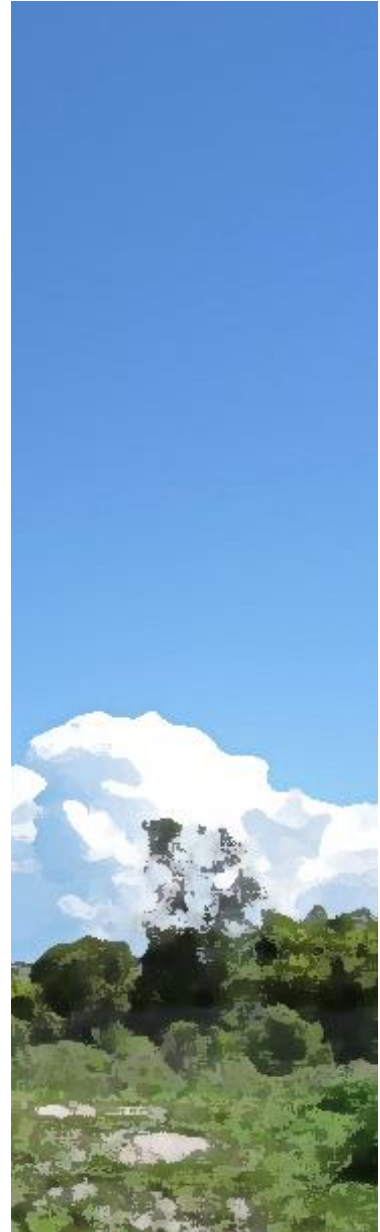




SOUTH INTERLAKE
PLANNING



2017
Annual Report

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Message from the General Manager

On behalf of the South Interlake Planning District (SIPD), I proudly present our 2017 Annual Report.

Municipalities and Planning Districts are being met with increasing demands and rising costs with their service delivery, but I believe that the South Interlake Planning District staff are up to the task and working hard to administer an effective and reliable public service on behalf its four member municipalities, the Rural Municipalities of Rockwood and Rosser (including CentrePort), and the Towns of Stonewall and Teulon.



The Annual Report is reflective of this and provides the SIPD Board, member municipal Councils, and citizens with a detailed progress report including a summary of SIPD's service levels.

The past year has resulted in a number of positive changes and improvements for the SIPD. One specific achievement included the comprehensive review of the SIPD's fees for service and the subsequent adoption of the SIPD's Fee Structure By-Law No. 2/17, which will help to ensure the long-term financial sustainability of our organization.

In 2017, the SIPD also undertook a complete redesign of the SIPD website, including the adoption of a new logo for the organization. The website is expected to be officially launched in January 2018, and will serve as a comprehensive source of information for the public, outlining various development approval and permit processes and requirements for a wide variety of projects. The website is designed to be user-friendly, and is expected to help reduce the number of general inquiries received by the SIPD on a daily basis, which will help increase efficiencies in the office.

The SIPD also initiated a new enforcement procedure and file management process in 2017, consistent with the provisions of *The Municipal Act* and *The Planning Act*. The new procedure is designed to help increase follow-through and accountability on all enforcement matters, and it has already proven to be effective, as 18 enforcement files were closed in 2017.

While numerous improvements and efficiencies within the SIPD operations are still being pursued, I am confident that the organization is moving in a positive direction. I thank the SIPD Board for the opportunity to serve them, and I know that the SIPD's team looks forward to continue serving the member municipalities and their citizens in 2018, ensuring that development is responsibly planned and managed throughout the Planning District.

Sincerely,

A handwritten signature in black ink, appearing to be 'Eric Shaw', written over a circular stamp or seal.

Eric Shaw, MCIP, RPP
General Manager

Vision, Mission and Values

Vision

The "vision statement" is a forward-looking statement that paints a broad picture of what the organization wants to achieve. The statement guides the development of organizational values, goals, and objectives. In October 2016, the following vision statement was developed by the South Interlake Planning District (SIPD) Board with the assistance of HMC Management:

“Sufficiently resourced and appropriately governed, South Interlake Planning District provides services and direction for its members and customers at an optimal level.”

Mission

A “mission statement” clarifies the purpose and primary, measurable objectives of the organization. A mission statement is meant for employees and leaders of the organization. In October 2016, the following mission statement was developed by the SIPD Board with the assistance of HMC Management:

“To facilitate responsible land use planning and development within the South Interlake Planning District.”

Corporate Values

Corporate values shape the culture of an organization. They are the essence of the organization’s identity – the principles, beliefs, or philosophy. Many organizations focus mostly on their technical competencies but often forget that their values define who they are and how they operate. In October, 2016, the following corporate values were developed by the SIPD Board with the assistance of HMC Consulting:

- 1 Integrity:** Consider our moral and ethical obligations to all of our stakeholders when making decisions and taking action;
- 2 Collaboration:** Genuinely seek and value the input, perspectives and expertise of others, and encourage ideas and appreciate feedback from the outset;
- 3 Accountability:** We will be transparent and accountable to our members and their citizens, providing easy access to information, an outstanding customer service experience, and meaningful opportunities to participate in the planning process;

- ④ **Honesty:** Each of us demonstrates personal integrity, truthfulness and honesty in how we do our job. We inspire public confidence and trust in our organization;
- ⑤ **Equity:** Regulations and decisions will be applied equitably;
- ⑥ **Professionalism:** The SIPD Board and staff are expected to act professionally in all of our dealings with our customers.

Overview of the SIPD

The South Interlake Planning District (SIPD) is a partnership between the Rural Municipalities of Rockwood and Rosser, and the Towns of Stonewall and Teulon. The SIPD provides planning and building development services for the District. Our responsibilities include the adoption, administration and enforcement of the Development Plan for the entire district, the administration and enforcement of our member municipal Zoning By-Laws and Secondary Plans, and the administration of the Manitoba Building Code.

The District has an area of approximately 1,588 square kilometres with a total population of 15,205 (based on 2016 Statistics Canada Census). The Planning District is located immediately northwest of the City of Winnipeg along Provincial Trunk Highways No. 6 and 7, and abuts the municipalities of Headingley, St. Francois Xavier, Woodlands, Armstrong, Gimli, St. Andrews, East St. Paul and the City of Winnipeg. Provincial Trunk Highways No. 67 and 101 (Perimeter Highway) serve as the major east-west transportation routes.

SIPD Board

The South Interlake Planning District (SIPD) Board consists of directors appointed by the elected Council of each member municipality. Each municipality appoints two directors to the Board. In accordance with *The Planning Act*, the SIPD Board is responsible for governing the SIPD operations, including the adoption, administration, and enforcement of the Development Plan by-law for the entire District, and the administration and enforcement of the Zoning By-Laws, Secondary Plans, and any other applicable by-laws of its member municipalities and the SIPD.

The following municipal representatives comprise the South Interlake Planning District Board:

- Jim Campbell
SIPD Chairman (R.M. of Rockwood)
- Walter Badger
Deputy Chairman (Town of Stonewall)
- Angela Emms
Director (R.M. of Rosser)
- Bert Campbell
Director (Town of Teulon)
- Clive Hinds
Director (Town of Stonewall)
- Frances Smee
Director (R.M. of Rosser)

- Jim Dola
Director (Town of Teulon)
- Mark Hidlebaugh
Director (R.M. of Rockwood)

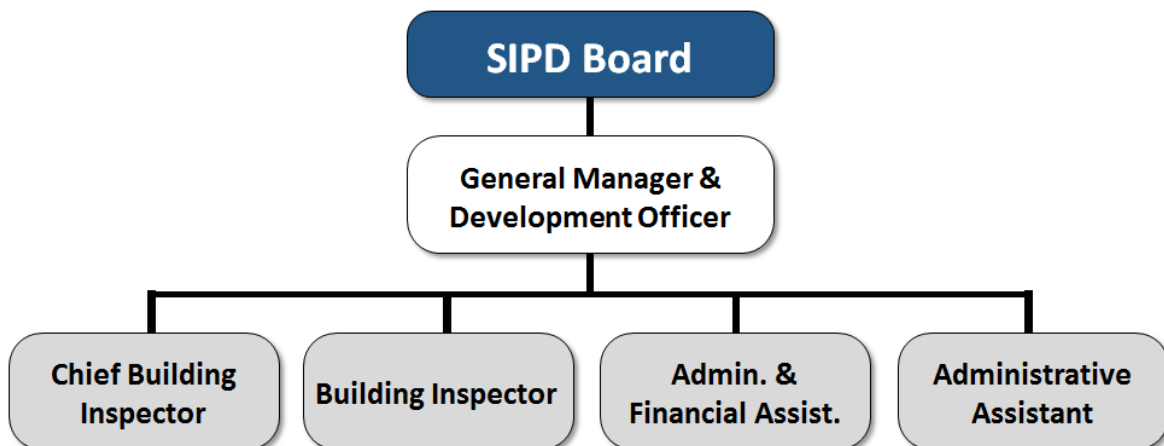
SIPD Staff

The South Interlake Planning District (SIPD) employs five full-time professional staff to provide planning, building, enforcement, and administrative related services to the District.

- Eric Shaw, MCIP, RPP
General Manager & Development Officer
- David Klausen
Chief Building Inspector
- Deryl Brook
Building Inspector
- Laura Beech
Administrative Assistant
- Vacant
Financial & Administrative Assistant

Figure 1 illustrates the organization structure of the South Interlake Planning District.

Figure 1: SIPD’s Organizational Structure



Changes in 2017

Staffing

After an extended employment contract through much of 2016, Laura Beech, Administrative Assistant, became a permanent full-time staff member of the South Interlake Planning District in early 2017. In 2017, Laura continued to provide primary frontline administrative support for the organization, leading the administration and coordination of permit files for the SIPD.

In December 2017, Natalie Yourchek, Financial & Administrative Assistant, left the SIPD to pursue another employment opportunity. Natalie worked for the SIPD for just over one year, providing financial management and administrative support to the General Manager/Development Officer and the SIPD Inspectors.

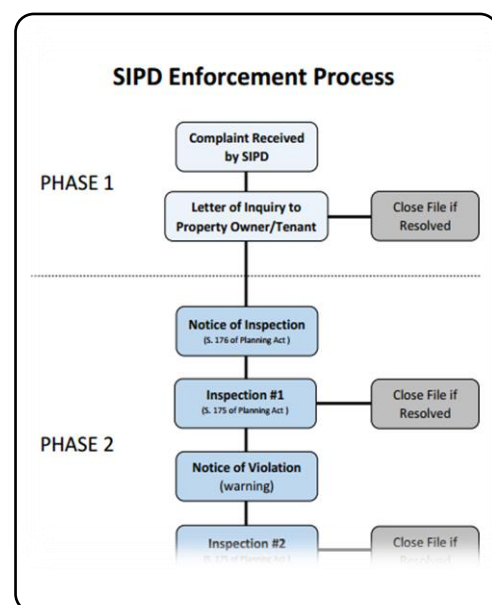
In 2017, David Klausen, Chief Building Inspector, and Deryl Brook, Building Inspector, continued to serve the SIPD by managing a significant volume of building permit applications for a wide variety of projects throughout the Planning District. In June 2017, David Doolan was hired by the SIPD as a term/contract Building Inspector to help manage some of the building permit related workload during the peak construction months. David finished his contract with the SIPD in October 2017.

Despite the vacancy of the Financial & Administrative Assistant position in late 2017, and some of the associated challenges that results from losing an important member of a small organization, the SIPD expects to fill that position quickly early 2018, prior to the busy construction season.

Enforcement

Enforcement services specifically related to land use and building construction are governed by the South Interlake Planning District (SIPD) Board, in collaboration with their member municipalities, and are administered by SIPD staff.

In 2017, the SIPD established a new enforcement procedure and file management process, consistent with the provisions of *The Municipal Act*, *The Planning Act* and the R.M. of Rosser's Enforcement By-Law. The procedure is designed to help improve communication, increase follow-through, and ensure accountability on files. In fact, the new procedure has already demonstrated some level of success, as it has helped to resolve 18 of 37 enforcement files in 2017.



Recognizing the efficacy of the new enforcement procedure and file management process, the SIPD Board has expressed interest in adopting a new SIPD enforcement policy or by-law, which would clearly prescribe all steps in the enforcement procedure, and include a cost-recovery component to help offset some expenses associated with the administration of the enforcement process.

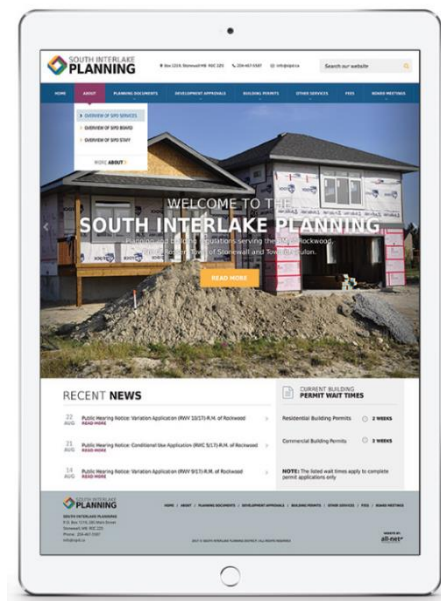
Fee Structure By-Law

In 2017, the SIPD undertook a comprehensive review of the SIPD’s fees for service. During the review, it was determined that many of SIPD’s fees for service were inadequate and did not cover the true costs associated with providing the service. As a result, staff spent significant time assessing the true costs of various services provided by the SIPD, reviewing fees from other jurisdictions, and outlining a number of potential changes to the SIPD fees. With direction from the SIPD Board, staff prepared a new Fee Structure By-Law, which was officially adopted on December 15, 2017. SIPD’s Fee Structure By-Law No. 2/17 is an important step to ensuring the long-term financial sustainability of the South Interlake Planning District.

Website Redesign

The SIPD retained the services of All-Net to undertake a complete redesign of the SIPD’s website in 2017, including the adoption of a new logo for the organization. The website is expected to be officially launched in January 2018, and will serve as a comprehensive source of information for the public, outlining various development approval and permit processes and requirements for a wide variety of projects.

The website will include digital copies of the SIPD Development Plan, member municipal Zoning By-Laws, detailed explanations for various development approvals, step-by-step instructions for various permits for different projects, a violation complaint form for enforcement matters, an online customer survey, the minutes and agendas for SIPD Board meetings, and much more.



The website is designed to be user-friendly, and is expected to help reduce the number of general inquiries received by the SIPD on a daily basis, which will help increase efficiencies in the office.

Development Applications

Summary

The General Manager and Development Officer is primarily responsible for managing all development applications received by the South Interlake Planning District (SIPD), with support provided by administrative staff.

The volume of development applications applied for in 2017 was reasonably high, with a total of 63 applications received and managed by the SIPD. This represents a slight increase over 2016 levels, when 59 development applications were applied for. In 2017, development applications in the R.M of Rockwood accounted for 57% of the total volume, while applications in the Town of Stonewall accounted for 21% of the total. Applications in the R.M. of Rosser and Town of Teulon accounted for 12% and 10% of the total volume respectively.

It is worth noting that 2017 included one proposed Development Plan amendment and six proposed Zoning By-Law amendments (text and mapping), which represents higher-than-usual volumes of those types of applications.

It is important to note that certain development applications require the involvement and assistance from Manitoba’s Community & Regional Planning Branch (Interlake), including applications for Development Plan and Zoning By-Law amendments and subdivisions. The SIPD greatly appreciates the excellent support and assistance provided by the Province on these files.

Volume and Type by Municipality

Figure 2 and Table 1 provide a summary of development applications that were active during the reporting period of January 1, 2017 to December 31, 2017:

Figure 2: Volume of Development Applications (2017)

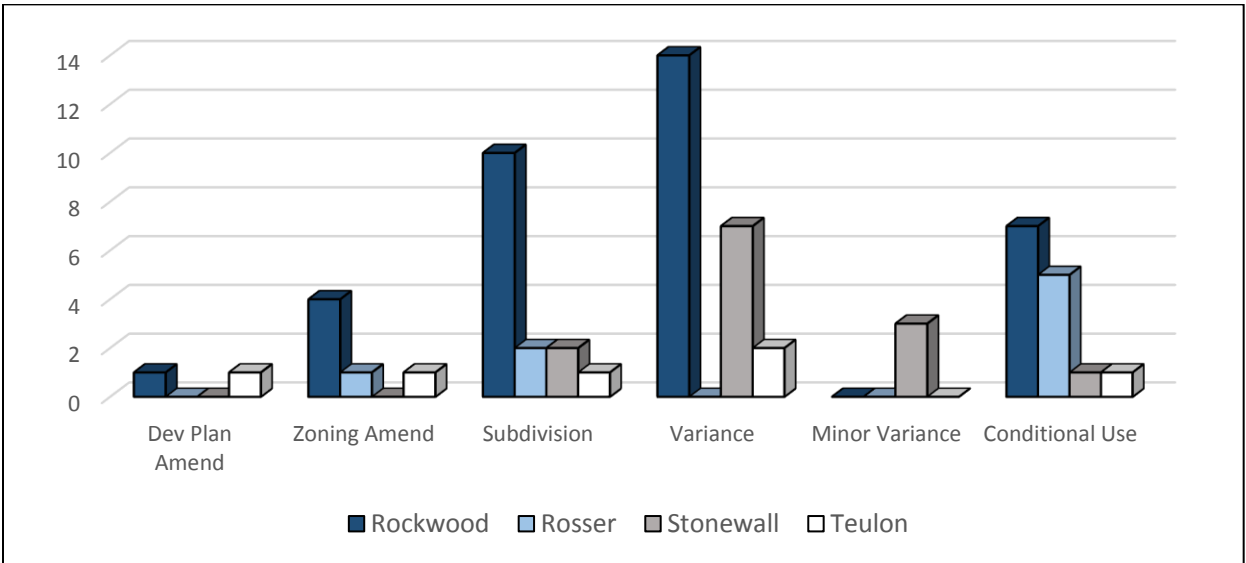


Table 1: Volume of Development Applications (2017)

Application Type	Rockwood	Rosser	Stonewall	Teulon	Total
Development Plan Amendment	1	0	0	1	2
Zoning Bylaw Amendment	4	1	0	1	6
Subdivision	10	2	2	1	15
Variance	14	0	7	2	23
Minor Variance	0	0	3	0	3
Conditional Use	7	5	1	1	14
2017 TOTAL	36	8	13	6	63
2016 TOTAL	40	9	6	4	59

Building Construction

Summary

In 2017, the total number of permits issued was 507, which is notably higher than the six-year annual average (428) between 2012 and 2017. One of the main reasons for the higher total is attributed to the SIPD's new development permit procedure, where most new construction requires both development and building permits. In previous years, the SIPD did not issue concurrent development and building permits.

Despite the higher-than-average annual volume of permits issued, the total value of new construction decreased. Specifically, the total value of new construction in the Planning District in 2017 was \$24,338,788, representing a decrease of more than \$2.6 million compared to the total value of new construction in 2016 (\$26,966,559).

More notably, the value of new construction in 2017 is significantly lower than the six-year annual average (\$37,452,963). This decrease in construction value is largely attributed to the significant drop-off of larger commercial projects in Rosser CentrePort. For instance, in 2017, the total value of new construction in Rosser CentrePort was \$7,266,528, which is substantially lower than Rosser CentrePort's six-year annual average of \$18,281,375.

The following are the top three 2017 permits, in terms of the highest value of construction, for each member municipality in the SIPD:

R.M. of Rockwood:

1. Stony Mountain Institution (kitchen upgrade) - \$964,760 value
2. NJV Veterinary (new clinic)- \$623,390 value
3. Pasak Farm Ltd. (truck & trailer repair facility) - \$603,190 value

R.M. of Rosser:

1. Bird Construction (base building) - \$6,380,000 value
2. Freightliner (facility addition) - \$261,763 value
3. Vintage Locomotive Society (maintenance shed renovation) - \$167,125 value

Town of Stonewall:

1. Wilberforce (residence) - \$523,430 value
2. Lupyrypa/Firman (residence) - \$386,725 value
3. Clarke (residence) - \$384,180 value

Town of Teulon:

1. Collision Corrections (building addition) - \$225,000 value
2. Vidir Machine Inc. (interior office renovation) – \$182,000 value
3. Griffin (residence) - \$140,760 value

Volume and Type by Municipality

Figure 3 and Table 2 provide a summary of the total volume of permits issued annually by the SIPD between 2012 and 2017:

Figure 3: Volume of Total Permits Issued (excl. Demolition) (2012-17)

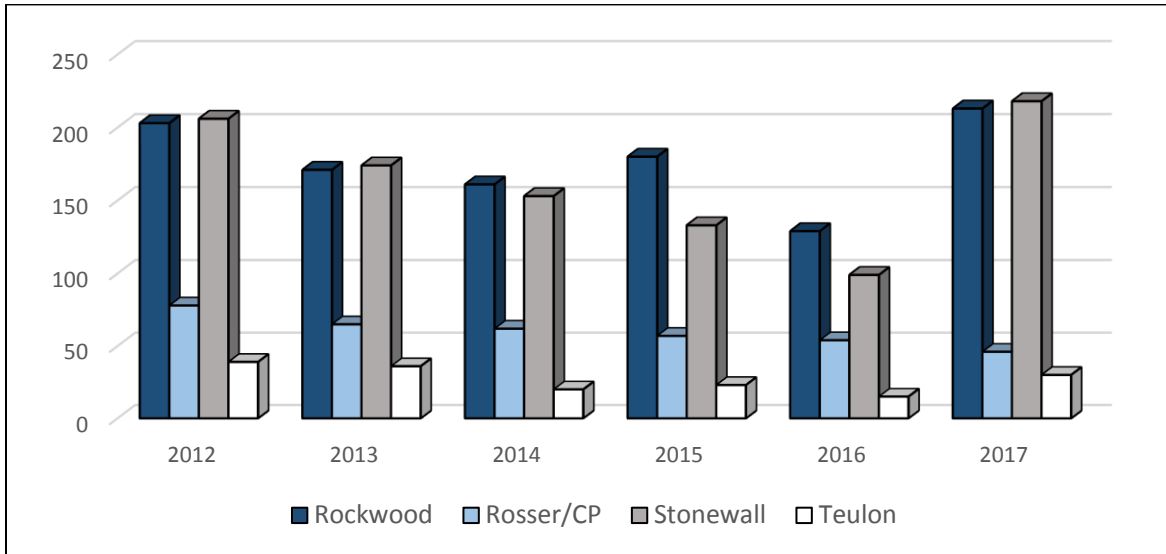


Table 2: Volume of Total Permits Issued (excl. Demolition) (2012-17)

Year	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2012	203	78	206	39	526
2013	171	65	174	36	446
2014	161	62	153	20	396
2015	180	57	133	23	393
2016	129	54	99	15	297
2017	213	46	218	30	507
'12-'17 AVG	176	60	164	27	428

Figure 4 and Table 3 provide a summary of the annual value of new construction associated with building permits issued by the SIPD between 2012 and 2017:

Figure 4: Value of New Construction (2012-17)

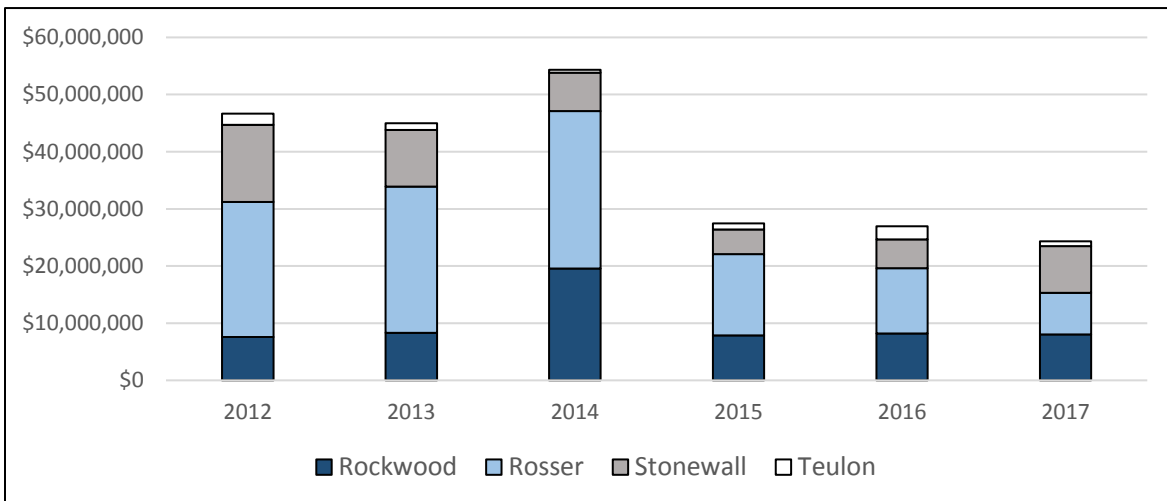


Table 3: Value of New Construction (2012-17)

Year	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2012	\$7,588,095	\$23,642,966	\$13,471,703	\$1,982,405	\$46,685,169
2013	\$8,300,893	\$25,588,008	\$9,916,054	\$1,162,705	\$44,967,660
2014	\$19,588,947	\$27,533,411	\$6,680,936	\$508,470	\$54,311,764
2015	\$7,843,241	\$14,218,593	\$4,310,215	\$1,075,792	\$27,447,841
2016	\$8,197,653	\$11,438,747	\$5,047,893	\$2,282,266	\$26,966,559
2017	\$8,031,488	\$7,266,528	\$8,206,145	\$834,627	\$24,338,788
'12-17' AVG	\$9,925,052	\$18,281,375	\$7,938,824	\$1,307,710	\$37,452,963

Table 4 provides a summary of building permits issued by the SIPD during the reporting period of January 1, 2017 to December 31, 2017:

Table 4: Volume of Building Permits Issued (2017)

	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2017 TOTAL	100	17	91	14	222

Table 5 provides a summary of development permits issued by the SIPD during the reporting period of January 1, 2017 to December 31, 2017:

Table 5: Volume of Development Permits Issued (2017)

	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2017 TOTAL	82	16	68	9	175

Table 6 provides a summary of occupancy permits issued by the SIPD during the reporting period of January 1, 2017 to December 31, 2017:

Table 6: Volume of Occupancy Permits Issued (2017)

	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2017 TOTAL	3	9	3	2	17

Table 7 provides a summary of plumbing permits issued by the SIPD during the reporting period of January 1, 2017 to December 31, 2017:

Table 7: Plumbing Permits Issued (2017)

	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2017 TOTAL	28	4	56	5	93

Table 8 provides a summary of demolition permits issued by the SIPD during the reporting period of January 1, 2017 to December 31, 2017:

Table 8: Demolition Permits Issued (2017)

	Rockwood	Rosser/CP	Stonewall	Teulon	Total
2017 TOTAL	3	2	2	1	8

Table 9 provides a summary of inspections conducted by SIPD staff, for all permits and enforcement files, during the reporting period of January 1, 2017 to December 31, 2017:

Table 9: Inspections (2017)

Month (2017)	Rockwood	Rosser/CP	Stonewall	Teulon	Total
January	20	7	27	4	58
February	27	18	6	8	59
March	37	10	31	4	82
April	21	9	29	2	61
May	37	42	10	2	91
June	44	7	34	12	97
July	42	6	56	12	116
August	57	7	53	10	127
September	50	11	46	7	114
October	39	10	45	14	108
November	19	9	50	4	82
December	32	6	43	1	82
2017 TOTAL	425	142	430	80	1,077
2016 TOTAL	426	112	417	54	1,009

Building permit related inspections increased between May through October 2017, which is the peak part of the construction season. It is not unusual for inspectors to conduct five or more inspections per day during this period.

Table 10 below provides a summary of the distance driven by SIPD inspectors for all inspections, for permits and enforcement files, during the period of January 1, 2017 to December 31, 2017:

Table 10: Kilometres Driven for All Inspections (2017)

Month (2017)	D. Brook	D. Klausen	D. Doolan
January	969	148	0
February	1,005	640	0
March	1,005	949	0
April	916	419	0
May	691	1,382	0
June	1,281	653	0

July	1,748	641	0
August	1,449	727	289
September	1,478	555	577
October	1,661	1,259	62
November	861	817	0
December	677	404	0
2017 SUBTOTAL	13,741	8,594	928
2017 TOTAL	23,263		

	D. Brook	D. Klausen
2016 SUBTOTAL	14,007	8,359
2016 TOTAL	22,366	

Enforcement Services

Summary

The SIPD is responsible for the enforcement of the SIPD Development Plan, member municipal Zoning By-Laws, and the Manitoba Building Code.

In 2017, the SIPD established a new enforcement procedure and file management process, consistent with the provisions of *The Municipal Act*, *The Planning Act*, and similar to the R.M. of Rosser’s Enforcement By-Law No. 6-16. The new procedure has been quite effective, as it has helped to resolve 18 of 37 enforcement files in 2017.

The greatest challenge with SIPD’s enforcement work is SIPD’s limited availability of human resource capacity to carry out the work. Each enforcement file takes considerable time to properly administer, including the preparation of various correspondence, site inspections, researching past permits and development approvals, liaising with member municipalities, engaging legal counsel, and communicating with property owners.

During peak construction season, when there is significant demand on the SIPD office, there is insufficient capacity to administer the enforcement files as quickly and effectively as the SIPD would like. In 2018, the SIPD will explore opportunities to address this matter.

Table 11 below provides a summary of the number of active and rectified enforcement files during the period of January 1, 2017 to December 31, 2017:

Table 11: Active & Rectified Enforcement Files (2017)

	Rockwood	Rosser/CP	Stonewall	Teulon	Total
Active Enforcement Files	8	9	2	0	19
Files Rectified in 2017	11	2	2	3	18
TOTAL FILES IN 2017	19	11	4	3	37

General Administrative Services

Summary

The SIPD is responsible for a variety of administrative work, including the administration of development of permit files, coordination of inspections, answering various development and building construction inquiries, preparing forms and documents, answering telephone calls, and more.

In 2017, the SIPD experienced a high volume of telephone calls, emails, and counter visits in the SIPD office. Table 12 below provides a summary of the volume of these administrative activities conducted by SIPD staff during the period of January 1, 2017 to December 31, 2017:

Table 12: Total Administrative Activities (2017)

Month (2017)	Telephone Calls (received/made)	Emails (received/sent)	Staff Interactions with Customers at the Counter
January	274	815	98
February	554	768	165
March	784	933	165
April	646	785	157
May	749	984	346
June	901	976	370
July	657	788	187
August	803	869	263
September	721	709	139
October	753	634	203
November	720	860	156
December	433	335	104
2017 TOTAL	7,995	9,456	2,353

Managing the volume of administrative activities is an ongoing challenge for the SIPD. To help address this, the SIPD will be launching a new comprehensive website in January 2018, which help to explain process and application requirements for a wide variety of projects. Specifically, the new website will provide the following information:

- Estimated processing times for permits;
- Notices for upcoming Public Hearings;
- Digital copies of the SIPD Development Plan and Zoning Bylaws for SIPD's member municipalities;
- Detailed overview of all development application processes and requirements;
- Detailed lists of various permit application requirements;

- Details on SIPD's enforcement process, including a downloadable 'violation complaint form';
- Digital customer service survey;
- Downloadable Fee Structure By-Law;
- Downloadable SIPD Annual Reports;
- Downloadable SIPD Board Agendas and Meeting Minutes; and
- Much more.

Promotion of the new website is expected to help decrease the volume of administrative activities, and the time required to answer inquiries, in the months and years ahead.

In addition to the work on the new SIPD website, administrative staff have been spent considerable time and effort in 2017 working on updating various application forms and informational resources (e.g., handouts, guides, etc.). This information will be available in digital form on the new website, and by hard copy from the SIPD office.

SIPD's 2017 Operating Budget

Summary

The South Interlake Planning District (SIPD) experienced a difficult budget year in 2017, despite a higher-than-usual volume of building permits (465), with total year-end expenditures exceeding revenues, resulting in a deficit of \$75,027.63.

At year-end, the actual revenue for the SIPD was just 75% of the budgeted revenue. Notable revenue streams that under-performed in 2017 included the building permit revenues for the Rural Municipality of Rosser / CentrePort (\$90,000 less than budget) and Development Permits (\$17,000 less than budget) throughout the Planning District. These losses were partially offset by some over-performing revenue streams, including building permit revenue for the Rural Municipality of Rockwood and the Town of Stonewall (combined surplus of \$12,000).

At year-end, total actual expenditures for the SIPD were 89% of budgeted expenditures. Savings were experienced with benefits (savings of \$10,000), office administration costs (savings of \$12,000), and the deferral of the SIPD Development Plan review (savings of \$45,000). However, legal costs were greater than expected, with spending more than \$8,000 greater than budget.

Table 13 below provides a summary of the annual balances for the SIPD between 2013 and 2017:

Table 13: SIPD's Actual Revenue vs. Actual Expenditure (2013-17)

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual
Revenue	\$440,252.22	\$519,545.15	\$388,462.27	\$461,497.15	\$405,651.56
Expenditure	\$397,887.76	\$425,188.95	\$411,559.67	\$424,425.18	\$480,679.19
NET BALANCE	\$42,364.46	\$94,356.20	(\$23,097.40)	\$37,071.97	(\$75,027.63)