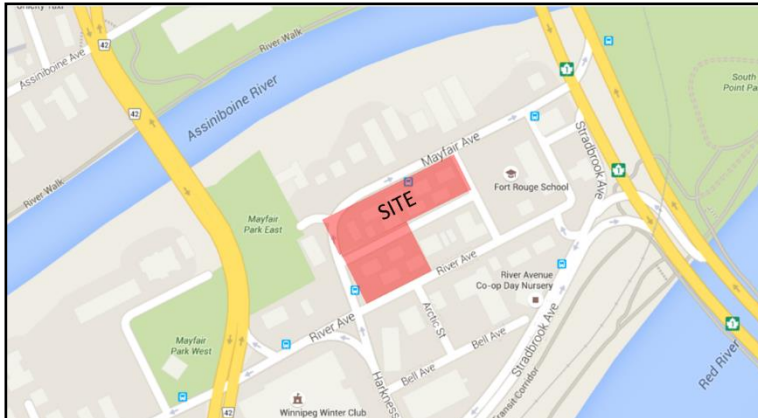


Final Report

Community Consultation: Redevelopment of River and Mayfair Property



Prepared for:
Department of Families



Prepared by:
proactive
INFORMATION SERVICES INC.

“Helping Clients Make a Difference ... Since 1984”

October 2016

Final Report

Community Consultation: Redevelopment River/Mayfair Property

Table of Contents

Introduction and Methodology	1
A. Background	1
B. Community Consultation	1
C. Communication Plan	2
D. Engagement Plan	3
E. Key Person Interviews	3
F. Community Data Collection	4
G. Demographic Analysis	5
H. Community Forum	6
I. Analysis and Reporting	6
J. Limitations	7
Discussion on Findings	8
A. Demographic Analyses	8
B. Key Person Interviews	11
C. Community Data Collection	20
D. Community Forum	25
Recommendations	27

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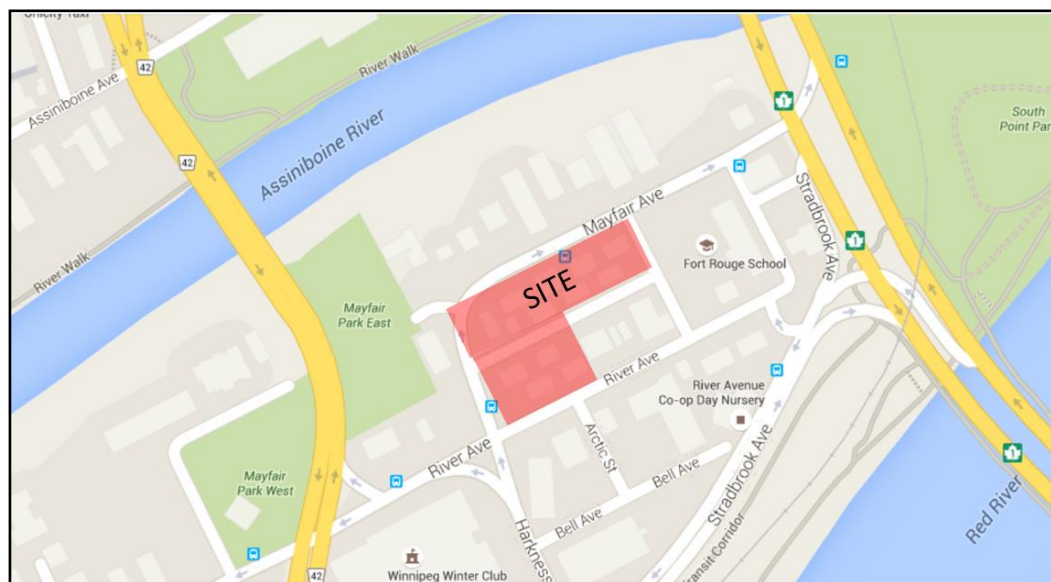
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Introduction and Methodology

A. Background

Manitoba Housing owns the Province's housing portfolio and provides subsidies to approximately 34,900 housing units under various housing programs. Within the portfolio, Manitoba Housing owns 17,600 units of which 13,100 units are directly managed by Manitoba Housing and another 4,500 units are operated by non-profit/cooperative sponsor groups or property management agencies.

Following inspection and review, Manitoba Housing demolished a 75 unit family project at 145 River Avenue and 124 Mayfair in Winnipeg which it owned and operated. The property is to be redeveloped and Manitoba Housing committed to engaging in community consultations prior to redevelopment.



B. Community Consultation

By embracing a service-oriented approach, Department of Families is working toward more positive relationships with Manitoba Housing tenants, community residents and stakeholders. Therefore, Manitoba Housing contracted with Proactive Information Services Inc.,¹ a Manitoba-based social research and evaluation company, to design

¹ Proactive Information Services Inc. was established in 1984 specifically to provide research and evaluation services to clients in the public and non-profit sectors. Proactive's clients include ministries of education, school divisions and districts, educational organizations, foundations, and other NGO's across Canada, as well as in Europe and South America. For more information on Proactive, please visit www.proactive.mb.ca.

and facilitate consultative community meetings and forums with stakeholder groups, to obtain their views, key priorities, and opinions on how to best guide the redevelopment plans on Manitoba Housing land at River/Mayfair. The consultation involved a multi-layered approach, with a view to appropriate and transparent community engagement in support of Manitoba Housing's goal for community consultation, as well as the area's expectation for public participation in the planning process.

C. Communication Plan

A clearly defined communication plan helped ensure the success of the community consultation process and the engagement of stakeholders. The communication plan identified the various 'audiences' or stakeholders to be reached, key messages for each stakeholder group, and how these key messages were delivered. The communication plan was part of an Interim Report provided to Manitoba Department of Families on June 23, 2016. While the entire communication plan is available within this earlier report, Table 1 outlines the broad strokes.

Table 1 Communication Plan: Key Messages by Stakeholder and Delivery Mode		
Key Messages	Stakeholders	Delivery Mode
1. Consultation is underway to determine the views, priorities, and opinions on how to best guide the redevelopment of the Manitoba Housing properties at 145 River Avenue and 124 Mayfair Place.	Current Area Residents	Neighbourhood Info. Sheets/Leaflets Websites Facebook Page
	Fort Rouge School Staff	Interview with Principal and Community Connector August/September School Newsletter Neighbourhood Info. Sheets/Leaflets Websites Facebook Page
	Fort Rouge School Families	Interview with Principal and Community Connector August/September School Newsletter Neighbourhood Info. Sheets/Leaflets Websites Facebook Page
	Daycare Staff	Information Provided to Director August & September Newsletter Neighbourhood Info. Sheets/Leaflets Websites Facebook Page
2. The consultation will include multiple stakeholder voices.		
3. The views of those in the community are essential to the redevelopment of this site.		
4. Those involved in consultations will have a chance to re-imagine and provide their views regarding what can guide the redevelopment of a Manitoba Housing site at 145 River Avenue and 124 Mayfair Place.	Daycare Families	Information Provided to Director August & September Newsletter Neighbourhood Info. Sheets/Leaflets Websites Facebook Page

5. The location, dates, and times of the consultation activities.	Mayfair Rec Centre Staff	Information Provided to Director August & September Newsletter Neighbourhood Info. Sheets/Leaflets Websites Facebook Page
6. Those involved in the consultations and other community members will be provided with information that outlines the findings of the consultation process.	Macdonald Youth Services (MYS)	Interview with Director August & September Newsletter Neighbourhood Info. Sheets/Leaflets Websites Facebook Page

D. Engagement Plan

The Engagement Plan built upon the Communication Plan by outlining more specifically when and how key stakeholders were consulted. Forging partnerships with key community actors was an important step in community engagement, as they are linked to gathering places in the community. These included the Principal and Community Support Worker at Fort Rouge School, the Director at the community daycare, staff at Macdonald Youth Services (MYS), as well as staff at Mayfair Place Recreation Centre. Engaging community members in a variety of ways was critical to their meaningful involvement. The engagement plan was part of an Interim Report provided to the Department of Families on June 23, 2016.

E. Key Person Interviews

In order to enhance the assessment of need, in-person interviews were undertaken with individuals identified in close consultation with Department of Families as key informant and community 'actors' in the River/Mayfair neighbourhood. Individuals were asked about their perceptions regarding housing issues, and options to meet the potential demand for housing. These eight interviews include input from 13 individuals (Table 2).

Table 2 Key Person Interviews		
Organization	Number of Individuals (n=13)	Interview Date
Fort Rouge School	2	May 24, 2016
City of Winnipeg, Planning, Property and Development	2	May 27, 2016
Institute for Urban Studies	2	May 30/Sept 30, 2016
Macdonald Youth Services	2	May 30, 2016
Family Dynamics	3	June 23, 2016
Professional Property Management Association	1	July 4, 2016
River Avenue Coop Daycare	1	September 8, 2016

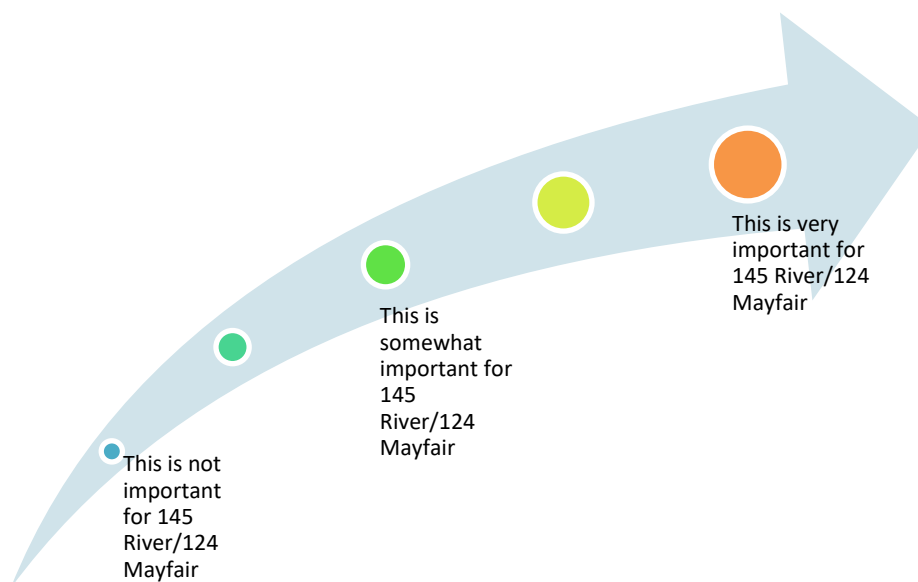
In discussion with key informants, it became clear that Family Dynamics and the River Avenue Coop Daycare were organizations that had long histories in the community and would have a unique perspective on the redevelopment of the site. Therefore, Family Dynamics and the River Avenue Coop Daycare were added to the list of key informants. Family Dynamics partnered with Manitoba Department of Families in providing staff and services for a Family Resource Centre at the former Manitoba Housing property at 145 River Avenue and 124 Mayfair Place. It was believed their knowledge of the former property and residents would be an important contribution to the consultation process. The individuals interviewed had worked in the Family Resource Centre at the former Manitoba Housing property at 145 River Avenue and 124 Mayfair Place.

F. Community Data Collection

Coffee Breaks were designed to elicit community members' views, key priorities, and opinions on how to best guide the redevelopment plans for the 145 River Avenue and 124 Mayfair Place property. The Coffee Breaks were undertaken at a time and location convenient for community members, including 10 family members. A total of three sessions were undertaken, one at Fort Rouge School and two at Mayfair Recreation Centre. Because of the different nature of these settings, the methodology differed for Fort Rouge School and Mayfair Recreation Centre.

The Coffee Break at Fort Rouge School on June 21, 2016 involved 10 individuals, four of whom were former residents of 145 River/124 Mayfair. In a relaxed and comfortable setting with food and drink, this session began by having community members identify what they feel are the gifts in their community, thus grounding the consultation sessions in strengths rather than deficits. What followed was a facilitated discussion where participants brainstormed for views, key priorities, and opinions regarding how to best guide the redevelopment plans for the 145 River Avenue and 124 Mayfair Place property.

Following a short break, the facilitator distilled the priorities and opinions that emerged onto voting charts for each view/opinion and/or key priority that surfaced during the discussion and included this scale or continuum:



Example of dotmocracy chart used at Fort Rouge School.

Using adhesive media (stickers), community members were invited to ‘vote’ by placing a sticker on each voting chart along the continuum of how important this view/opinion and/or key priority is for them in the redevelopment of the property at 145 River Avenue and 124 Mayfair Place. This process is referred to as dotmocracy.

The Mayfair Recreation Centre was another gathering place where community members’ views and priorities could be collected. Consultation with Recreation Centre staff indicated that groups of adults did not meet at the Centre during the summer months, although a bi-weekly Winnipeg Harvest did take place during this time period. Because many attend the Winnipeg Harvest at the Mayfair Recreation Centre, undertaking a community Coffee Break similar to that at Fort Rouge School would not be feasible. Therefore, it was determined to conduct brief intercept interviews with community members as they arrived or left the Winnipeg Harvest.

The intercept interview instrument was developed by Proactive and included the priorities for the redevelopment of the River/Mayfair property that surfaced during the June 21st Coffee Break at Fort Rouge School. A total of 33 intercept interviews were collected during two sessions of Winnipeg Harvest at the Mayfair Recreation Centre, Tuesday, July 12 and Tuesday, September 6, 2016.

G. Demographic Analysis

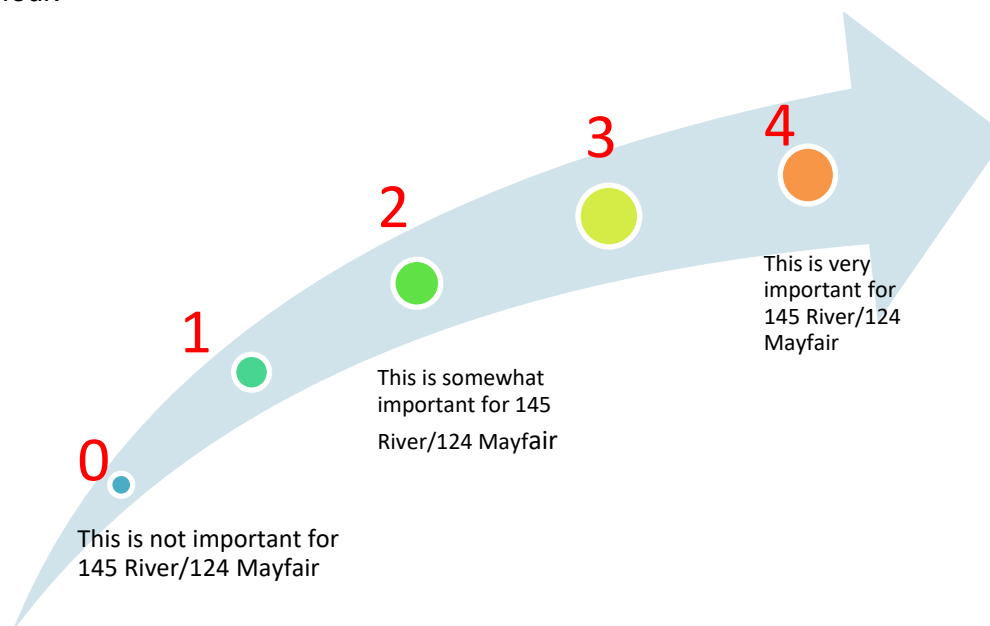
A demographic analysis and assessment of needs was undertaken that included sources such as: The City of Winnipeg - Neighbourhood Profiles, Statistics Canada - Census Profiles, River Osborne Neighbourhood Census data 2011, Manitoba Bureau of Statistics, Estimates (2011) and Projections (2013-2038), The Canadian Council of Social Development – Community Data Program, and Canadian Centre for Policy Alternatives - Winnipeg and Manitoba Housing Data.

H. Community Forum

Proactive compiled all information from the Coffee Breaks, intercept interviews, and the key person interviews to identify the views/opinions and/or key priorities. Once data collection activities were completed, the initial analysis and draft recommendations were undertaken. In September 29, 2016, community residents and stakeholders were invited to a Community Forum at the Mayfair Recreation Centre. Findings from Coffee Breaks and key person interviews were presented to community in the form of options for consideration. This provided an opportunity for community members to validate the findings, assess the options, and to provide additional options and/or recommendations. A total of 14 individuals attended the Community Forum.

I. Analysis and Reporting

Information from the Fort Rouge School Coffee Break was achieved using a matrix which tallies the importance community members place on each view/opinion and/or key priority values were added to the scale on the dotmocracy charts from zero to four:



These same views/opinions and/or key priorities were collected through intercept interviews at Mayfair Recreation Centre and were entered into SPSS for analysis. Responses were put on the same scale as those used during the dotmocracy part of the Fort Rouge School Coffee Break (Very important = score 4, Somewhat important = score 2, Not important at all = score 0). This scale and scoring was used to rank priorities that emerged from the Coffee Breaks at Fort Rouge School and Mayfair Recreation Centre. In addition, a thematic and prevalence analysis was undertaken with the key person interviews.

An Interim Report which included the Communication Plan, the Engagement Plan and progress on other data collection to date was prepared in late June 2016. This Final Report was prepared after the completion of the Community Forum, and incorporates all lines of evidence resulting from the consultations.

J. Limitations

Because the Manitoba Housing site at River/Mayfair was demolished before the consultation occurred, accessing the views and priorities for former residents was challenging. Nevertheless, the Coffee Breaks reached seven former River/Mayfair residents, as well as 10 current residents of the three close Manitoba Housing sites at 7 Mayfair, 115 Clark, and 375 Assiniboine. Furthermore, those interviewed from Family Dynamics had worked in the Family Resource Centre at River/Mayfair.

Discussion of Findings

A. Demographic Analyses

The following discussion, unless otherwise noted, is based on the River-Osborne neighbourhood in which the 145 River and 124 Mayfair place are situated. In addition to the creation of many new condominium developments in the community, there are other changes taking place. The density in the River-Osborne neighbourhood was 3390.6 occupied private dwellings per square kilometer in 2001, 3407.2 in 2006 to 3363.8 in 2011².

According to the 2011 Census and National Household Survey,³ almost 36% of the residents in the River-Osborne neighbourhood are between the ages of 20-29 years as compared to 15% for the City of Winnipeg (Table 3).

Age	River-Osborne (%)	City of Winnipeg (%)
0 to 19 years	12.8	23.6
20 to 29 years	35.7	14.5
30 to 39 years	19.5	13.4
40 to 49 years	9.7	14.3
50 to 64 years	13.4	19.9
65 years and older	8.9	14.3

* - Source: 2011 Census and National Household Survey

Individuals 15 years of age and older living in the River-Osborne neighbourhood (17%) were less likely to be married when compared to Winnipeg (46%). Over half (54%) of River-Osborne residents were single, compared to almost a third (31%) of Winnipeg residents (Table 4).

² Source: Statistics Canada: Census 2001-2006; National Household Survey 2011 updated 2015.

³ Readers should be aware that the River-Osborne National Household Survey had a global non-response rate of approximately 31%.

Marital Status	River-Osborne (%)	City of Winnipeg (%)
Married (and not separated)	16.9	45.9
Living common-law	13.5	7.8
Single (never legally married)	53.8	31.0
Separated, but still legally married	3.0	2.7
Divorced	8.1	6.4
Widowed	4.7	6.2
* - Source: 2011 Census and National Household Survey		

In 2011, almost 90% of River-Osborne residents reported the household size as either one person (58%) or two persons (30%). Family size most often consisted of a family of two (70%) persons.

The 2011 average income for residents living in the River-Osborne neighbourhood was \$30,562, while their median income was \$27,028⁴. The median income increased to \$35,907 in 2016⁵. Furthermore, 38.1% of residents were classified as being in low income cut-offs after tax (LICO-AT). This is not a measure of poverty, rather it *“is a measure that identifies levels of income below which Canadians are likely to spend a substantially larger proportion of their income on basic needs (i.e., food, clothing, shelter) than the average family, thereby reducing their expenditures on education, recreation, entertainment, and transportation, among other goods and services”* (Peg Maps - <http://www.mypeg.ca/>). Keeping this in mind, it should be noted that the current income limits set by Manitoba Housing for low-income households qualifying for long-term housing are; \$23,000 for studio, \$33,500 for 1 bedroom, \$43,000 for 2 bedrooms, \$47,500 for 3 bedrooms and \$57,000 for 4+ bedrooms. In the River-Osborne neighbourhood approximately one-in five dwellings need major repairs (18%) compared to Winnipeg (9%).

In 2015, approximately 26% of the population residing in the River-Osborne Neighbourhood used public transit. (Note: the public transit use indicator includes two elements: (1) the percentage of people who use public transit to get to work; and (2) the number of transit trips per capita.) This holds implications for the Mayfair redevelopment

⁴ Source: 2011 Census and National Household Survey

⁵ Source: Peg Maps - Data for this indicator was obtained from Statistics Canada. Neighbourhood and Community Characterization Area level data was obtained through the Winnipeg Data Consortium/Community Social Data Strategy (<http://www.ccsd.ca/subsites/socialdata/home.html>). The most recent data for this indicator was made available in 2016. This data is updated as it becomes available.

particularly when the approach outlined in the Winnipeg Transit-Oriented Development Handbook (City of Winnipeg, 2011) is considered⁶. This document highlights the City of Winnipeg's planning framework which prioritizes *"building complete communities and accommodating growth and change in a sustainable way. This will be done by balancing growth in new and existing communities with intensification in certain areas of the city – namely, centres and corridors, major redevelopment sites, and downtown."*

A key component of this approach is transit-oriented development (TOD) which is the area within the first 400 to 800 metres of transit stations. This helps to facilitate compact growth within easy walking distances to transit stations. As noted in the Handbook, *"it is not one project, but a compilation of projects. Individually, each project may serve one primary function but as a whole, they create a place."* Personal benefits identified from TOD include; increased mobility choices, increased disposable household income and increased health benefits. As noted by Shaw (2004)⁷ *"beyond the immediate home, the area or neighborhood in which housing is located, the proximity to services and facilities, and the condition of the natural and built environment are hard but indirect ways in which housing can affect health."* This individual goes on to suggest that *"the prevalent culture in an area, the sense of community and shared values, and the level of social capital that is characteristic of the area"* have an influence on health and well being and impact and benefit individuals who are housed there.

The Canadian Green Building Council (CaGBC) sponsored a study in early 2016 that looked at the motivation to build green buildings. They noted that *"it is not surprising that the benefits for healthy green buildings extend far beyond improvements to health. Nearly half of Canadian building owners report they are able to lease space more quickly in buildings with healthy features, and over one third see an increase of 7% or more of their building value."*⁸ In addition, they found that more than half of health professionals surveyed *"recognize a wide range of building features and practices that influence the health of occupants."*

The history and projections dealing with enrolment at Fort Rouge School which serves the Mayfair area are fairly stable. While there was a slight decline in student enrolments in 2013, enrolments are projected to remain stable until 2020 (Table 5). It is projected that there will be an increase of four students between 2017 and 2020.

⁶ City of Winnipeg. (2011). *Transit Oriented Development Handbook*, available at <http://www.reconnectingamerica.org/assets/Uploads/20120113WinnipegHandbook.pdf>. No other specific local area plans apply to this neighbourhood.

⁷ Source: *Annual Review of Public Health*; Vol. 25: 397-418 (Volume publication date April 2004).

⁸ Healthier Buildings In Canada 2016: Transforming Building Design and Construction.

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
School Total	128	129	139	107	127	124	133	135	137	137	139

* - Source: The Winnipeg School Division

Looking towards the future, Manitoba Bureau of Statistics projects Winnipeg as being one of the fastest growing regions in Manitoba. As noted, “*the Winnipeg region is expected to gain an average of 11,200 residents annually, accounting for 67.1% of the projected provincial increase.*”⁹ According to their projections Winnipeg’s population will increase from 773,300 in 2018 to 971,500 in 2038. One can assume these increases will result in an increased demand for dwelling units.

B. Key Person Interviews

An analysis of eight key person interviews involving 13 individuals reveals a number of themes or areas of discussion regarding the River/Mayfair site in particular and neighbourhood in general. In addition, this data source also uncovered issues with the previous Manitoba Housing property at 145 River Avenue and 124 Mayfair Place which informed interviewees perspectives on the redevelopment of the property.

All of those interviewed reinforced the importance of redeveloping the site at 145 River Avenue and 124 Mayfair Place as public housing and that the land should not be redeveloped as market rental housing or as condominiums.

1. Location

The location of River/Mayfair was seen by some as a strength that could be leveraged in favour of a redeveloped Manitoba Housing site. The location was described as close to Downtown and The Forks. While some key informants indicated that River/Mayfair was within walking distance of Osborne Village, others believed walking that distance in winter and/or with small children would be challenging. The location is also readily accessible to a number of transit routes, including the rapid transit station at Harkness; therefore, allowing for good access to affordable transportation. One key informant described: “*You don’t have to have a car to live in the neighbourhood.*” Given that those involved in Coffee Breaks mentioned that few Manitoba Housing residents owned cars, it makes River/Mayfair a good location for redeveloped public housing. Another key informant mentioned: “*The area is a bit of an island, and that’s a benefit. It offers some privacy from the hubbub of the rest of Downtown, while still being close. It is a nexus to downtown.*”

⁹ Data Source: Manitoba Bureau of Statistics - Estimates (2011) and Projections (2013 to 2038)

While there is only one small convenience store in the immediate area, River/Mayfair was described as close to many amenities in the Downtown and across the bridge in Saint-Boniface.

Because a redevelopment of the River/Mayfair site is between 400 and 800 meters from a rapid transit station (at Harkness), this neighbourhood would be considered a priority area for redevelopment under the guidelines set out in the City of Winnipeg's *Transit Oriented Design (TOD) Handbook*. Accordingly, the River/Mayfair area would be considered to fall under the Urban Neighbourhood typology. One key informant mentioned that former residents of River/Mayfair did use rapid transit. While Fort Rouge School is intended as a feeder school for Churchill High School, it was mentioned that a number of students access Grant Park High School through Schools of Choice because it is more easily accessible by transit at the Harkness Rapid Transit Station.

In addition, the area was described as having "...walkable streets and a tree canopy in the summer." Key informants mentioned the importance of redeveloping the River/Mayfair property in such a way as to "...fit into the community." City of Winnipeg TOD Urban Neighbourhood typology suggests stepping development back from the street which "also allows for sun penetration down to the street level and it looks more pedestrian friendly." This suggests that a redeveloped River/Mayfair site consider the guidelines outlined in the *TOD Handbook* to ensure they are appropriate to the Urban Neighbourhood typology and suitable to the character of the neighbourhood. One individual believed that concentrating a large number of Manitoba Housing units in one place "gets people nervous." Therefore, Manitoba Housing "should not build in clusters and there is a need for more diverse locations."

While most key informants acknowledged the location of the River/Mayfair site was an strength, one key informant indicated the location was deceptive. While being close to Downtown and The Forks, it was also bisected by major roadways and bridges, making it isolated and challenging pedestrian access:

It is a small area which is cut off by major roadways from other close areas. It is isolated by Donald Street and Main Street, with the bridges right close which cut it off. It is not really part of Fort Rouge or Osborne Village. It is cut off from Downtown by the [Assiniboine] River...cut off from the Forks, and cut off the Red River by the rapid transit corridor. It is deceptive that there is good access [to the area]. You have to cross major roadways to get to rapid transit and to the [Mayfair] Recreation Centre. You have to walk over the bridge to get to Downtown or Saint-Boniface, which is open, exposed, and cold in the winter.

Coffee Break participants also identified attention to traffic safety as a priority for site redevelopment.

2. Housing Units

The previous Manitoba Housing development at River/Mayfair included 75 'family' units. While key informants mentioned having family sized units in a redeveloped Manitoba Housing site at River/Mayfair, they would like to see a variety of sized units to also accommodate individuals: *"Some with fewer and some with more bedrooms, although the focus still needs to be on families."* When speaking of larger size family units, these were described as being three to five bedroom units. However, it was mentioned during one of the interviews that three bedroom units *"are very expensive to develop."* A second key informant mentioned that attention to the needs of inter-generational families could be an important consideration. This individual also spoke of the need for larger family-sized units to accommodate New Canadian families. Therefore, further consideration of how culture affects space needs should be explored: *"Research has shown that new Canadian families have different cultural needs for space than do Canadians how have been longer term residents. Some cultures don't like open-concept design. This has implications for design."* Other key informants mentioned that most of the families that had previously lived at the site had four or fewer children and many were headed by a lone adult. Nevertheless, all key informants believed that having units of various sizes would be a priority for a redeveloped River/Mayfair site.

Units appropriate to seniors was highlighted. It was believed that having housing for seniors as part of a redeveloped public housing site at River/Mayfair would add to the stability of the area and reduce transiency. Key informants stated that previous River/Mayfair residents included a number of extended families, and *"There is an advantage to having Kokum on site."* In addition, it was mentioned that Macdonald Youth Services would like to have two units within the River/Mayfair redevelopment would be provided for youth transitioning into adulthood from care.

While it was clearly understood that a redeveloped River/Mayfair site would be multi-family, key informants stressed the importance of privacy as a consideration in redevelopment. Not only did people speak of the importance of sound-proofing between units, they mentioned that accessibility to private outdoor spaces, such as balconies, were important. The previous 'California style' development included units that had private outdoor spaces, although a number of these were open to the street and not described as 'private'.

Accessibility was also mentioned as important, particularly for strollers, walkers, and wheelchairs. The outdoor stairs in the previous 'California style' design was considered particularly problematic. Finally, ensuring a sustainable design was also mentioned as important, in terms of ensuring any redevelopment was environmentally friendly and energy efficient at the front end and not as an after thought: *"Energy efficiency also means decreased utility costs for whoever pays them."* Another key informant echoed this by suggesting: *"Manitoba Housing has the opportunity to build for the full life cycle of the*

development, and to realized the financial and environmental possibilities that this could provide in future.”

One individual interviewed mentioned that Manitoba Housing should not be building housing developments. This individual expressed surprise that *“with their history of improper maintenance they are still in business.”* This individual believed that *“if you want to end homelessness in Winnipeg [the government] should find a way to provide property tax breaks to the private sector to build places for the homeless.”* The property tax breaks would provide an incentive to private sector builders. This individual believes that Manitoba Housing *“should not be in the business of developing housing.”* It was noted that, while a mixed use facility (residential and commercial) works in other jurisdictions, it does not currently appear to work in Winnipeg. However, it was proposed that this approach be kept in mind for future developments. It was also suggested that Manitoba Housing should consider a process which would graduate people from public into private housing. This was seen as helping to reduce waiting lists and enhancing the capacity of individuals as their situations become more positive. The development of a monitoring process and the maintenance of reduced subsidies would be required to aid individuals as they move into private housing.

3. Laundry

Laundry facilities were considered of critical importance to a redeveloped River/Mayfair site, including good access to washers and dryers. This was stressed as important to public health and particularly to fighting bed bugs. In-suite laundry was described as ideal not only for convenience but also for safety; however, it was believed that this may not be achievable. However, having accessible laundry facilities of a sufficient size to accommodate the number of residents would be essential. The closest laundromat is on Osborne at ‘Confusion Corner’ which is quite a distance to access laundry facilities. One key informant indicated that a recent Manitoba Housing development included a ‘hot room’ to help control bed bugs and suggested this should be a considered.

4. Family Resource Centre

Most of those consulted through interviews advocated for the re-establishment of a Family Resource Centre at a redeveloped Manitoba Housing site at River/Mayfair:

The Family Resource Centre was really important. They worked really well with the school, and they helped deal with tensions between families. Lots of disputes were solved through the Family Resource Centre. There isn’t a Family Resource Centre at 7 Mayfair,¹⁰ and we really see a difference.

¹⁰ There is another Manitoba Housing property at 7 Mayfair Place with 42 units, as well as a 50 unit development at 115 Clarke Street. Both of these properties had access to the Family Resource Centre at River/Mayfair, although families from 7 Mayfair and 115 Clark were not frequent users.

The Family Resource Centre at River/Mayfair site fostered a sense of belonging and ownership that not only improved social outcomes, but influenced the living conditions of residents: *“The Resource Centre helped with taking ownership and some ways in which families can give back. It makes the community better and safer.”*

The redevelopment of River/Mayfair should include a space specifically designed as a Family Resource Centre and not rely on the retrofitting of an existing space following construction. A redeveloped Family Resource Centre should also include a space for child minding in support of programming at the Centre and could be adjacent to a communal laundry facility (should this be the option chosen rather than in-suite laundry), thus adding to the safety of the laundry space. Having kitchen facilities in the Family Resource Centre was mentioned, so that programming, such as a community kitchen and cooking/nutrition programming, could take place. As Manitoba Housing works in partnership with Family Dynamics to operate Family Resource Centres in a number of communities, further consultation with this partner regarding specifics for a Family Resource Centre is advised.

5. Safety

Attention to safety was articulated as important to the redevelopment of the River/Mayfair site. One key informant described the neighbourhood as *“...a little dodgy in the evening and after dark,”* while another mentioned the importance of lighting to safety in the area. A number of key informants indicated that gangs posed a safety threat in the neighbourhood. Therefore, attention to personal safety in communal areas of a redeveloped River/Mayfair site, such as communal laundry, was already considered important. These spaces should include windows and be well-lit.

A number of key stakeholders mentioned the halfway house across Mayfair from the River/Mayfair site as a source of concern. However, staff from the Family Resource Centre at the former River/Mayfair site worked with halfway house staff to improve relationships and *“they*

More Than a Potluck

Family Resource Centres serve their purpose as a lighthouse and as a root for us to build a much more beautiful environment in which to live. Tenant meetings give people living in the community an opportunity to voice their concerns, problem solve and share their ideas about how the community to thrive and grow. This reduces the risk of the community falling victim to what many would term a ‘ghetto’ due to lack of care and concern, and instead we have a place to gather and pool our ideas to build a growing community that can all enjoy living in.

Without an open and active centre, the tenants sometime live isolated and alone. There is no safe place for them to go and no healthy environment for them to interact. There is no resource centre for them to find the necessary services so they can build their lives. Elderly people and others with illnesses are left alone with their issues that may cause an endangerment to their lives.

Manitoba Housing Resident

[halfway house residents] stopped hanging out outside and bothering the ladies. They came over and apologized.” Interestingly, there was a perception that safety issues were more prevalent within the market rental apartments on Mayfair Avenue along the Assiniboine River and across the street from the Manitoba Housing site: “most of the safety issues were in the apartment blocks along the [Assiniboine] River. There is lots of transiency there because of month-to-month rentals.”

Because safety surfaced as a priority in redevelopment from all those interviewed, the suggestion was made to consider Crime Prevention Through Environmental Design (CPTED) principles in the redevelopment of River/Mayfair. The City’s own CPTED publication outlines the basic principles of natural surveillance, access control, territoriality, as well as maintenance and image were mentioned in lay terms by key informants, especially in terms of clear site lines and lighting.¹¹

Finally, the neighbourhood was described as having heavy traffic, with cars and transit buses running adjacent to the River/Mayfair site. The area was described as a ‘pass through’ area where cars and transit busses go speeding through: *“This area is oriented toward car movement. There has been little attention to how pedestrians can move easily through the areas because of the large roadways [approaches to Donald Street and Main Street bridges] were punched through the area.”* Therefore, key informants prioritized attention to traffic safety as an important consideration in the redevelopment of River/Mayfair. In particular, one key informant spoke of the need for a movement study to be undertaken prior to the redevelopment of the site: *“...to see how people access the site and move through the neighbourhood. Any architect will do this as part of a site redevelopment. It should be done early on in the process to inform the design from the onset.”*

6. Green Space

All key informants stressed the importance of green spaces in the redevelopment of the River/Mayfair site. When asked of their knowledge of the former residents of the River/Mayfair Manitoba Housing site, one key informant explained: *“It was mostly families...Single parent families, some larger and some smaller. There were also inter-generational families with grandparents and children. There were lots on social assistance and facing issues of poverty.”* Almost all area residents live in multiple family dwellings, making access to outdoor spaces and green spaces all that more important. Currently, the only green spaces in the neighbourhood include the grounds at Fort Rouge School and Mayfair Park East, a small park with a play structure adjacent to the Donald Street Bridge. While this park was recently reconstructed with a new play structure, it is not visible from the street and is cut off from the other green space, Mayfair Park West which includes the Mayfair Recreation Centre and grounds, by Donald Street and the Bridge. Key informants spoke of access and safety concerns in Mayfair Park East.

¹¹ City of Winnipeg. (2006). *Crime Prevention Through Environmental Design Principles*, available at http://lin.ca/sites/default/files/attachments/CPTED_0.pdf.

Green space should include a safe play space for children. The previous play area at the River/Mayfair site was described by key informants as unsafe, as it was right along the lane that bisects the property and had dumpsters adjacent to the lane. It was mentioned that ideally any communal green space could be connected by a footpath to the school property (in addition to the city sidewalk) so that children and families could move freely and safely to the school's green/recreation space, thus leveraging the existing recreation facilities at the school.

Discussion with the City of Winnipeg indicates the possibility of reconfiguring the lane through the River/Mayfair site:

The lane is required for access to other buildings [131 and 141 River Ave]. We can't take it away if buildings rely on it, but it can be reconfigured. What we have seen in the past is that a lane can be deflected [back to River Avenue] and closed at that point. Then you don't have to worry about the lane. It can become a courtyard or shared community space. This would require approval from the City and if there was any infrastructure there may be easements and they would have to construct a new lane...There is another option for making this lane into a safer green space. If the current lane remains, it can be transformed into a public space that still functions as a lane, that allows cars to go down, but there are measures that calm the traffic by narrowing the width and changing the texture of the surface, and you have seating and planting. Cars can travel down, but they travel slowly and you can bike and walk down. It still functions [as a lane], but it is more of a public space. The parents can watch their children in a space like this, which is good for safety. It makes the space useable, rather than simply a space for cars to drive. Discussion of this type of plan with the City of Winnipeg Public Works Department would be needed to think through ways this could be achieved [consideration for garbage and snow removal, etc.].

Another key informant suggested that a reconfigured lane could allow for an outdoor courtyard at the centre of the property, with housing configured around this centre court. This could include a safe children's play area that is away from traffic and incorporate the CEPTED principle of natural surveillance, as housing would be clustered around the central green space.

Key informants also mentioned the importance of private outdoor spaces for a redeveloped River/Mayfair site. Any apartment or townhouse style of housing should also include a private balcony or outdoor space so that residents could also access the outdoors without having to use a communal green space.

7. Density

The previous development at River/Mayfair included 75 family units. Discussion with City of Winnipeg officials indicates the possibility of allowing for higher density in the area:

We estimate the property to be about 65,000 square feet which is currently zoned RMFM [Residential Multifamily Medium]. Under the RMFM density category, you can have up to 81 units or you can have small density variances up to 89 units which we could give, if it is a very supportable project. So 89 units would be the maximum under the current zoning category. People can re-zone if they wish to have higher density. Because it is near rapid transit, the TOD [Transit Oriented Development] applies, and there are a number of different typologies possible depending on proximity to Downtown and the level of transit service. This falls within the 'Urban Neighbourhood' typology. That would allow for 40 to 100 units per net acre and the site is one and a half acres. That would mean that the range is anywhere between 60 and 150 units. That is just a guideline, but it gives an idea of what is appropriate in this close proximity to a rapid transit station.

The current zoning allows for height up to 60 feet, approximately five to six stories. However, the Urban Neighbourhood typology guideline in the City of Winnipeg *Transit Oriented Development Handbook* allows for up to 12 stories: “*Twelve stories may not be appropriate, as consideration of the context such as shadowing.*” Nevertheless, this could allow for the possibility of development higher than 60 feet for a supportable project.

8. Parking

Two different views were expressed during interviews with respect to parking in the neighbourhood. On the one hand, one key informant mentioned that parking in the area of River/Mayfair was insufficient. However, others explained: “*the assumption is that those living on social assistance have less car ownership than the general population because car ownership is an affordability issue.*” City of Winnipeg officials indicated they would be open to zoning variances for decreased parking requirements because of Transit Oriented Design principles. Furthermore, a recent Manitoba Housing development in the Wolseley area partnered with Peg City Car Coop to provide two vehicles for residents. This facilitated the City of Winnipeg offsetting parking spaces and use the land for other uses.

9. Child Care

While some childcare options exist in the neighbourhood, these are mostly for children over 18 months of age at River Avenue Coop Daycare or for school age children at the Maybrook Children's Centre. While River Avenue Coop Daycare has four infant spots,

there are no other infant care spots in the neighbourhood or in close proximity and, in fact, these are scarce throughout the City of Winnipeg.

During the interview, one individual suggested that any new housing development should include space for a daycare. This individual stated *“it should be a priority and potentially run by people in the building.”* This individual believed that if individuals living in the building could be trained and work in the daycare in their building this would provide a possible avenue to employment.

10. Leveraging Community Connections and Partnerships

Redevelopment of the River/Mayfair property could leverage a number of partners present in the neighbourhood. Fort Rouge School was described by key stakeholders as a community strength and the relationship between the school and River/Mayfair residents was described as excellent. In particular, the staff were praised for their understanding of residents and for their welcoming and supportive nature: *“The school is excellent in understanding and dealing with families from impoverished backgrounds.”* Before and after school programming, Lighthouse programming on Mondays, as well as the family community programs offered by the school’s Community Support Worker were valued by key informants. In addition, the school’s green and recreation space was viewed as an asset. In fact, the school was described as a strong hub within the community and being adjacent to the River/Mayfair property allowed for a strong partnership.

In addition, one key informant explained *“Macdonald Youth Services (MYS) and the school create stability in the neighbourhood.”* Discussion with key informants indicated that MYS’ redeveloped site across from River/Mayfair will include bringing fibre optic internet to the street, a service that could be ‘shared’ with a redeveloped Manitoba Housing site at River/Mayfair. In addition, MYS’ future development on the site could include a sweat lodge that includes community use. Also, the River Avenue Coop Daycare has been a presence in the community for over 30 years.

The importance of a Family Resource Centre in a redeveloped River/Mayfair site has already been discussed. Building on Manitoba Housing’s existing relationship with Family Dynamics for service delivery seems a natural extension of an existing partnership. Finally, the Mayfair Recreation Centre was also viewed as a strength within the community. The after school programming for children/youth in particular was mentioned as important.

The City of Winnipeg could also be a strong partner. Discussions revealed the City was open to the possibility of zoning changes with respect to density, as well as deflecting or calming the lane for *“...a more community-minded design.”* This was supported by a number of key informants. The City also indicated commercial use is also supportable under the Urban Neighbourhood typology:

I think that having a laundromat open to the public in the area would be great amenity...If it is going to be a larger multifamily development, I would assume that it would be helpful to have a daycare in the area. This would also contribute to the completeness of a community neighbourhood. Consideration of a drop-off area would need to be taken into account for a daycare.

Once there is a concept design, pre-application can be made to the City of Winnipeg. This process allows for detailed feedback from all City of Winnipeg departments from Public Works to Planning to Transit, as well as consultation with the area counsellor. The pre-application process was suggested, as it provides for a much smoother application process. In addition, the \$170 pre-application fee can be applied to re-zoning applications, making it virtually cost-neutral.

One individual suggested that Manitoba Housing should strongly consider a P3 – Public Private Partnership in which Manitoba Housing does not undertake the development.

C. Community Data Collection Sessions

A Coffee Break was undertaken with families from Fort Rouge School on Tuesday, June 21, 2016. Ten individuals from the school community, four of whom were former residents of the Manitoba Housing property at 145 River and 124 Mayfair, were in attendance. Additional data collection was undertaken at Mayfair Recreation Centre in conjunction with Winnipeg Harvest. Because individuals were waiting for an opportunity to participate in Winnipeg Harvest rather than for a particular 'meeting' or 'program,' intercept interviews were undertaken with those who were waiting for Harvest.

A total of 33 intercept interviews were completed by those attending Winnipeg Harvest at the Mayfair Recreation Centre on July 12 and September 6, 2016. Those interviewed included three former residents of 145 River/124 Mayfair,¹² as well as 10 residents in other close Manitoba Housing locations; 7 Mayfair (n=5), 115 Clarke (n=3), and 375 Assiniboine (n=2). Half lived in the neighbourhood (n=17) and walked (n=23) or got a ride (n=6) to the Mayfair Recreation Centre. Sixteen were female and fourteen were male, and most were between 35 and 54 years of age (n=19). Interview questions arose from the priorities which surfaced during the previous Coffee Break at Fort Rouge School.

Findings all community data collection sessions were aggregated to identify overall community priorities.

¹² One respondent indicated they had family members who had lived at 145 River/124 Mayfair, while another said they knew individuals who had lived there.

1. Community Gifts

Those attending the Coffee Break at Fort Rouge School were asked what they saw as a gift in their community. These were shared at the beginning of the session in order to focus the discussion of the priorities for the redevelopment of the River/Mayfair site on strengths. The strengths that surfaced included:

- ✿ More families with children in the community (school next door)
- ✿ Everyone knows everyone/helping hands in the community
- ✿ Culture, diversity, and youth
- ✿ Easy access to bus routes and The Forks
- ✿ Maintaining community history and ties between neighbourhoods
- ✿ No condos

Clearly, those living in the community were seen as a strength. Although worded differently, four of those attending the Coffee Break viewed having families with children as a community strength/gift. In addition, having individuals who knew and helped one another also emerged as a strength, as did culture, diversity, and youth. Community amenities and infrastructure, such as proximity to transit were not mentioned as frequently as a strength in the community. The nature of the gatherings at the Mayfair Recreation Centre did not allow for this process to be part of the data collection at this location.

2. Priorities for the Housing Units

Although 10 individuals attended the Coffee Break at Fort Rouge School discussion and provided their views on priorities for redevelopment, only eight participated in the dotmocracy voting. Using the scale described in the Methodology section of this report the highest possible score for any priority is 32 at the Fort Rouge School Coffee Break. The scale with the same values as those used during the dotmocracy session at the Fort Rouge School Coffee Break were used for the Coffee Breaks at Mayfair Recreations resulting in a maximum score for these sessions of 132 (33 x 4).

Combining these findings, a maximum score from all Coffee Breaks (community score) was 164. This allows for an analysis of ranking of priorities for the entire community.

When looking at the community data collection as a whole, top priorities for the housing units were units for elder/seniors, particularly apartment style housing, emerged at the top priority. In fact, having larger family units was a lower priority for those attending the Coffee Breaks than was units appropriate for seniors. While accessibility of housing units did not emerge as a particular priority at the Fort Rouge School Coffee Break, attention to accessibility was part of the discussion around housing for elders/seniors and families. In addition, the discussion at Fort Rouge School did stress having various sized units (some smaller/some larger) so that the site could accommodate varied sized families as well as elders/seniors (Table 6).

Table 6
Priorities for Housing Units

Priority	Fort Rouge School (n=32)	Mayfair Recreation Centre (n=132)	Total Community Score (n=164)	Rating
Units for seniors/elders (apartment style)	1 x 3 = 3 1 x 3.5 = 3.5 6 x 4 = 24 30.5	28 x 4 = 112 4 x 2 = 8 120	150.5	1
In-unit/suite laundry (with washer and dryer)	8 x 4 = 32 32	27 x 4 = 108 4 x 2 = 8 116	148	2
Soundproofed/quiet units	2 x 2 = 4 1 x 3 = 3 2 x 3.5 = 7 3 x 4 = 12 26	27 x 4 = 108 5 x 2 = 10 118	144	3
Larger family units (3 to 5 bedrooms)	1 x 2 = 2 1 x 2.5 = 2.5 1 x 3 = 3 1 x 3.5 = 3.5 4 x 4 = 16 27	22 x 4 = 88 6 x 2 = 12 100	127	4
Accessible units (strollers, walkers, wheelchairs, etc.)	--*	29 x 4 = 116 4 x 2 = 8 124	124	5
Various sized units (some smaller, some larger)	--*	20 x 4 = 80 10 x 2 = 20 100	100	6
Comfortable and updated units	1 x 1.5 = 1.5 1 x 2 = 2 3 x 3 = 9 3 x 4 = 12 24.5	--*	24.5	7

*This priority was not considered at this Coffee Break Session.

In-unit/suite laundry (including both washers and dryers) also surfaced as a top priority redeveloped housing units, as well as soundproofed or quiet units.

3. Priorities for the Site

Priorities for the redeveloped River/Mayfair site as a whole also surfaced during the community data collection sessions. Maintenance, both in terms of ensuring regular maintenance and repair as well as having a maintenance person on-site were top priorities. Communal spaces, both outdoor green space that includes a safe place for children to play, and indoor gathering spaces, such as a Family Resource Centre or other indoor communal space were also considered important to the redevelopment of the site (Table 7).

Table 7
Priorities for the Site

Priority	Fort Rouge School (n=32)	Mayfair Recreation Centre (n=132)	Total Community Score (n=164)	Rating
Regular maintenance and repair	8 x 4 = 32 32	28 x 4 = 112 3 x 2 = 6 118	150	1
Communal green space (safe play space for children)	8 x 4 = 32 32	26 x 4 = 104 4 x 2 = 8 112	144	2
Maintenance person on-site	8 x 4 = 32 32	22 x 4 = 88 6 x 2 = 12 100	132	3
Onsite laundry (if not in units)	1 x 1 = 1 4 x 2 = 8 2 x 3 = 6 1 x 4 = 4 19	24 x 4 = 96 5 x 2 = 10 106	125	4
Family Resource Centre	2 x 3 = 6 6 x 4 = 24 30	19 x 4 = 76 8 x 2 = 18 94	124	5
Onsite child care (particularly infant care)	1 x 3 = 3 7 x 4 = 28 31	20 x 4 = 80 6 x 2 = 12 92	123	6
Communal gathering space (indoor)	8 x 4 = 32 32	17 x 4 = 68 9 x 2 = 18 86	118	7
Parking (just the right amount and not too much)	3 x 3 = 9 1 x 3.5 = 3.5 4 x 4 = 16 28.5	14 x 4 = 56 14 x 2 = 28 84	112.5	8
Livable spaces in the downtown	8 x 4 = 32 32	--*	32	9
Flexibility (move between different size units in the complex)	1 x 1.5 = 1.5 1 x 2 = 2 2 x 2.5 = 5 2 x 3 = 6 2 x 4 = 8 22.5	--*	22.5	10
Beautiful housing that fits in the with the neighbourhood	4 x 2 = 8 3 x 3 = 9 1 x 3.5 = 3.5 20.5	--*	20.5	11

*This priority was not considered at this Coffee Break Session.

If individual units did not include laundry facilities (both washers and dryers), then community members would like to see laundry facilities onsite. In addition, onsite child care, and particularly infant care, also emerged as a priority for the site. Those at the Fort Rouge School Coffee Break explained that the two daycares in the area provided child care for toddlers and school age children, although infant care was lacking. Given that a number of these individuals considered families to be a community strength, access to a variety of child care options flowed from that belief.

Parking was also considered important, however Coffee Break participants stressed that the amount of parking needed to be 'just right'. Former residents of 145 River/124 Mayfair mentioned that not that many residents owned vehicles and that not all the parking was used. As a result, Coffee Break attendees felt that redeveloping the site should include considerations of how much parking would be needed, so that space was not wasted and could be used in an optimal way.

4. Safety

Safety emerged as a top priority for the redevelopment of the site. Gangs and the half-way house on Mayfair surfaced as safety concerns. General safety priorities included ensuring the lighting in a redeveloped River/Mayfair site was adequate and dusk-to-dawn lighting for all entrances and outdoor spaces was mentioned in particular. While not presented as such, CEPTED principles such as lighting and natural surveillance (neighbourhood watch) were prioritized. It is important to clarify that those who attended the Coffee Breaks did not indicate they would like an increased police patrol, but possibly a citizen patrol.

Table 5
Safety Priorities

<i>Priority</i>	<i>Fort Rouge School (n=32)</i>	<i>Mayfair Recreation Centre (n=132)</i>	<i>Total Community Score (n=164)</i>	<i>Rating</i>
General Safety – Lighting, citizen patrol/neighbourhood watch	8 x 4 = 32 32	29 x 4 = 116 2 x 2 = 4 120	153	1
Safety – Attention to traffic	8 x 4 = 32 32	27 x 4 = 108 2 x 2 = 4	112	2
Safety – Rivers and waterways close by	8 x 4 = 32 32	--*	32	3

*This priority was not considered at this Coffee Break Session.

Discussion of the drive-through nature of area and the fact that cars and buses travel quickly past the site also emerged as an important consideration in redevelopment. Finally, discussion of the proximity of the two rivers was also discussed, however it was felt that access to these rivers was not safe.

D. Community Forum

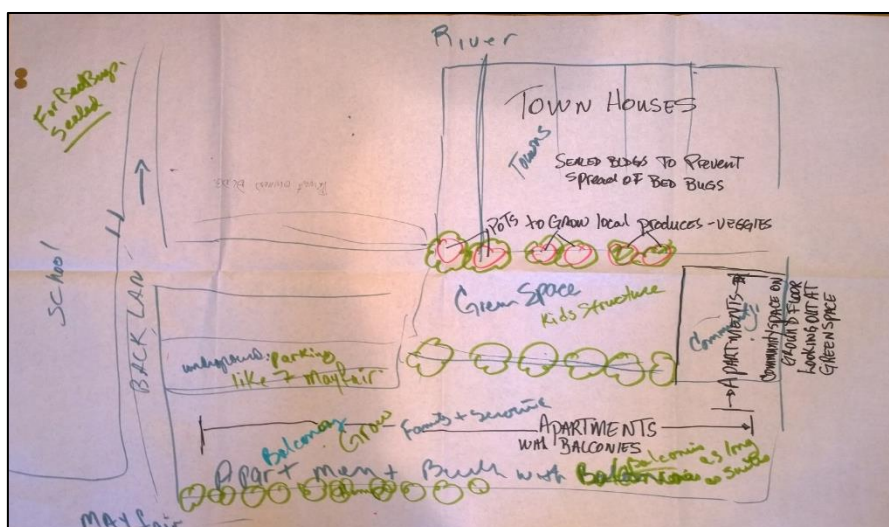
1. Process

Fourteen people attended the community forum held at the Mayfair Recreation Centre, September 29th from 7:00 p.m. to 8:30 p.m. Attendees included community residents, previous residents of 145 River Avenue and 124 Mayfair Place, public health nurses, and representatives from other community stakeholders, such as Macdonald Youth Services and the owner of a local convenience store. Two representatives from Manitoba Housing were in attendance.

The forum began with a presentation by one of the Proactive consultants explaining the process to date and highlighting the priorities that had emerged. Following the presentation, forum participants separated into two groups where they were given the opportunity to discuss to what extent they agreed or disagreed with the priorities and to suggest any other important additions. Participants were then asked to envision their ideal housing development and express their ideas through both discussion and a drawing.

2. Results

Participants agreed with the priorities presented, emphasizing the importance of safety including the need for attention to traffic safety (particularly for young children) and the need to do as much as possible to protect residents from robbery and other forms of criminal activity (e.g., security on-site). Maintenance was another issue that participants stressed (preferably a maintenance person on-site). Also, the priorities of easily accessible (preferably in-unit) laundry facilities and community spaces (e.g., Family Resource Centre) were also validated.



A significant amount of discussion focused on outdoor green space, particularly safe, fenced play space for young children/toddlers. Both groups proposed that space should also be allocated for a community garden. One group suggested that outdoor communal and indoor communal spaces should be connected. However, there was still a desire for some private spaces (e.g., balconies large enough for children's play, planters).

A mix of different types of units was also desired, including one bedroom units as well as two and three bedroom units for families. Specific units for seniors were also desired. It was explained that seniors or elders need to be part of the community as they teach life skills and respect. Seniors' units should be in their own area with extra attention to safety. It was also suggested that two transition suites (with consideration for those with children) be set aside for young people transitioning from Macdonald Youth Services to adult life.

Building design was addressed. A mix of apartment style and town houses was suggested. The building should be accessible with an elevator; no outdoor stairs that are difficult to navigate and potentially dangerous in winter conditions. The design should fit harmoniously into the neighbourhood; *"don't let it stick out like an eyesore. It should blend into the community."*

Areas where participants were open to suggestions were:

- ✿ Up to six stories in height;
- ✿ Higher density than the previous development;
- ✿ A stepped out building with communal spaces at the bottom; and,
- ✿ Either re-directing the lane or creating a calmer lane area.

Overall, community forum participants validated the findings of previous consultation methods, adding some details and responding positively to a number of suggestions made by the facilitators or representatives from Manitoba Housing.

Recommendations

These recommendations are synthesized from all voices and areas of inquiry and are not presented in priority order. It is recommended that a redeveloped Manitoba Housing site at 145 River/124 Mayfair consider:

- ✿ Varied sized units, some smaller and some larger.
- ✿ Units specifically designed and dedicated for elders/seniors, with consideration of apartment-style units with elevator and excellent access for those with issues of mobility (elevators, doorways, lighting, etc.). Units for elders/seniors should be separate from family units.
- ✿ Units specifically designed for families, with consideration of the needs of intergenerational families and New Canadian families in terms of the role that culture plays in understandings of space and design.
- ✿ Accessibility of all units in terms of strollers, walkers, and wheelchairs.
- ✿ Increasing the density of the site beyond what existed previously, with consideration of up to six stories in apartment style housing and 'townhouse style' larger units (without exterior stairs), in alignment with Transit Orient Design principles.
- ✿ An emphasis on safety in design, with consideration of how to incorporate Crime Prevention Through Environmental Design (CEPTED) principles in all aspects of site redevelopment (private and communal spaces).
- ✿ Attention to residents' safety was considered very important to their well-being. On-site security was valued.
- ✿ An emphasis on traffic safety, with consideration of a movement study that could inform the design.
- ✿ Apartment style development be stepped back from the street to stay in character with the neighbourhood and incorporate more natural light at street level (CEPTED).
- ✿ Communal green space with a safe play space for children, with consideration of reconfiguring and/or calming of the lane that bisects the property to create a central court away from high traffic areas and a community garden, as well as incorporating CEPTED principles (lighting, natural surveillance).
- ✿ Balance communal outdoor spaces with private outdoor spaces (balconies, etc.) that are large enough to accommodate children's play.
- ✿ Communal indoor space, and a Family Resource Centre in particular, with consideration of a space designed specifically for this purpose and include elements, such as a community kitchen and private space(s) for public health programming.

- ✿ In-unit laundry facilities was preferred (both washers and dryers). Should this not be possible, a communal laundry facility on-site that is large enough for the number of residents, with considerations of having a 'hot room' facility on-site to combat bed bugs. The communal laundry area should be in proximity to other communal spaces in order to maximize safety (CEPTED).
 - ✿ Outdoor and indoor communal spaces should be connected.
 - ✿ Redevelopment with quality building materials and design, with consideration of Green Building principles in order to realize overall maintenance savings and environmental benefits.
 - ✿ On-site regular maintenance. On-site maintenance may also contribute to safety.
 - ✿ The amount of parking needed deserves further investigation to ensure that there is sufficient parking for residents while not dedicating too much space to parking. Zoning variances may be required should reduced parking be considered.
 - ✿ Leveraging existing partnerships within the neighbourhood, with consideration to having Family Dynamics undertake the programming responsibility for a Family Resource Centre in a redeveloped site, as well as consideration of dedicating two units to Macdonald Youth Services for youth transitioning to adulthood. In addition, taking advantage of the City of Winnipeg's pre-application process is recommended.
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