & Redwood
82. Main & Magnus
83. Main & Selkirk
84. Main & Dufferin
85. Main & Henry
86. Main & William (at City Hall)
87. Main & McDermot
88. Main & Lombard
89. Portage & Garry
90. Portage & Donald (across from new arena site)
91. Portage & Carlton
92. Portage & Edmonton
93. Portage & Colony (at Bay)
94. Winnipeg Bus Depot----- 55 minutes



THE ABOVE TIMING IS APPROXIMATE DUE TO ROAD, WEATHER, AND TRAFFIC CONDITIONS.

NORTHBOUND

STOP # TIMING

Winnipeg ZONE

1. Winnipeg Bus Depot----- 0 minutes
2. Portage & Vaughan (at northwest corner)
3. Vaughan & Graham (front of Bay doors)
4. Graham & Edmonton (RWB Stn.)
5. Graham (between Hargrave and Donald)
6. Graham & Fort Street
7. Main & Pioneer
8. Main & McDermot
9. Main & James Street (at Concert Hall)
10. Main & Higgins
11. Main & Euclid (at California Fruits)
12. Main & Selkirk
13. Main & Burrows
14. Main & Redwood (north side)
15. Main & Mountain
16. Main & Church
17. Main & Cathedral
18. Main & Inkster (Extra Foods/Safeway)
19. Main & McAdam (across from Perth's)
20. Main & Seven Oak's
21. Main & Hartford
22. Main & Royal (at McDonald's)
23. Main & The Kildonan Park Gate
24. Main & Templeton
25. Main & Seaforth

Middlechurch ZONE

26. Main & Foley (after Kildonan Corridor Bridge)
27. Main & Park Manor Blvd.
28. Main & Red River Blvd (at lights)
29. Main & The Northgate Trailer Park
30. Main & Rossmore
31. Main & Riverglen Crescent (before the Perimeter)
32. #9 & Nye
33. #9 & Grassmere Road 9 (at lights)
34. #9 & Balderstone
35. #9 & Hiawatha Avenue
36. #9 & Minnehaha (at lights)
37. #9 & Candle Antique Store----- 25 minutes

Riverside ZONE

38. #9 & Lister Rapids
39. #9 & Masters Avenue (St. Benedict's Priory)
40. #9 & Allenford Drive (at lights)
41. #9 & Willis Road (at cemetery)
42. #9 & Jackman Road
43. #9 & Miller Road
44. #9 & Parks Creek (at the Parish Farms)----- 35 minutes

St. Andrew's ZONE

45. #9 & Parish Bay
46. #9 & Antonia Drive
47. #9 & Parkdale at Junction 27 to St. Andrew's Airport
48. #9 & St. Andrew's (on the Red)
49. #9 & Parkton Road (Mitchell Bay)
50. #9 & Neltner Drive
51. #9 & McLennon Road
52. #9 & Lot 44 (at Tocholke)
53. #9 & Jorheim
54. #9 & Liss Road
55. #9 & Lot 55 (at the Shack)
56. #9 & Gusnowsky
57. #9 & Miles Place
58. #9 & St. Andrew's Road (at store)----- 40 minutes

Lockport ZONE

59. #9 & Captain Kennedy
60. #9 & Praznik's
61. #9 & Hay Avenue
62. #9 & Goldstone Road (at trailer park)
63. #9 & Donald Road
64. #9 & Mirey Creek Road South
65. #9 & Mirey Creek Road North
66. #9 & Steven's (at Baron's Meats)
67. #44 & Skinner's Wet & Wild (Loop only)
68. #9 & at the end of the Divided Highway
69. #9 & Lyall Road
70. #9 & 5829 Main Street (at the Shack)
71. #9 & River Road (Lockport)
72. #9 & Little Britain Road (at the Shack)----- 45 minutes

Selkirk ZONE

73. #9 & in front of The United Church
74. #9 & The Lower Fort Garry Entrance
75. #9 & Stonewall Road (at Hwy 67)
76. #9 & River Road (Selkirk)
77. #9 & The Selkirk ByPass (near mailboxes)
78. #9 & McKenzie Road
79. #9 & Craig
80. #9 & Calder Road
81. #9 & Copelands (at Lot 13)
82. #9 & at the Church (at the cemetery)
83. #9 & Sunnyside
84. #9 & Pruden Avenue
85. Main & The Manitoba Rolling Mills Gate
86. Main & Manchester (at 7-11)
87. Main & Moody
88. Main & Strathnaver
89. Main & Dorchester
90. Main & Pacific
91. Main & Vaughan (at MarketPlace)
92. Main & Eaton (at Saan Store)
93. Main & Manitoba (at Bank of Montreal)
94. Eveline & Superior (at Legion)
95. Eveline & Dufferin (retirement home)
96. SELKIRK BUS DEPOT AT MAIN STREET & DUFFERIN AVENUE----- 55 minutes



SELKIRK BUS SCHEDULE

460 MAIN STREET SELKIRK, MB **Selkirk Phone: 482-3416 • Winnipeg Phone: 989-7007**

Effective June 30, 2003

Tickets may be purchased from: 1. the Driver 2. Selkirk Bus Depot 3. Winnipeg Bus Depot (Greyhound ticket counter)

Save money with purchase of a return ticket which is good for 30 days.

FREQUENT RIDERS can save money with COMMUTER BOOKS which are valid for 6 months.

In SELKIRK, the bus departs from the Selkirk Bus Depot (Main & Dufferin Ave.)

In WINNIPEG, the bus departs from the Winnipeg Bus Depot (Stall #8).

Travel time from depot to depot is approximately 55 MINUTES.

No bicycles on the bus. No Smoking allowed on the bus. Consuming alcohol on the bus is strictly forbidden.

VISA, Mastercard & Interac accepted at the Selkirk Office.

WEEKDAYS		SATURDAY		SUNDAY & HOLIDAYS	
Leave Selkirk	Leave Winnipeg	Leave Selkirk	Leave Winnipeg	Leave Selkirk	Leave Winnipeg
6:15 AM	7:05 AM			7:50 AM	9:00 AM
7:00 AM	L 8:00 AM	L 7:50 AM	L 9:00 AM	L 11:00 AM	L 12:00 PM
7:30 AM	L 10:00 AM	L 11:00 AM	L 12:00 PM	L 2:00 PM	L 3:00 PM
L 8:00 AM	L 1:00 PM	L 2:00 PM	L 3:00 PM	L 5:00 PM	L 6:00 PM
L 9:30 AM	2:30 PM	L 4:30 PM	L 5:30 PM	L 8:00 PM	L 9:00 PM
L 11:30 AM	3:30 PM	L 6:30 PM	L 7:30 PM	•Trips marked "L" operate what is commonly described as the Lockport Loop. (1 block west of Lockport Bridge bypassing Wet 'n Wild Waterslides) SEE MAP. •HOLIDAYS OPERATE ON A SUNDAY SCHEDULE	
L 2:30 PM	L 4:15 PM	L 9:00 PM	L 10:00 PM		
3:30 PM	4:45 PM				
4:30 PM	5:30 PM				
L 6:00 PM	L 7:00 PM				
L 9:00 PM	L 10:00 PM				

EFFECTIVE JUNE 30TH, 2008

TOP FIGURES

ONE-WAY TICKETS

4 & Under

FREE (1 per accompanying adult)

5 to 11

1/2 FARE

12 & Up

FULL FARE

BLIND CARD: 1/2 fare if alone, 2 for 1 with an escort

BOTTOM FIGURES

RETURN TICKETS

(Good for 30 days)

TOP FIGURES: ADULT COMMUTER BOOKS

(20 Tickets/Book, Valid for 6 Months)

BOTTOM FIGURES: STUDENT COMMUTER BOOKS

(20 Tickets/Book) Valid for 6 Months. (A valid student card must be shown when purchasing Commuter Books from the Driver)

TO FROM	MIDDLECHURCH	RIVERSIDE	ST. ANDREWS	LOCKPORT	SELKIRK	TO FROM	MIDDLECHURCH	RIVERSIDE	ST. ANDREWS	LOCKPORT	SELKIRK
WINNIPEG	5.00	5.50	6.00	6.50	7.00	WINNIPEG	80.00	88.00	96.00	104.00	112.00
	9.00	10.00	11.00	12.00	13.00		70.00	77.00	84.00	91.00	98.00
MIDDLECHURCH		4.50	5.00	5.50	6.00	MIDDLECHURCH		72.00	80.00	88.00	96.00
		8.00	9.00	10.00	11.00			63.00	70.00	77.00	84.00
RIVERSIDE			4.50	5.00	5.50	RIVERSIDE			72.00	80.00	88.00
			8.00	9.00	10.00				63.00	70.00	77.00
ST. ANDREWS				4.50	5.00	ST. ANDREWS				72.00	80.00
				8.00	9.00					63.00	70.00
LOCKPORT					4.50	LOCKPORT					72.00
					8.00						63.00
SELKIRK					3.50	SELKIRK					56.00
					6.00						49.00

ALL OF THE ABOVE PRICES INCLUDE G.S.T.