WINNIPEG

CITY OF
OPPORTUNITY



Foreword by Sam Katz

VISION MEANS A CAPACITY TO SEE INTO TOMORROW AND MAKE IT WORK.

CITY OF OPPORTUNITY



I strongly believe in Winnipeg as a City of Opportunity. A city defined by a clear direction for the future and by having its priorities in line. Our priorities remain building a stronger economic climate and making priority investments in our infrastructure. We are committed to ensuring Winnipeg is competitive with other major Canadian cities and working to promote Winnipeg as a city open for business.

With the results of the 2006 Winnipeg City Summit we learned above all else that Winnipeggers want to see action. As I've said, vision without acting means nothing. I am proud to present a long term economic vision for our City of Opportunity that will build on our strengths and provide a roadmap to guide our community towards long-term and sustainable economic growth. By continuing to work cooperatively with the private sector and other levels of government, we will take action and build our City of Opportunity.

This Economic Opportunity Framework gives us clear measurable standards to guide us on our pathway to success, and provides guidance to our city and shows how we can all take part in this rebirth of economic activity in Winnipeg.

As Mayor, I will continue to lay a strong foundation and fix the basics, remove the barriers to investment, and make sure Winnipeg is a safe, fun and vibrant city. This Framework is a call to action. Ultimately, individuals will make the choice of where they wish to work, live and invest. But as a proud Winnipegger who has chosen to invest and make a life here, I am excited to present a plan that will ensure Winnipeg remains a strong, stable and viable choice for those who wish to find success in our City of Opportunity. ■

SECTION : 1



ECONOMIC OPPORTUNITY FRAMEWORK
FOR THE CITY OF WINNIPEG 2006-2015

SECTION ONE: LONG-TERM VISION

Vision – City of Opportunity

Winnipeggers believe in their city – they live, work and play here, invest here, learn here. People choose cities for many different reasons. We want more opportunities for youth. We want more young people choosing their careers and settling here. We want more ex-patriots who still believe in Winnipeg to consider Winnipeg again or to make investments and do business here. We want to welcome more newcomers to live and work here. We want more visitors to experience our special part of the world.

We need to show vision and new directions that make Winnipeg a more vibrant, exciting place. There is no single policy for success, but the series of choices we make now and in the near term will determine our place in ten years and beyond.

Our quality of life is very much dependent upon wealth-creating economic activity providing jobs, income and investment that help finance public services. Winnipeg is challenged to be more attractive to youth – they want excitement and opportunity.

Our vision is a city that works, generating opportunity for business and residents, providing a clean, safe environment for its citizens and visitors, encouraging innovation, leading in certain business and education fields, offering many recreation, housing and lifestyle options, and celebrating its unique status as a centre for the arts and culture.

Economic growth is a means to this vision, not an end, because ultimately we all share the goal of maintaining and improving our quality of life.

Guiding Principles

Winnipeg's Economic Framework is not a definitive blueprint – it provides an overall vision and framework to guide our community for long-term, sustainable economic growth. An economic framework is a directional, evolving roadmap that doesn't happen in months or a few years. There are basic guiding principles in carrying out this strategy and in developing opportunities.

- Focused, sustained, long-term approach
- Building on community strengths and assets
- Prioritizing investment and policy decisions
- Accountability for action
- Partnerships and shared responsibility

Driving Forces – Current Momentum

After too many decades of slow growth, Winnipeg has experienced an economic resurgence in recent years. This city is gaining confidence and there are hopeful signs of opportunity.

For most of the past few decades, Winnipeg ranked last or near last among major Canadian cities on key economic growth indicators such as GDP, income and jobs. In the 2003-2006 period, Winnipeg's economy has turned around. GDP growth has been solid averaging near 3% annually, the population is growing faster

than previous years, and building permits and housing sales and prices are at record levels. Unemployment rates are low, but job growth in Winnipeg and Manitoba continues to lag most of the country. Record enrollments at the University of Manitoba, University of Winnipeg and Red River College bode well for the future.

We need to plan for the next ten years and, where possible, accelerate efforts. Now is the time for civic leadership to lay a stronger foundation, fix the basics, address barriers to growth, set priorities, put plans into action, and improve our community and place in the world.

Challenges to Growth

What priority investments and marshalling of efforts do we need to make as a community to sustain this momentum?

How do we provide more opportunity for our youth?

What policies are needed to improve competitiveness to retain, expand and attract business?

Addressing real problems such as reducing poverty, fixing basic infrastructure, and reducing crime and safety concerns, require long-term efforts and the involvement of many. Our downtown needs more people living there which requires a range of housing



WINNIPEG – SELECT ECONOMIC INDICATORS

	1990-2003 Average Annual Growth	2003-2006 Average Annual Growth
GDP	1.9%	2.9%
Population	0.4%	0.7%
Personal Disposable Income per capita	2.3%	3.2%
Jobs	0.9%	1.0%
Retail Sales	3.9%	6.3%

	1990-2002 Average Annual	2003-2005 Average Annual
Unemployment Rate	7.7%	5.1%
Building Permits (rounded)	$421,000,000	$712,000,000
Housing Starts (rounded)	1,500	2,500

Source: Statistics Canada, Conference Board of Canada Metropolitan Outlook Spring 2006



options and private sector investment. Citizens need accessible, upgraded public transit. Our quality of life demands good education, health, recreation, sports and arts facilities, and green space and parks.

Winnipeg and Manitoba are challenged by realities such as our relative geographic isolation from major markets and our northern climate. Factors like geography, resources and climate affect different industries in different ways.

Competitive Environment

Much has been discussed about the new economy and globalization. We are in the midst of economic transition and rapid change world-wide. Changes occurring now are greatly affecting business. Cities have to be constantly aware of changes because we cannot respond to such change without better understanding change.

Many of our companies are battling in international markets. They are our best source of helping find ways to adjust to changes. This is why the private sector needs to be more actively engaged and supported by our community. People's jobs and income and government's tax revenues depend upon how our businesses compete in external markets and on the investments and expansions they undertake locally.

We have many successful entrepreneurs and businesses competing on a national and international stage. Many competitors around us have reduced taxes, and made it easier to do business and invest in their jurisdictions. Winnipeg and all cities are in a huge competition to retain and attract talent and skills. We need to do better.

Competitiveness is not only about taxes and regulations. The quality of our education and health care services are affected by the investment and policy decisions made at provincial and federal government levels and by our school boards and institutions. We are competing with other jurisdictions for students, researchers, educators, health care specialists, and other professionals. ■



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SECTION TWO: BUILDING ON OUR STRENGTHS AND ASSETS

The Economic Framework must build on the city's existing strengths and its foremost strength, people. Winnipeg cannot get consumed by comparing itself to other cities. Winnipeg is unique in our history, geography, rivers, culture, and people who shaped this place.

Winnipeg is Manitoba's capital and engine of growth, Canada's cradle for arts and culture, a centre of commerce, and a community of dramatic diversity.

Winnipeg has many strengths and advantages:

- We are home to many leading businesses and entrepreneurs that have stayed rooted here. Winnipeg is recognized as the most diverse economy of any major city in Canada.
- Winnipeg is strategically located in the geographic centre of Canada and at the northern hub of the Mid-Continent Trade Corridor, providing a good access point to growing NAFTA markets.
- Winnipeg connects a continent as a major transportation centre. Our 24/7 international airport is only 15 minutes from downtown, and a new world-class airport terminal building will open in 2009.
- Winnipeg has among the lowest overall business input costs of major North American cities driven by competitive labour, relatively low-cost utility rates and affordable industrial, office and commercial real estate.
- Winnipeg has a productive, skilled workforce with very low turnover rates providing workforce stability.
- Winnipeg is a university and college city – 70,000 students attend our universities and colleges. Our solid education system is supported by excellent research facilities in a number of fields.
- Winnipeg is a multicultural city. Some 100 languages are spoken here. Winnipeg has the largest French-speaking community west of the Great Lakes. Winnipeg is a major and growing centre for Aboriginal people, culture and business.
- Winnipeg is the four-season cosmopolitan city in the regional market, with a rich history and diversity of cultures, performing arts, visual arts, entertainment, architecture, cuisine, attractions, festivals, sports and recreation – benefiting citizens and the tourism industry.
- Winnipeg has an enviable track record for hosting national and international sports and special events.
- Winnipeggers have exceptional community spirit. This is a giving community – we are among the leaders in the nation in charitable donations and volunteerism.
- Our river city has over 100 kilometers of navigable waterways, and 178 kilometers of riverbank frontage.
- Winnipeg has the twin benefits of liveability and affordability. The city offers a full array of affordable lifestyle and housing choices. Most commutes to work are less than 20 minutes. Winnipeg is nearby picturesque cottage country and lakes only an hour or two away under big open, prairie sky.



Entrepreneurship, Creativity and Innovation

Great things happen in unusual places. The development of some of our businesses, facilities and performing arts is often a story of entrepreneurship and inspiration.

Creativity is a key factor in our economy and society. Creative people like to live, work and play in places that are multi-dimensional, diverse, open and tolerant in neighbourhoods that have character and amenities. Winnipeg's authenticity, blend of old and new, and lack of pretension, is an asset to be truly valued.

Imagine Winnipeg without its entrepreneurs – people who built major businesses and stay rooted here. Those businesses provide jobs and income for many of our citizens, and provide funds and volunteers for many community charities. Imagine what Winnipeg could do with double those entrepreneurs. We must as a society embrace entrepreneurship, creativity and innovation in all we do. To compete globally, innovation and effective adaptation of technology are instrumental in business across all sectors.

This city's economic growth will be increasingly driven by entrepreneurship, knowledge, innovation, and creativity.

Sector Development

Winnipeg's diversity provides economic and workforce stability. No one sector drives the economy. Clusters or emerging strength in several sectors provide the base and character of the local economy.

Key sectors of Winnipeg's economy to focus on include:

- Transportation – aerospace, bus manufacturing, transportation and distribution services
- Agri-business – grain trading, food processing, agricultural equipment and services
- Information and Communications Technology
- Media – publishing, film and motion pictures, broadcasting
- Life Sciences – biotechnology, heath research, nutraceuticals
- Tourism – arts, culture, recreation, sports and entertainment
- Energy and environment – electric power, alternative energy, environmental services
- Financial services – finance, insurance, real estate

These are wealth-creating sectors that largely produce tradeable goods and services that further grow and build a sustainable economy in the Winnipeg region. These are the types of sectors we need to support and market to the world. Their growth leads to critical mass for retaining and attracting skilled workers and for expansion and attraction of more opportunities throughout their supply chain.



City Initiatives

The City of Winnipeg has undertaken many positive strategies and actions. The Economic Framework builds on these initiatives.

The City of Winnipeg has demonstrated solid fiscal responsibility and has maintained very positive ratings from credit agencies. The City of Winnipeg has frozen property tax levels for nine consecutive years. This has improved Winnipeg's competitiveness on property tax compared to the last decade. The total tax-supported debt has been substantially decreased since 1999 from $463 million to $264 million in 2005.



The capital investment plan for 2006-2011 substantially increases investment in roads, transit and community facilities. These have been identified as priorities.

The City has started implementation of a long-term phase-out of the business tax. Last year, a 2% reduction for downtown businesses was established along with a plan to partially offset business tax increases due to the 2006 general assessment.

Funding for public safety has been increased and 95 new police officers have been added in the last two years. There is greater attention to finding better solutions to reduce crime.

The Mayor's Red Tape Commission completed a thorough review and report, well beyond previous efforts. The report outlines recommendations to reduce red tape for citizens, business and government. Some of these recommendations have been implemented or are underway. The report is heralded as groundbreaking for Canadian municipalities.

Led by collaborative efforts of the City of Winnipeg, Province of Manitoba and private sector partners, Winnipeg has experienced a downtown building renaissance with investments in sports and entertainment venues, learning centres, offices and new condominium projects. ■

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SECTION THREE: BRIDGING GAPS

The global and local forces shaping cities are making it very difficult for planning. However, the City, Provincial and Federal governments need to establish their priorities, investments, policies and actions for bridging major gaps, and involving the private sector, where appropriate, as part of the solution. Major priority areas arising from the City Summit were fixing the basics and infrastructure problems, improving the downtown, and creating more opportunities for business and economic development.

Narrowing the Infrastructure Deficit

Winnipeg like most Canadian cities has a large infrastructure deficit. The size of that deficit may be debatable, but the fact is that the city's roads and infrastructure are in poor shape in much of the city. Citizens and businesses also demand reliable water and sewage systems that are environmentally responsible and fiscally sustainable.

An industrial land strategy will help determine and designate industrial property and infrastructure development. This includes the airport area where the new terminal provides an opportunity to increase Winnipeg's capacity as a major entry point, air cargo, and multimodal distribution centre.

The reality is that municipal governments are limited in their fiscal capacity. Stable, long-term Federal and Provincial funding and substantial increases in capital spending are required over the next 10 years to address the infrastructure deficit.

Public-private partnerships have a greater role in getting infrastructure projects done. Winnipeg has been lacking in this regard. The Charleswood Bridge was built in 1994 as a successful public-private partnership. The City of Winnipeg issued a report on Strategic Infrastructure Reinvestment Policy for Public-Private Partnerships in 1999 – little has been done.



Fixing the Basics

The City cannot control external economic factors, but can control its own red tape and customer service. The Public Service, for the most part, provides good customer service with a dedication and real commitment to our city. We can and must do better – the City needs to go deeper and wider in addressing red tape. Less time on government red tape and rules equates to more time for customer frontline service and greater appreciation of the role of our public service.

Fixing the basics involves ensuring a safer, clean city. Cleaning our streets and neighbourhoods, and protecting our environment, is where all stakeholders need to act to make a difference.

Improving the Downtown

Winnipeg's downtown renaissance is exciting. Compare Winnipeg today to ten years ago. The city has added the stunning CanWest Global Park, the MTS Centre – one of the busiest sports and entertainment arenas in North America, Red River College's downtown campus, Waterfront Drive, the iconic Esplanade Riel, Millineum Library, new developments at the Forks and Exchange District. Nearly $900 million of capital projects have been injected into downtown since 2000.

Downtown development agencies like The Forks North Portage Partnership and CentreVenture have played an important facilitative role in some of these projects. Priorities for the next decade need to be determined and more closely involve the private sector.



Downtown is the heart of the city. Over 180,000 people work downtown and for many businesspeople and visitors, downtown is most of what they see in our city. While improving, Winnipeggers know that downtown revitalization has a long way to go – there are too many derelict buildings and areas.

Winnipeg like most cities has too much poverty and crime. Social failure affected everyone. Crime, safety and cleanliness, both real and perceived problems, affect investment and economic development in the downtown.

Winnipeg's downtown footprint is too large for a city our size. We need to focus developments on improving Portage Avenue from Main Street to the University of Winnipeg, expanding our arts and entertainment districts, and continuing the variety of office, shopping, housing and nightlife options in our unique Exchange District. We need downtown housing and a lot more people living downtown.

Competition for People, Business, Investment, Visitors

Going forward, we need a more positive and confident attitude towards our city and towards economic growth. Attitudes, perception and image do matter. Communities get built with confidence, leadership and partnerships.

Many cities are facing shortages of workforce skills in many areas. Without better addressing workforce shortages, our economic capacity as a city will be limited. A concerted effort is required to encourage young people to find careers in trades to fill work shortages. Greater focus is required in workforce skills partnerships between private industry and post-secondary institutions. Winnipeg's workforce, like much of Canada, is being negatively affected by the draw of super-hot economies in Alberta and British Columbia. This is a national issue, but we need our own solutions to help stem the tide.

Non-participants in today's economy need to participate in tomorrow's economy. Education and training are the keys to economic opportunity. Our universities, colleges and technical institutes are critical in fuelling our economy with talented, skilled people. Red River College surveys indicate that some 96% of their graduates get jobs, and some 94% stay in the province. The University of Manitoba's Asper School of Management reports high levels of graduates staying here. Yet the capacity of our universities and Red River College is constrained and the city needs to raise its overall education level. The Province needs strategies to address this.

Attitudes, perception and image do matter. Communities get built with confidence, leadership and partnerships.

These are firstly investments in people. And when making important investments in roads, recreation centres and attractions, we need to recognize that it's not just a road or building, it's an investment in people and community. New icons such as Esplanade Riel and the proposed Canadian Museum for Human Rights better define our city visually, architecturally and inspirationally to ourselves, to our country, and to visitors from around the world.

Most economic development from any city comes from within, from the people and companies who are already committed to this place. Getting more of the fundamentals right for growing our own businesses so they can better compete, expand and create jobs, increases the opportunity for attracting other companies and entrepreneurs.

Manitoba's tax competitiveness is lacking compared to surrounding jurisdictions. Business leaders, small business owners, and young entrepreneurs are looking for long-term signals of a competitive tax and regulatory environment.

Enhancing the image of the city and the province is an ongoing, long-term effort that also requires a sustained changing of local attitudes. Destination Winnipeg has improved the marketing of the city and the coordination of marketing efforts to attract meetings and conventions, sports and special events, and business opportunities. As a city we need to get better. Civic and business leaders can get more involved in the selling of the city and to build on current marketing initiatives. ■



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SECTION FOUR: CITY POLICY AND TOOLS FOR CHANGE

[from the City of Winnipeg]

This section describes the policies which will be actively pursued by the City of Winnipeg.

Building a Strong Economic Climate

In order for Winnipeg to grow and prosper, we need to build a strong economic climate that is attractive to investors, allows for easy business expansions and new business startups.

While one of the most important things government can do is get out of the way of the private sector, economic growth is a shared responsibility. Collaboration is essential in the pursuit of the new ideas and opportunities to expand and attract more business to Winnipeg. The following five points are broad policy objectives that will be pursued.

- Regulation only where necessary and reduce existing red tape.
- Pursue broad tax relief whenever possible.
- Efficient and focused civic government.
- A City Hall which welcomes new business development and expansion.
- Overall competitiveness with other major cities.

Priority Investments

The primary role of a civic government in an economy is to provide business with a safe, secure environment as well as modern and reliable infrastructure at a reasonable cost to the taxpayer. The City's mandate primarily applies to civic land, buildings, infrastructure and core safety services. The priorities of citizens consistently indicate that the city's focus should reflect this mandate.

- The City of Winnipeg will continue to make improving our infrastructure such as roads and bridges a short-term and long-term investment and spending priority.
- Safe streets are fundamental to personal and business security and future investment. The City of Winnipeg will engage with business groups to identify local policing needs and priorities. Action plans will be developed to coordinate local prevention efforts with police response plans. Business planning and measurable outcomes will allow program assessment and connect resources to results.
- Investment spending priority will be transparent and accountable through City budgeting and annual reporting.

Taxation Policies

When City Hall holds the line or reduces taxes, Winnipeggers get to keep more of their hard earned money which is a simple, clear incentive for hard work, expansion and growth. Thus, the city will pursue a low-tax strategy including the following:

- Commit to phase out the job-killing business tax.
- The City has the ability to pursue tax incremental financing. The City will develop policy on the eligibility and appropriate use of tax incremental financing, in collaboration with provincial incentives, in designated areas of the city warranting redevelopment.
- Conduct an annual review of Winnipeg's taxation competitiveness with all major Canadian cities.



Improving Customer Service

Government exists to serve the people and citizens are the customers. Appropriate treatment and service levels should be provided to meet or exceed expectations. While improvements have been made, more work is left to be done.

- Implementation of the Red Tape Commission report.
- Customer service standards across all departments and annual reporting of service standards and customer satisfaction.
- Lead a customer-service culture and reallocate more resources to front-line service.

Intergovernmental Partnerships

Over the past twenty years, Winnipeg has been a pioneer at tri-level cooperation with the provincial and federal governments as evidenced by numerous agreements. Close intergovernmental cooperation continues to be vital to Winnipeg's continuing prosperity and to this long-term plan.

Citizens and business demand and expect good cooperation among levels of government. More business investment requires a more competitive tax environment, and policies and tools at all levels of government.

The Economic Framework is an opportunity to coordinate federal, provincial and municipal investment on priority economic development projects in the best interests of the community.

- The City will strive to continue to maintain close relationship with the other two levels of government both at the civil service level and at the political level.
- The City will continue to look for new ways and new partnerships to address issues such as crime and safety, infrastructure, tax harmonization, regulatory overlap, and regional economic development.
- Infrastructure is the top capital investment priority of the City of Winnipeg over the next decade. City fiscal resources are limited. The City will pursue further sharing arrangements with the federal and provincial governments for priority infrastructure, and opportunities for private sector investment in certain infrastructure projects where appropriate.
- The City will continue to foster city-to-city relationships, particularly along the Mid-Continent Trade Corridor and with select international cities. For example, the City will grow and expand the unique Economic Opportunity Partnership developed between Kansas City, Missouri and Winnipeg, Manitoba.

Close intergovernmental cooperation continues to be vital to Winnipeg's continuing prosperity and to this long-term plan.



Public-Private Partnerships

This city works better when we work together. The public sector, development agencies, and the private sector achieve results when they come together. Solidifying the city's position as the centre for infectious disease control, hosting special events, or recruiting new business are cases in point. We need a strong united front of different groups and leaders with a clear mission, each with an important role to play.

- The City will continue to work closely with Destination Winnipeg as the city's lead marketing agency and in their role of providing services to facilitate economic and tourism opportunities.
- The City will continue to work closely with the Forks North Portage Partnership and CentreVenture as development agencies responsible for real estate developments specifically in the downtown.
- Under the leadership of the Mayor, a coalition of civic leaders from the private sector, economic development agencies, post-secondary institutions, and government, will meet periodically to support the economic framework, and collaborate on select initiatives to augment efforts to attract more business. ■

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SECTION FIVE: TRACKING AND MEASURING PROGRESS

Key Indicators

Where will Winnipeg be in five or 10 years? For 2010, the Conference Board of Canada projects Winnipeg's GDP growing at a solid average of close to 3% annually and personal income per capita growing at 3-4% annually. The metropolitan area population is expected to hit 730,000 in 2010 and Winnipeg is forecast to add 30,000 more jobs in the next five years. If these trends continued for the five years following 2010, metropolitan Winnipeg might expect a population of 755,000 in 2015 and 430,000 jobs in 2015. Thus, adding nearly 50,000 people and 55,000 jobs over the next ten years need to be accommodated in Winnipeg's and Manitoba's plans.



These are reasonable targets, but are there actions the community can collectively undertake to accelerate this growth? And if we don't take appropriate actions, what are the risks of not achieving solid growth?

The following table outlines economic and other indicators that should be annually tracked, monitored and analyzed. These indicators, to a significant extent, reflect outcomes of collective efforts over the long-term, recognizing that a city or province has little influence on global macroeconomic factors that also significantly affect economic growth.

GDP and Income	
Gross Domestic Product $1997	$21,925,000,000
GDP per capita $1997	$31,018
Personal Income per capita	$31,273
Disposable income per capita	$24,339
Retail Sales	$7,930,000,000
Population and Jobs	
Population	706,900
Labour force	394,300
Employment	375,000
Unemployment rate	4.9%
Housing and Construction	
Housing Starts	2,586
Average Housing Price	$143,647
Volume of Building Permits	$699,300,000

City of Winnipeg Credit Rating	
Standard & Poor's	AA
Moody's	Aa2
Other Economic Indicators	
Merchandise Exports (from Manitoba)	$9,887,000,000
Tourism Expenditures (2004$)	$523,000,000
Meeting & Convention Expenditures	$40,000,000
Total Airport Passenger Volume	3,227,000
Post-Secondary Enrolment	69,239
Crime – City of Winnipeg	
Total Criminal Code Offences	75,623
Auto Theft	11,840
Green Space	
Park Area (acres)	10,260

Winnipeg CMA 2005

Sources: Statistics Canada, Conference Board of Canada Metropolitan Outlook Spring 2006; Universities and Red River College; Winnipeg Airports Authority; City of Winnipeg; Winnipeg Police Service; Destination Winnipeg



Tracking and Reporting

Part of a long-term economic strategy is annually tracking, monitoring and measuring results where possible. In addition to these main indicators, the City of Winnipeg and the Province of Manitoba should establish actions, measurable indicators and targets over those activities for which they have control.

For example, the City can follow the Red Tape Commission's recommendation of reducing regulatory requirements by 15% over the next five years, and given that road maintenance is one of the priority investments, set targets and report on actual spending on road maintenance. Other types of measures can be established such as investments in crime prevention and associated results, investments in downtown housing, square footage of redeveloped vacant and derelict downtown property, street cleaning, marketing and other areas.

Just as importantly, governments, development agencies and business organizations have responsibility for carrying out their business plans. Each has a role in supporting Winnipeg economic strategies and each is accountable to contributing within their mandates, fiscal limitations and business plans. The strength of partnerships within the community will also be a measure of success.

The annual budgets of the City of Winnipeg and the Province of Manitoba are very much part of accountability to Winnipeg's Economic Framework. Other City documents as well as Provincial documents specific to the City of Winnipeg should be consistent with the Economic Framework.

The reality is that all things cannot be measured. But systemic measurement of key indicators, and the investments and jobs associated with major developments and business expansions, will help us assess where we are and where we are going. When the economic indicators are better as they have been in recent years, people feel it. New developments and investments in a community lead to more confidence and civic pride. And ultimately people will make choices as to where they live, work and invest based on economic opportunities and quality of life. The vision is a City of Opportunity for all our citizens. ■

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Artist's rendering – Winnipeg Airports Authority: Pelli Clarke Pelli Architecture *(Page: 13)*



VISION IS NOT ENOUGH; IT MUST BE COMBINED WITH VENTURE.

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