Minutes – Executive Policy Committee – January 13, 2010

REPORTS

Minute No. 100 Endorsement of the Call to Action for OurWinnipeg
eFile EP-1.1(PW)

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommends to Council:

1. That the 'Call to Action for OurWinnipeg, 2009', as outlined in Attachment "A" in the report of the Winnipeg Public Service dated December 18, 2009, be endorsed in principle.

2. That the Winnipeg Public Service review and assess the progress on the implementation of the Call to Action and report back to Council within twenty-four (24) months after adoption of the Call to Action report by Council.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

Moved by Councillor Steeves,

That the recommendation of the Winnipeg Public Service be concurred in and forwarded to Council.

Carried

ADMINISTRATIVE REPORT

ISSUE: **Endorsement of the Call to Action for OurWinnipeg.**

Critical Path: **Executive Policy Committee - Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
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RECOMMENDATIONS

1. That Council endorse in principle the 'Call to Action for OurWinnipeg, 2009' as outlined in Attachment "A".

2. That Winnipeg Public Service review and assess the progress on the implementation of the Call to Action and report back to Council within twenty-four (24) months after adoption of the Call to Action report by Council.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

IMPLICATIONS OF THE RECOMMENDATIONS

POLICY:

- The Call to Action for OurWinnipeg confirms the vision (p.12) and sets 15 directions (pp. 13-15) for the OurWinnipeg plan (to be completed April 2010).
- The Call to Action begins the process of the City further exploring 76 actions – "first steps" towards the vision of OurWinnipeg. Many of the actions were suggested by the public through SpeakUpWinnipeg. These actions have been analyzed using a sustainable business case and each is:
    - Feasible
    - Able to be completed in 24 months
    - Can be completed within existing budgets or through planned partnerships/grants
    - Contributes to the directions identified in the document

- Many actions in the document will require reports to Council prior to implementation. **In all cases, normal reporting and decision-making requirements apply to all 76 actions.**

IMPLEMENTATION/HUMAN RESOURCES:

- The vision and directions in the Call to Action are being evolved into a comprehensive development plan under the direction of the OurWinnipeg work group (Property, Planning & Development).
- Individual actions will be completed by responsible departments or agencies.
- Responsibility for reporting back to Council on the implementation of the document will be clarified through the OurWinnipeg Plan.

FINANCIAL

- The OurWinnipeg planning process that will evolve the Call to Action directions into a comprehensive plan is already budgeted (includes support from Province of Manitoba).
- Actions can be implemented within existing budgets.

ENVIRONMENTAL:

- Some of the actions will have positive environmental impacts, either directly (e.g. Community Greenhouse Gas Reduction Strategy, Parks Naturalization) or indirectly (e.g. Transportation Master Plan that has focus on sustainable transportation).

REGULATORY:

- Some of the actions will evolve into items that contribute to the City's regulatory framework (e.g. Parks Strategy, Heritage Management Plan). Standard reporting/decision making requirements apply to all of these items.

HISTORY

- The City of Winnipeg authorized the creation of a new development plan. The initiative was launched with the Mayor's Symposium on a Sustainable Winnipeg on April 25th, 2009. The launch included the commitment to bring forward an interim report that sets direction and includes "first steps" actions – a Call to Action.
- Between April 25th and November 13th, 2009, more than 30,000 Winnipeggers provided input to the planning process through SpeakUpWinnipeg.
- On November 12th, a draft of the Call to Action was provided to Council at a seminar and then released publicly.
- Between November 12th and December 7th, 2009, public consultation on the draft took place. 302 people attended 8 open houses, and 3,703 unique web users viewed the document online. Formal written submissions were received from 5 stakeholders (West Broadway Development Corporation; Right to Housing Coalition; Winnipeg Food Policy Working Group; Canadian Community Economic Development Network (Manitoba); Bike to the Future). Consultations confirmed the visions and directions for the OurWinnipeg plan and added detail to refine the draft and were useful towards the completion of the plan. (Attachment "B")

FINANCIAL IMPACT

Financial Impact Statement Date: December 11, 2009

Project Name:

Endorsement of the Call to Action for OurWinnipeg

COMMENTS:

The recommendations contained in this report include that Council endorse in principle the 'Call to Action for OurWinnipeg, 2009' as outlined in Attachment "A" and that Winnipeg Public Service review and assess the progress on the implementation of the Call to Action and report back to Council within twenty-four (24) months after adoption of the Call to Action report by Council.

There are no financial implications associated with these recommendations.

"Original Signed By"
Mike McGinn, CA
Manager of Finance

CONSULTATION

In preparing this Report there was consultation with:
Internal consultation: Community Services; Winnipeg Police Service; Public Works; Water and Waste; Winnipeg Transit; Office for Sustainability and the Winnipeg Committee for Safety.
External consultation (by open invitation): West Broadway Development Corporation; Right to Housing Coalition; Winnipeg Food Policy Working Group; Canadian Community Economic Development Network (CcedNet) Manitoba; Bike to the Future; 302 residents at open houses; 3,703 unique web site visitors.

SUBMITTED BY

Department	Planning, Property and Development
Division	Planning and Land Use
Prepared by	Ian Hall, Policy and Program Planner
Date:	December 18, 2009
File No.	

Appendix:

1. Attachment “A” – Call to Action for OurWinnipeg, 2009



2. Attachment “B” – Call to Action Consultation Report



Attachment “A” – Call to Action for OurWinnipeg, 2009

It’s Our City, It’s Our Plan, It’s Our Time.

Call To Action for OurWinnipeg™

Vision & Directions for the OurWinnipeg Plan

January 2010

SpeakUpWinnipeg.com



Image courtesy of Destination Winnipeg

OurWinnipeg
Planning & Land Use
City of Winnipeg
15-30 Fort Street
Winnipeg, MB R3C 4X5

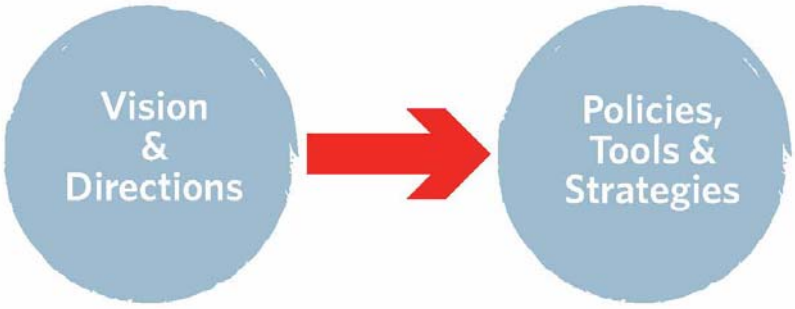
SpeakUpWinnipeg.com

The Call to Action for OurWinnipeg

The Call to Action for OurWinnipeg is the halfway point in the OurWinnipeg planning process, and it is the starting point for creating a new 25-year plan for Winnipeg. With this report Winnipeggers have taken a huge step – together we have established and confirmed a vision for the city and set 15 directions to take towards that vision.

The 76 actions included in this report demonstrate that the City of Winnipeg is ready to move on community priorities. These actions are also a starting point; first steps in working together towards our vision.

Over the next 4 months the City will evolve the vision and directions into the tools and strategies needed to create the kind of city Winnipeggers want. Active and ongoing community involvement continues to be essential– let's keep the SpeakUpWinnipeg conversation going!



Call to Action
January 2010

OurWinnipeg Plan
April 2010


Image courtesy of
Destination Winnipeg

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Welcome to the Call to Action



Welcome to the Call to Action for OurWinnipeg. As the first report in the creation of OurWinnipeg, the Call to Action reflects the thoughtful input of an entire city – gathered through SpeakUpWinnipeg – the largest outreach campaign and the biggest conversation about the city's future that Winnipeg has ever seen. It also draws on an immense research and analysis undertaking by the City of Winnipeg; on support from the Province of Manitoba; and the involvement and contributions of more than 50 community partners.

Collectively, we have said that OurWinnipeg is about living and caring because we plan on staying. This is a powerful vision that speaks to Winnipeg's strong sense of community, of compassion, and of our commitment to creating a sustainable city that not only offers us opportunity today, but also ensures opportunity for future generations.

I have been immensely impressed by the quality and quantity of participation in SpeakUpWinnipeg over the last 7 months, but it is important that we continue to grow the number of people involved with creating our new citywide plan. If you haven't taken part in SpeakUpWinnipeg yet, I invite you to join in the conversation now. Take a look at the Call to Action – at what we've heard so far and the early actions the City is taking – and add your voice to the dialogue. The more points of view that are included in the conversation, the stronger our city and our plan will be.

The Call to Action is a critical interim step in the development of OurWinnipeg. It connects our honest and open conversation with action on community priorities. Whether it is leading by example with a new City sustainable procurement policy, taking a strong partnership and advocacy role in eliminating poverty or any one of the more than 70 other actions, these are exciting directions that show what OurWinnipeg can do and that move us together towards our vision.

Sincerely,

Sam Katz

Sam Katz, Mayor

Introduction to the Call to Action:
It's Our City, It's Our Plan, It's Our Time.



On behalf of the City 's Public Service, I am pleased to introduce the Call to Action for OurWinnipeg – a report on the first half of the Speak Up Winnipeg process, and the halfway point in creating a new citywide plan for Winnipeg.

When the project of creating a new civic plan was launched in April 2009, Mayor Katz said he wanted to involve the entire community. Over the past six months, the OurWinnipeg team has sought out the ideas and expertise of a wide variety of individuals, business and professional groups, and community organizations of all kinds, all across the city - and Winnipeggers have been exceptionally generous in responding.

With the involvement of more than 34,000 people through SpeakUpWinnipeg.com, at roundtable meetings, and at festivals and events through the SpeakUpSquad, we have received a great deal of valuable input and can count many groups and organizations as partners in the project of planning Winnipeg's future. We would like to thank everyone who has taken part so far.

Now that we are about halfway through the process of creating a new civic plan, public participation and feedback are more crucial than ever. I would like to encourage those of you who haven't yet had the opportunity, to take some time, look over this Call to Action, and share your ideas with us. Just as important, we'd like to hear from those who have offered us comments in the past (comments which helped to shape this Call to Action report): let us know if we're on the right track.

I'm confident that, working together, we will develop a plan that reflects a shared community vision– a plan that can we can all feel good about calling "OurWinnipeg." Thank you for taking the time to review this OurWinnipeg Call to Action report; we're looking forward to your comments.

Sincerely,



Glen Laubenstein, CAO

Our**Winnipeg** Includes Aboriginal People

The City of Winnipeg recognizes the importance of the original peoples– the First Nations, Metis and Inuit– to the founding of our city. Each contributed culture, values and vision– contributions that will continue to be important to our shared future.

The Red and Assiniboine rivers are well travelled, with their use as major transport routes dating as far back as 4000 BCE. For millennia, Ojibwa, Cree, Assiniboine and Dakota nations lived alongside and travelled through these waterways. It is from where these two rivers meet that Winnipeg (Cree for 'muddy waters') emerged to become a vibrant fishing, trading and farming economy. The arrival of newcomers to this territory over a century ago saw the original peoples share these lands, rivers, and resources. It's a relationship that continues to this day.

In OurWinnipeg, The City of Winnipeg will honour this relationship by recognizing the significant contributions of Aboriginal people while working to meet the common vision and needs articulated by all citizens, Aboriginal and non-Aboriginal alike. These include calls to action in areas like community consultation, safety, housing and transportation.

Today, the vibrant, diverse people who make up the larger Aboriginal community enrich and enliven the social fabric of Winnipeg: they remain vital to its economic and cultural future.

SpeakUp**Winnipeg** and the Call to Action

The Call to Action was created through SpeakUpWinnipeg. SpeakUpWinnipeg is a year-long conversation about our future as a city and an opportunity for everyone to share thoughts, experience and advice. This approach is groundbreaking – no other city has involved the entire community right from the start as part of a long-term planning project. The Call to Action draws from this conversation. What we heard from April to November 2009 was used as the basis for the vision, directions and actions in this report and the SpeakUpWinnipeg conversation is still going strong!

SpeakUpWinnipeg is meant to be open, honest and transparent. We want to involve the community as a full partner in the planning process for our new 25-year blueprint. We've covered a wide range of topics in our conversations, ranging from broad questions (what does sustainability mean to you?) to specific topics (how should we plan Winnipeg's dog parks?).

We're also spreading the conversation in a variety of ways: online at SpeakUpWinnipeg.com, meeting with people and community groups face to face, sending out a street team to talk with people at festivals and events and asking for feedback on specific studies and reports at open houses and meetings. All this conversation has focused on six areas that are key to our long-term future: Sustainability, Communities, Safety and Security, City Competitiveness, City of the Arts and City Building.

This approach recognizes that Winnipeg is going to change quite a bit in the next few decades. Our population is expected to grow by more than 180,000 people over the next 20 years. Our growth is outpacing our supply of new land for development, and Winnipeggers are increasingly committed to and looking for environmentally, socially and economically sustainable solutions.

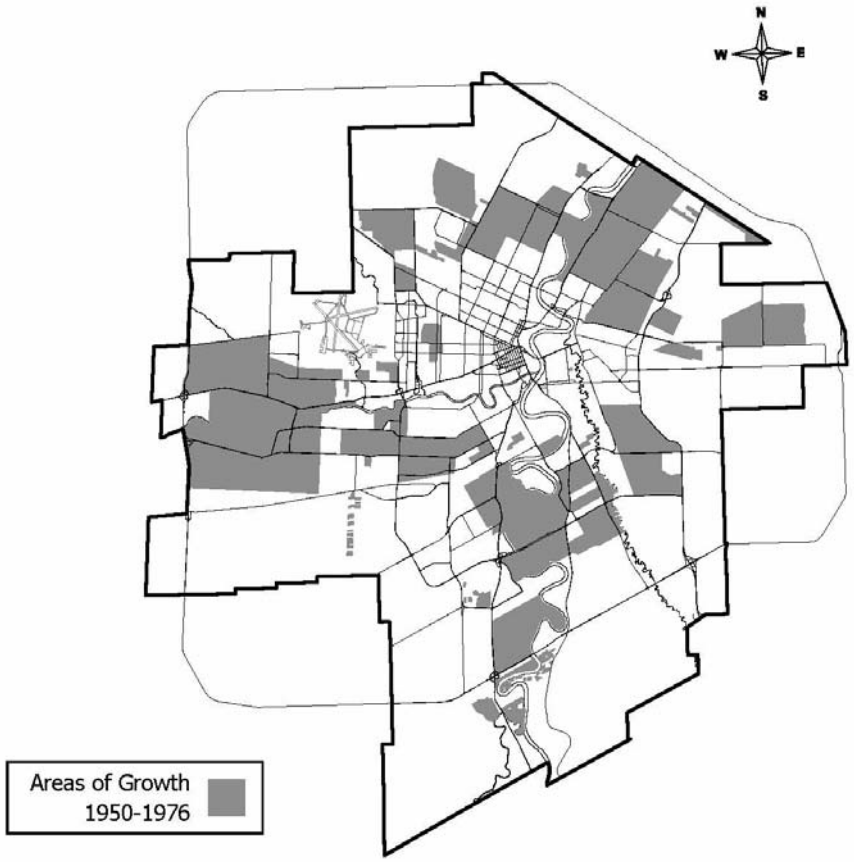
That means we face new challenges. It also means we have new opportunities to answer new kinds of questions:

- How will we accommodate and take advantage of this level of growth while ensuring that our city stays livable, desirable and affordable?
- How will we make sure that this growth benefits all Winnipeggers?
- How will we find room for almost 85,000 new households while maintaining and enriching what we value most?

We need open conversation and collaboration with the community to answer these questions, because the answers affect us all and they will definitely affect the generations that come after us. That's why we've taken the unique approach of SpeakUpWinnipeg.

SpeakUpWinnipeg.com

Winnipeg grew by 180,000 people between 1950 and 1976.



Winnipeg development from 1950-1976

Winnipeg's population growth from 2009-2034 is projected to equal that of 1950-1976. What if our physical growth is also the same? Different development patterns have various impacts on our communities, social inclusion, mobility, environmental health, land consumption and our need and ability to pay for infrastructure and municipal services.

The OurWinnipeg planning process applies 10 principles. These principles are part of a new approach to civic government



A New Approach to Civic Government

From the day it was launched on April 25th, 2009 OurWinnipeg included public involvement through SpeakUpWinnipeg. Every day since then, Winnipeggers have offered feedback, advice and input on directions and aspirations for the city. As a community, we've had a seven-month conversation about our priorities and about what kind of city we want. Almost 34,000 points of view have gone into forming this Call to Action document.

The team responsible for OurWinnipeg has incorporated this large number and range of perspectives in creating this Call to Action. We have mapped out areas of common ground and identified themes and shared priorities by combining all of the online, in-person and written input over the last six months.

This means that while some SpeakUpWinnipeg participants may not see their comment or suggestion here verbatim, every single one has contributed to OurWinnipeg's Call to Action.

Based on the direction expressed through SpeakUpWinnipeg, the City is taking short-term, specific actions to get us started right away:

- Fast-tracked responses to SpeakUpWinnipeg priorities, including actions that are currently in the planning stage but will now be advanced as part of our Call to Action
- Projects that have already been planned and also fit with the direction of OurWinnipeg form part of a package of things the City is doing to set a new direction
- Completely new actions based on excellent ideas expressed through SpeakUpWinnipeg for how the city can make strides towards this common vision

Call to Action
Consultation



The Call to Action draft was released on November 12th and public input on the draft was requested until December 7th, 2009.

Public input received through the Call to Action consultation process confirmed key directions for OurWinnipeg and provided additional information to be used in the next phases of this initiative. Overall, the 76 actions were strongly supported by Winnipeggers after the draft Call to Action was released.

The consultation for the Call to Action draft was conducted through three avenues:

- Open houses
- Web site - SpeakUpWinnipeg.com
- Written submissions

We received hundreds of comments on the directions for the OurWinnipeg Plan, on how specific actions could be focused and on potential new actions. These comments were supportive of the Call to Action and provided constructive feedback on the document.

Specific outcomes:

- The vision and key directions for the OurWinnipeg plan were confirmed. The first draft, created with input from more than 30,000 Winnipeggers, was reviewed by at least 4,000 citizens (many representing organizations and networks) and found to accurately reflect community priorities.
- Comments and inputs on the clarity and messaging of the Call to Action have been incorporated into the final report without changing its intent.

Many consultation participants recommended or requested specific tools or strategies for inclusion in the forthcoming OurWinnipeg plan. Many of these tools require the development of new supporting policy outside the timeline of the Call to Action. For these reasons, they are not able to be included in the Call to Action at this time, but are being considered for possible inclusion in the OurWinnipeg plan.

Vision and Directions for the OurWinnipeg Plan

The Call to Action sets the vision and directions for the forthcoming OurWinnipeg plan.

Drawing on contributions from thousands of SpeakUpWinnipeg participants, the vision statement for the kind of city Winnipeggers want in 25 years is:

Our Winnipeg: living and caring because we plan on staying.

This statement considers future generations' social, economic and environmental wellbeing in the decisions we make today. In drawing from the community conversation, it also reflects the concept of the seventh generation– a concept of indigenous peoples. It's a recognition that the survival of future generations is our responsibility and that when we act, we need to consider how those actions will affect people seven generations from now.

Directions

This vision is supported by 15 directions, identified through SpeakUpWinnipeg and confirmed in the Call to Action. Like economic, environmental and social sustainability, these directions are connected and inter-dependent.



15 Directions for the OurWinnipeg Plan

Take Leadership in Making Winnipeg Sustainable

The City should operate based on principles of sustainability and should also make it easier for residents to make sustainable choices.

Respect and Value Our Natural Environment

The natural environment is essential to our city. We should take greater responsibility for our local environment because it is the foundation for our economic and social health. Our actions should contribute to the protection of the natural environment both regionally and globally.

Create a More Sustainable Urban Form

A built environment that is walkable, accessible, has a mix of uses and is well-connected by sustainable transportation options is important to our social, economic and environmental sustainability. Our urban form should support efficient use of energy and other resources.

Provide Options to Accommodate Growth

A successful strategy for sustainable city growth needs to strike a balance between 'growing out' and 'growing up' by offering choices from traditional, single-family housing neighbourhoods to more dense forms of urban housing and new neighbourhoods designed around a rapid transit system. This means opportunities for more mixed-use areas combining residential with retail, office and light industry.

Connect and Expand Our Sustainable Transportation Network

Ensuring mobility for all ages and abilities is an important part of improving our social, environmental and economic sustainability. For Winnipeg to be livable, desirable and affordable in the future, we'll need more options for getting around– options like enhanced public transit and active transportation routes that support walking, cycling and other human-powered forms of transportation.

Create Complete Communities

Our communities need to support various lifestyles by providing a range of options for living, working and playing. The daily necessities of life should be within reach with options for accessing a variety of services, amenities and resources. These complete communities should provide a range of housing options to accommodate various incomes, household types and stages of life.

Work Towards an Equitable City

Ensuring that Winnipeggers of all ages and abilities have opportunities to participate in city life and access services in their community is critical to achieving our overall vision.

Address Poverty

We need to ensure that there are adequate resources, facilities and supports in place to ensure quality of life for all Winnipeggers. To address the highly complex issue of poverty we will need a community-led and owned strategy that involves residents, community organizations and all levels of government.

Work Together to Make Safe Communities

Safe communities provide a better quality of life, enhanced opportunities for economic development, investment, tourism and increased civic vitality. Creating safe communities requires the involvement and collaboration of residents, community organizations, police, planners and community leaders including city government.

Foster Community Development and Capacity Building

Winnipeggers want to be involved in our city's future and in the development of their communities. Involving citizens in decision-making will build strong communities and enhance community capacity.

Foster Opportunities to Participate in Arts and Culture

Supporting a wide range of cultural facilities and learning opportunities contributes to community creativity, vibrancy and social sustainability. Winnipeg's Public Art Policy ensures communities can benefit from art and plays a vital role in place-making and community identity.

Embrace Winnipeg as a City of the Arts

Art and culture should be synonymous with Winnipeg. Winnipeg's local and international reputation as a leader of the arts should be supported through collaboration with the Winnipeg Arts Council.

Be a Resilient, Creative and Competitive City

Winnipeg needs to offer high quality education, a healthy environment and recreational and cultural opportunities in order to attract and retain a dynamic workforce. Growing economic activity that is resilient, green and innovative will be essential to providing jobs, income and investment.

Celebrate Our City

Winnipeggers are proud of the city they live in and have a strong sense of community. We should support the things that make our city a great place for residents, newcomers and visitors.

Reinstate Winnipeg's Downtown as the Heart of the City

As Winnipeg's original complete community, downtown offers unique and accessible live, work and play opportunities. More residential options and revitalized amenities are important for strengthening the heart of our city.

Directions for Sustainability

SUSTAINABILITY MEANS:

"development that meets the needs of the present without compromising the ability of future generations to meet their own needs". 1While the term is most associated with environmental implications, it also has economic and social dimensions.

1 http://www.un-documents.net/wced-ocf.htm

Why does Sustainability Matter to Cities?

Cities – especially in North America – consume a disproportionately high share of global resources, and the more self-sufficient we can become, the more we can reduce our drain on regional, national and global networks. Both globally and locally, people are feeling the effects of climate change, rising energy prices and a growing disparity between rich and poor. Our decisions as a city don't just affect our current quality of life, they also affect future generations. Our decisions today determine the ability of our grandchildren and great-grandchildren to enjoy and to afford living as Winnipeggers.

Like in other cities, the people of Winnipeg are looking to create the community we want for our children and grandchildren. To do this well, today's decisions and actions need to set a direction that will work both in periods of decline and in periods of growth. This means answering two core questions:

- How can we balance economic benefits and risks with potential consequences for our environment, our society and our culture?
- How can we foster our natural environment while developing our economy?

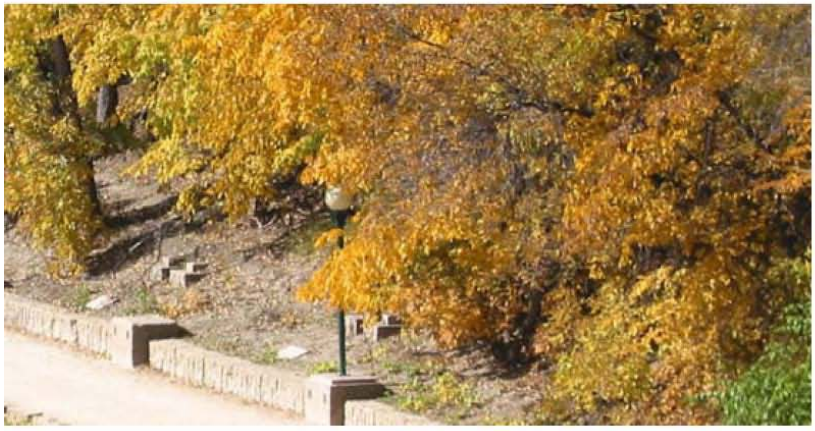
Image courtesy of Destination Winnipeg



The answers aren't simple, but we've been discussing them in various ways through SpeakUpWinnipeg, and it's clear that Winnipeggers want a city with sustainability as its focus. We also want the City of Winnipeg take the lead in developing a more sustainable community.

Through SpeakUpWinnipeg, we've learned that citizens understand this challenge and are ready to take it on. Winnipeggers want their municipal government to be a leader, providing choices and opportunities to live in a more sustainable way. In short, we're ready and willing as a city to work together, to make decisions and to take action on sustainability.

When it comes to sustainability, Winnipeggers are ready to get going today. Through SpeakUpWinnipeg, we've learned that Winnipeggers want a future for our children and grandchildren that includes opportunities for people of all ages and walks of life to live, work and play in the same community. It includes an integrated transportation system that balances car, transit, cycling and pedestrian options that connect Winnipeg's communities. Every part of this system should meet universal design guidelines, offering mobility for everyone. Tree-lined streets and abundant trails and pathways are ribbons of green or white that link neighbourhoods and a diverse system of parks, open spaces and natural areas. A vibrant and safe downtown is a destination for both residents and visitors with clean, animated streets and walkways, quality entertainment and shopping and a thriving residential community.



SpeakUpWinnipeg has given us specific directions we can act on to make that vision a reality:

Foster community development and capacity building; Work towards an equitable city; Address poverty:

- Create age-friendly communities
- Encourage affordable housing in every neighbourhood
- Actively support community economic development
- Reduce poverty and address homelessness
- Provide youth with programs, opportunities, employment and education to help them reach their full potential and to prepare them for their role as future leaders
- Actively support food security and provide opportunities for small-scale food production within neighbourhoods
- Encourage resources and education to improve cross-cultural understanding and communication, especially between Aboriginal people and non-Aboriginal people.

Create a more sustainable urban form:

- Encourage sustainable and accessible urban design
- Encourage mixed-use neighbourhoods and increase density
- Mandate green building standards for civic facilities
- Support pilot projects to showcase sustainable building technologies and concepts
- Provide enhanced public transit options and an accessible, connected bike and pedestrian network
- Celebrate and preserve our heritage

Reinstate Winnipeg's downtown as an inviting and accessible heart of the city by:

- Creating a range of residential options
- Developing new and revitalized parks and public spaces
- Green landscaping
- Providing free Wi-Fi access
- Developing a quality public art program

- Encouraging cultural events and celebrations

Take leadership in making Winnipeg sustainable:

- Launch in-house programs and initiatives that advance sustainability
- Embed sustainability into policies and decisions
- Work in partnership with communities, businesses, and other public sector agencies to achieve our vision of a more sustainable Winnipeg.
- Educate Winnipeggers on sustainability, why it's important and what they can do to live more sustainably– both as individuals and as a community
- Make sustainability a focus for both City operations and community initiatives

Respect and value our natural environment:

- Take immediate action on climate change, both as a civic government and as a community
- Plant more trees and actively preserve our urban forest
- Increase opportunities to reduce waste and to compost
- Recognize and preserve parks, green spaces (including the urban forest) and riverbanks as green oases in our urban setting

On April 25th, 2009, the Mayor and the City committed to creating a more sustainable Winnipeg. This commitment means supporting and celebrating three interdependent pillars: environmental, economic and social sustainability. It means building stronger connections and deeper engagements with the larger regional, national and global community. It's a commitment to a vibrant, welcoming city with rivers flowing through it and northward, with railways and other transportation systems bringing people and goods from everywhere. It's a commitment to meeting our present needs while making sure that future Winnipeggers can continue to meet theirs.

SpeakUpWinnipeg.com

Directions for Safety and Security

Cities need to offer a safe environment in order to be sustainable and livable, and a city's quality of life depends in many ways on safety and security. People can only participate fully in social and economic life when they and their families feel safe– able to work without injury, travel and use public spaces without fear and peacefully resolve conflicts.

Over the past 18 months the City of Winnipeg has been part of a comprehensive safety planning discussion involving citizens, community leaders, and all orders of government. During these Community Leaders Forums, community leaders have been engaged in the development of a community action plan for Crime Prevention through Social Development (CPSD).

Winnipeg needs a public safety plan that includes strategies for police service reform and investing in crime prevention to make sure that citizens feel safe where they work, live and play.

Public safety is everyone's concern. All institutions, organizations, community groups and citizens need to contribute to the development of a safe and cohesive city. The City acknowledges the significant work of and role for neighbourhood renewal corporations, residents' associations and others in making Winnipeg a safe city. Discussions about safety and security through SpeakUpWinnipeg showed that Winnipeggers believe that there are opportunities for all parts of the city to work together in facing this challenge:

Work together to make safe communities:

- Community involvement in safety: Winnipeggers want a progressive police service that both serves the community and provides support by listening to community concerns. While a stronger police presence provides one important aspect of safety and security, police need to share responsibility with a variety of others in making Winnipeg safe. The police need an approach that helps empower people to make the city a more safe and open place, both in reality and perception.
- Winnipeggers need to be more involved in decisions made by our civic government about safety, and they want a balanced approach that addresses the root causes of crime in our city.
- Create safe environments: More eyes on the street and more accessible public spaces will create a greater sense of safety.

Whether that means making police officers more visible, implementing ideas like Crime Prevention Through Environmental Design[1] (CPTED) and Universal Design[2] or technology like Closed-Circuit Television (CCTV) monitoring, it's clear that Winnipeggers are open to a variety and mix of approaches.

- Create a culture of safety: Improved relationships with the police are also a high priority for some Winnipeggers. Others want to foster a "culture of safety," recognizing that crime is more than violations of criminal laws, but violations against a victim and the community. Winnipeggers recognize that community involvement in safety issues can enhance a sense of wellbeing and comfort.

Safe communities provide a better quality of life, enhanced opportunities for economic development, investment, tourism and increased civic vitality.

"A safe Winnipeg is where the police, private citizens and the local business community all **work together!"**

- Comment on SpeakUp**Winnipeg**.com



Image courtesy of Winnipeg Police Service

1 http://www.rcmp-grc.gc.ca/pubs/ccaps-spcca/safecomm-seccollect-eng.htm
2 http://www.udeducation.org/learn/aboutud.asp

Directions for City Competitiveness

Winnipeg is in the middle of an economic resurgence. GDP growth has been solid averaging near 3% annually; the population is growing faster than previous years; and building permits, housing sales and prices are at record levels. Record enrollments at the University of Manitoba, the University of Winnipeg and Red River College bode well for the future– a major turnaround compared with recent decades. Winnipeggers want their civic leadership to fix the basics by addressing barriers to growth, setting priorities and improving both our community and our global position.

Winnipeggers believe in the city they live, work and play in. They also invest and learn here. People choose cities for many different reasons, and conversations through SpeakUpWinnipeg have shown some consistent directions for creating a city that people will choose to move to and stay in:

Be a resilient, creative and competitive city:

- Our quality of life depends on creating wealth through economic activity that provides jobs, income and investment that can help finance public services.
- Winnipeg's youth want more excitement and opportunity. We need to find more ways to make the city attractive to them, because we want even more young people choosing careers in Winnipeg and settling here.
- We need a vision and new directions that make Winnipeg a more vibrant and exciting place. No single policy will help us succeed in this regard – it's the series of choices we make now that will determine our place in the coming decades.

Take leadership in making Winnipeg sustainable:

- The City should operate based on principles of sustainability and should also make it easier for residents to make sustainable choices.

Celebrate our city:

- We want to welcome more newcomers to live and work here and more visitors to experience our special part of the world.

Winnipeggers ultimately want a competitive city that generates opportunities for businesses and residents, that provides a clean, safe environment for its citizens and visitors, that encourages innovation and supports sustainability, that leads in certain business and education fields, that offers a range of options for recreation, housing and lifestyles and that celebrates its unique status as a centre for arts and culture.

Promoting our **Quality of Life** was ranked by **87%** of Open House attendees as a **high** or **essential** priority.



Image courtesy of Winnipeg International Airport

Directions for City Building

95% of those at Call to Action Open Houses rated a city-wide Transportation Master Plan as a high or essential priority.

Winnipeg is set to change profoundly over the next 20 years. We are about to become increasingly like other major centres, and as we do, we'll face similar challenges and opportunities. We are also in the unique position of being able to address the questions that this raises:

- How are we going to accommodate growth and change?
- How do we capitalize on growth while making sure our city stays livable, affordable and desirable?
- How do we make sure that all Winnipeggers benefit from this growth?
- How do we maintain and enrich what we value while finding room for a growing population?

As a city, we have the opportunity to answer these questions – to build on positive attributes such as affordable housing, diverse neighbourhoods and a thriving arts and culture scene.

A recent poll[1] reported that one-third of Canadian adults say they would consider moving to Winnipeg under the right circumstances, citing job and economic opportunities as attractive qualities. It also showed 13% of Canadians say their perception of Winnipeg is improving, compared with only 4% who say their perception has worsened. Friendly people; location/landscape; a beautiful, clean city and a thriving arts and culture scene were described as the top positive attributes of Winnipeg.

Over the next 20 years, our population is expected to grow by over 180,000 people. This is almost equal to the entire population of Regina, or about the same level of growth Winnipeg saw between 1950 and 1976. We are also seeing a cultural shift, with more than 71,000 new Manitobans arriving in the last ten years from other countries, most of who moved to Winnipeg. These newcomers bring with them new cultural perspectives.

We are in the middle of strong and steady economic growth in a changing economy, with a projected 67,000 new jobs in the next 20 years. With Manitoba quickly becoming a recognized leader in clean energy development, sustainable building practices and environmental protection, trade and inter-modal activities, we are expecting new kinds of jobs in a new and growing economy.

1 http://www.destinationwinnipeg.ca/economic-development/business/news/promotion/41/winnipeg-perceived-as-city-with-economic-opportunity



This growth, combined with our current development patterns, means that Winnipeg could run out of land for development in as little as 13 years. Running out of land isn't good business– it will lead to economic, social and environmental challenges.

That means we have important, exciting work ahead and the chance to answer fundamental questions of how to do that work. Through SpeakUpWinnipeg, we've heard the need to create a better, more dynamic city. Winnipeggers see that our work is just beginning and that effective planning for the next 25 years will be critical to our city remaining livable, affordable and desirable.

This work involves making sure that our city is attractive and well designed, with a range and mix of housing, sustainable transportation options and that it provides amenities and vibrant cultural institutions. Input through SpeakUpWinnipeg overwhelmingly identified these expectations and their importance to a successful future.

SpeakUpWinnipeg.com

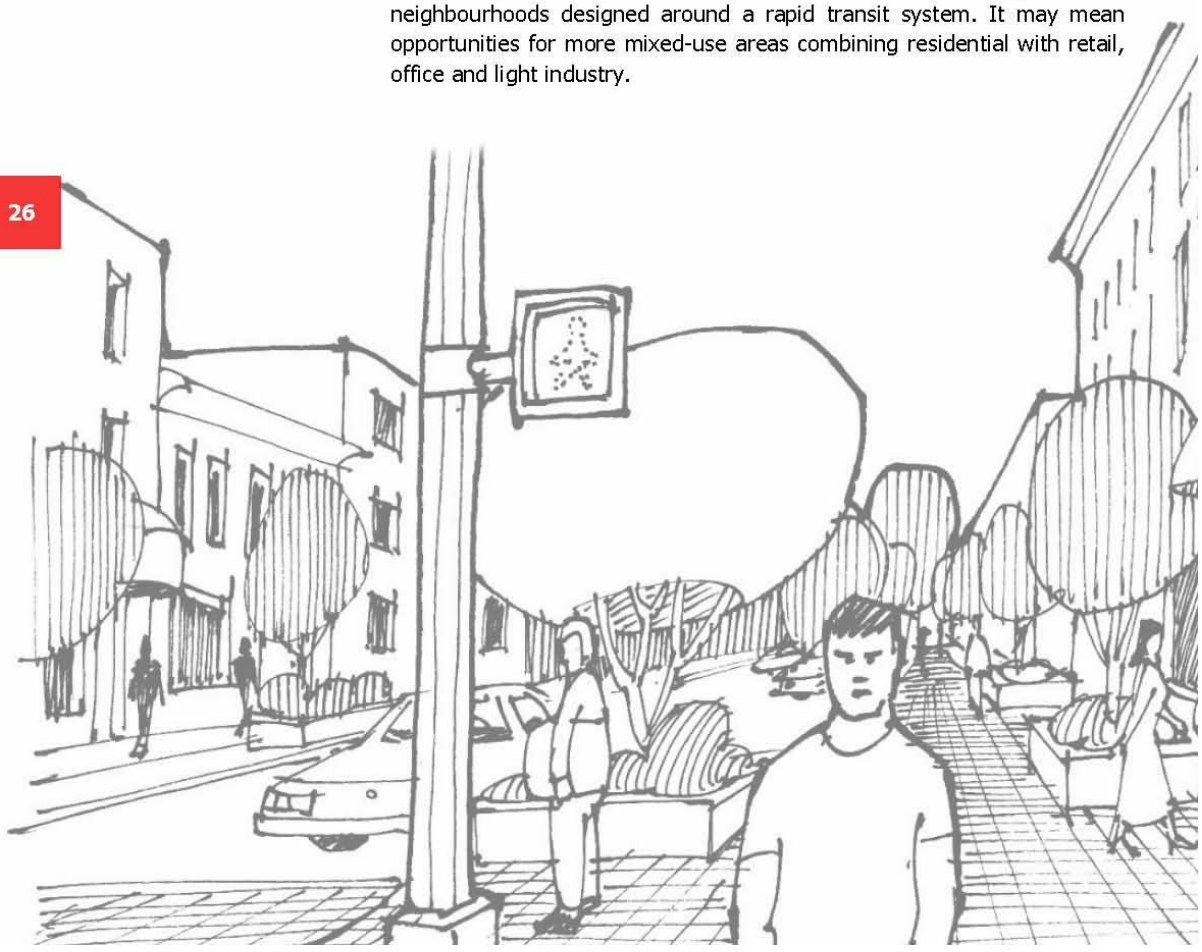
Winnipeggers have been clear about what they want as we build our city. Combined with research into land use, we can see some consistent themes:

Create complete communities:

Our communities need to support various lifestyles, providing a range of options for living, working and playing. The daily necessities of life should be within reach with options for accessing services; amenities and resources like grocery stores, banks and restaurants; and community centres, schools and day care centres. These complete communities should provide a range of housing options to accommodate various incomes, household types and stages of life.

Provide options to accommodate growth:

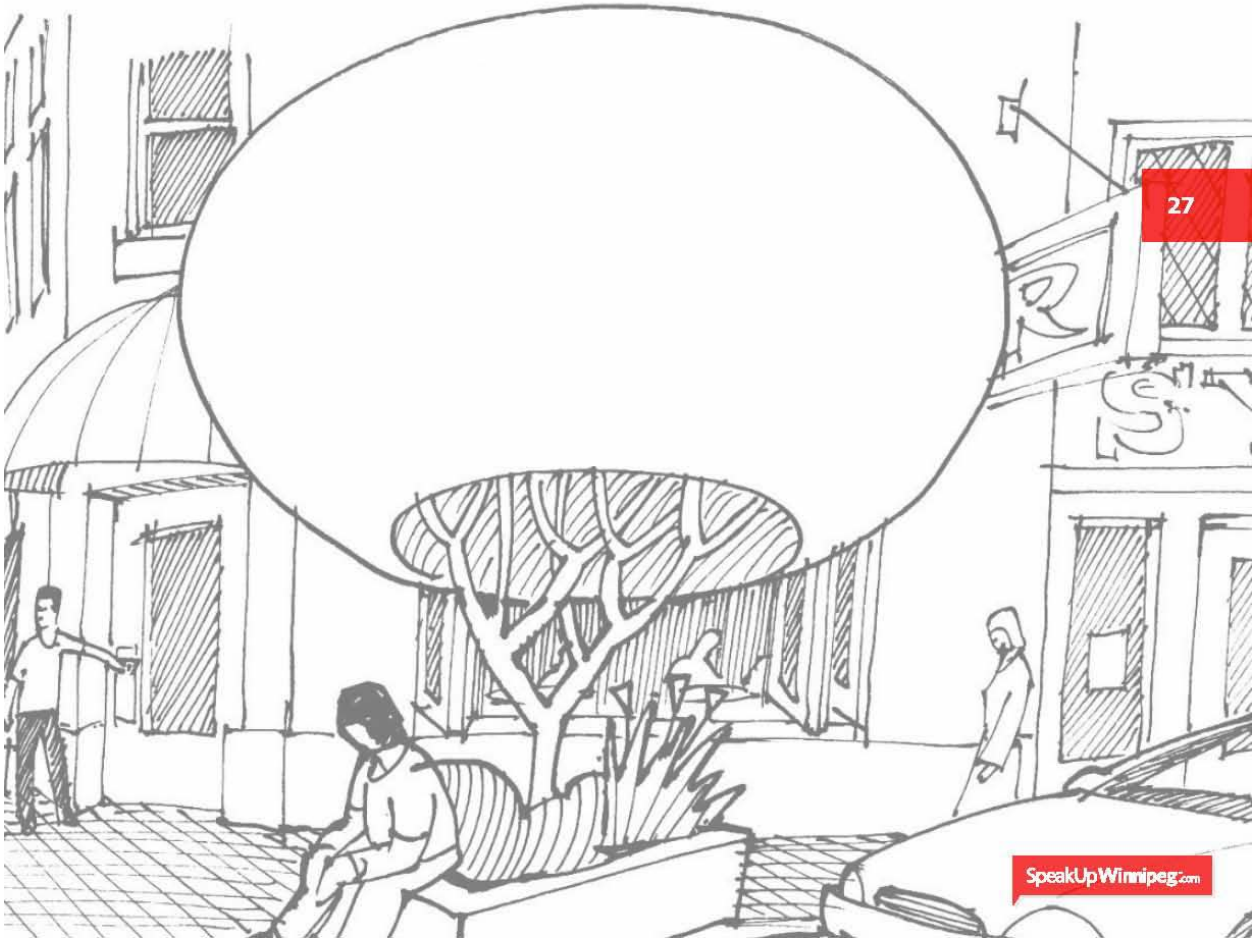
A successful strategy for sustainable city growth needs to be balanced, using a variety of approaches. We need to strike a balance between 'growing out' and 'growing up,' offering choices from traditional, single-family neighbourhoods to more dense forms of urban housing and new neighbourhoods designed around a rapid transit system. It may mean opportunities for more mixed-use areas combining residential with retail, office and light industry.



Connect and expand our sustainable transportation network:

Ensuring mobility for all ages and abilities is an important part of improving our social, environmental and economic sustainability. For Winnipeg to be livable, desirable and affordable in the future, we'll need more options for getting around– options like enhanced public transit and active transportation routes that support walking, cycling and other human-powered forms of transportation. In order to achieve balanced and sustainable growth, we will need to reduce the need for cars by offering other modes of travel that require less infrastructure and are less damaging to the environment, by creating complete communities where activities and services are within walking distance and through other transportation demand management strategies.

Every aspect of a healthy city is interdependent and interconnected. It's crucial that we fully understand the links between land use patterns and mobility. This means that we need to harmonize our transportation strategies with all our other initiatives, including land use plans, economic growth strategies, social needs and community desires.



Directions for Communities

Strong communities are the pillars of a healthy and sustainable city. Community life centres on our homes, with accessible public services and facilities, gathering places and neighbourhood businesses. Through SpeakUpWinnipeg, we've heard about the opportunities and challenges that we'll need to consider for building strong communities in the future:

- Poverty in Winnipeg is about the same as in other Canadian cities: 15.7% of Winnipeggers (about 100,000) and 21% of children under 18 live below the low income cut-off (LICO)[1]. Poverty is not equally distributed in Winnipeg – some neighbourhoods, especially in the inner city, are more affected than others. We need to work as a community towards making sure that all of us have the opportunity to earn a living wage.
- The economic, social and environmental wellbeing of our city depends on providing housing opportunities for everyone. All Winnipeggers should have a safe and secure, affordable and appropriately well-maintained home.
- Winnipeg's population is aging. With 1 in 5 Manitobans expected to be 65 years or older by 2020, we need to create an age-friendly Winnipeg that will support and embrace our aging population.[2] According to the World Health Organization, an age-friendly community provides the supports and opportunities to allow older people to remain healthy, be active participants in society and feel secure.
- To maintain and grow a healthy city, we'll need to keep young Winnipeggers here and attract more young people by creating communities where they will want to live, work and play.
- Between 2006 and 2026, the population of Aboriginal Winnipeggers is projected to grow by 61.7%. By 2026, Aboriginal youth under the age of 25 will comprise 17.35% of Winnipeg's total youth population. The civic government needs to partner with the Aboriginal community and other levels of government to ensure full participation, increased opportunities and a better quality of life for urban Aboriginal people.
- Winnipeg has the 5th highest annual number of immigrants among Canadian cities, and historically, Winnipeg is the destination of 75-80% of all Manitoba's immigrants. The Conference Board of Canada forecasts that net international migration into Winnipeg will continue

1 http://winnipeg.ca/census/2006/Selected%20Topics/

2 McCrimmon, C. 2006. Manitoba Factbook on Aging. Centre on Aging, University of Manitoba.

- to increase from 6,000 immigrants in 2006 to 11,000 immigrants annually by 2020. According to Manitoba Immigration Facts 2006[3], the Manitoba Government is now planning to receive 20,000 annual arrivals to the province by 2017. The Conference Board of Canada states that "migration will become an increasingly important factor for population growth, and Winnipeg's ability to attract new migrants will become an important determinant of its future economic potential." Winnipeg must be welcoming and ensure that newcomers have the opportunity to fully participate in their new home community from an economic and social perspective.
- While access to information and life-long learning is essential to the development and growth of individuals and communities in today's knowledge-based economy, 40% of Manitobans don't have the literacy skills to engage in today's economy and society[4]. A lack of literacy skills contributes to the problem of poverty, and Winnipeg's libraries are one key component of a comprehensive literacy strategy.
- Recreation and cultural opportunities are beneficial to health and wellbeing, skill development and social inclusion. We need to develop recreation systems that accommodate a diverse community with opportunities for everyone.



3 http://winnipeg.ca/census/2006/Selected Topics/
4 International Adult Literacy and Life Skills Survey
www.gov.mb.ca/adultliteracystrategy/pdf/final_report_en.pdf

Through SpeakUpWinnipeg, Winnipeggers have shared ideas about what stronger communities should look like, and how we can create them in the future:

Create complete communities; Work together to make safe communities

First and foremost, Winnipeggers want "complete" and safe communities. These communities will be appropriately dense and walkable with sustainable transportation options. They want connected neighbourhoods offering residents of all ages opportunities to live, work and play.

Winnipeggers want to live in communities where they can easily access affordable housing, be connected to area businesses, local gathering places and public services and facilities. Many want improved walking and cycling routes and improved public transportation options. Age-friendly and accessible design is a priority.

A number of neighbourhoods within Winnipeg's inner city require comprehensive, integrated revitalization strategies. Pride and a sense of ownership in the community is central to creating healthy neighbourhoods where people feel safe and want to live. Initiatives like the City's new Community By-law Enforcement Services and the Neighbourhood Livability By-law support the efforts of residents and local neighbourhood associations as they address neighbourhood decline and derelict properties.

Foster community development and capacity building

Winnipeggers want to be involved in our city's future and in the development of their communities. Involving communities and their citizens in decision-making will build strong communities and community capacity. Building community capacity is the key to social sustainability and community resilience.

Many organizations are already working in their communities to address issues and strengthen neighbourhoods, and the civic government needs to work with them to develop a shared vision and to leverage efforts and resources. These types of partnerships will be the key to solving complex issues.

Address poverty; Work towards an equitable city

We need to ensure that there are adequate resources, facilities and supports in place to ensure a better quality of life for all Winnipeggers. To address the highly complex issue of poverty we will need a community-led and owned strategy that integrates a cross-section of residents, community organizations and all levels of government. Strategic planning at a policy level will support this integrated approach and the civic government should play a strong role in this multi-faceted strategy.

The City of Winnipeg is committed to making its library and recreation systems even more responsive and accessible to a diverse community. This includes providing fee assistance to people who can't afford services and programs. The civic government needs to actively engage neighbourhood associations, including residents, community organizations and businesses regularly to develop flexible services that can respond to locally identified neighbourhood needs.

"I've been in **Winnipeg** for two years now, and I never cease to be **amazed** by how much the **community works together.**"

- Comment on SpeakUp**Winnipeg**.com

Directions for City of the Arts

"**Arts** take many **forms** and **Winnipeg** has so many **fantastic venues** to enjoy them!"

- Comment on SpeakUp**Winnipeg**.com

One of Winnipeg's great strengths is as a "city of the arts." We live in an extraordinary cultural centre, and the arts are a strong part of our city's identity. Through SpeakUpWinnipeg, we've heard that the arts are valuable to our community. They enhance our economy, foster connections and contribute to our city's sustainability.

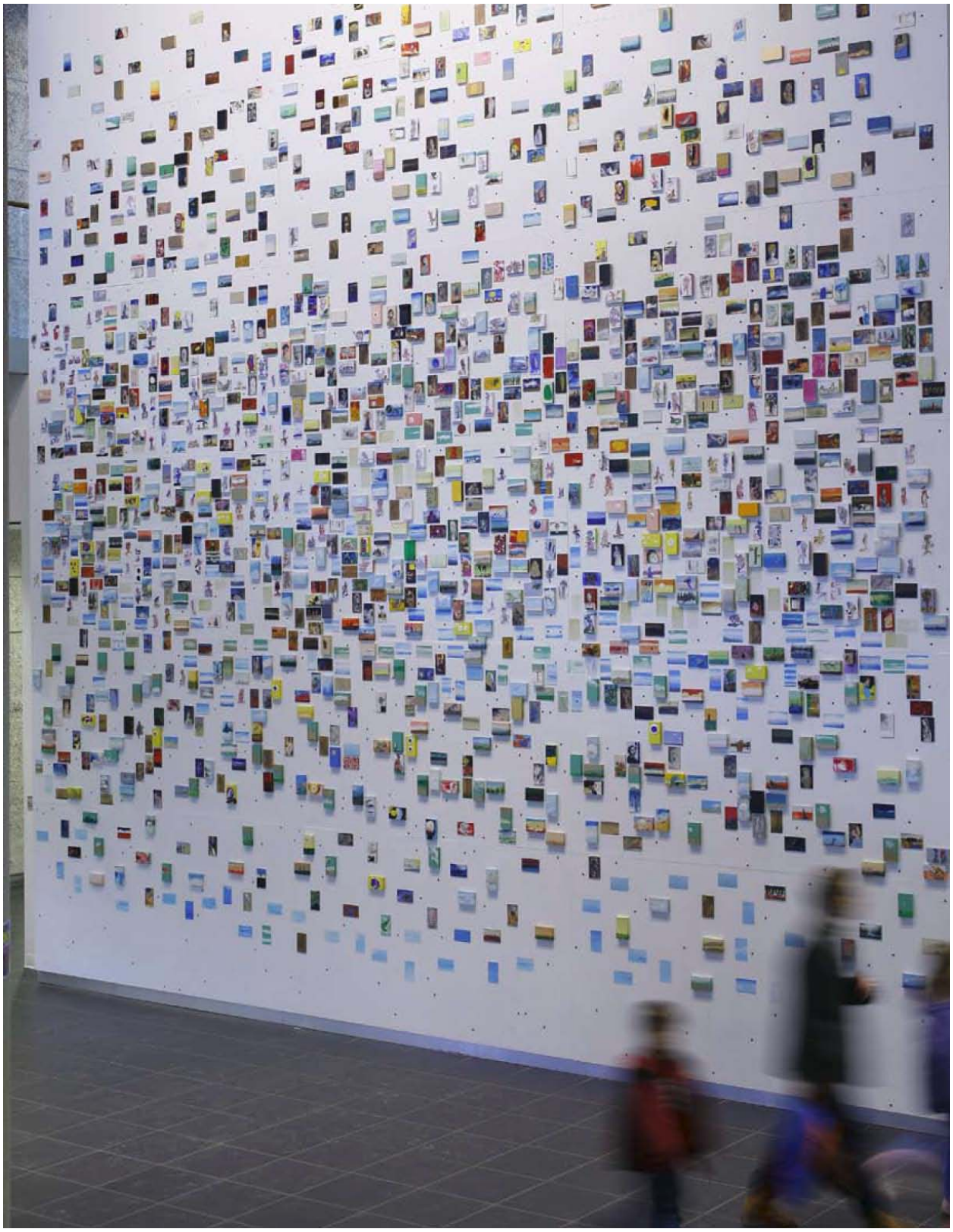
The arts are a major contributor to our economy. Recent research by the Winnipeg Arts Council, the arm's-length agency that funds, supports and fosters development of the arts on behalf of the people of Winnipeg, shows that the GDP of the city's arts and creative industries is $948.6 million, or almost 4% of the city's total output.

Connection and inclusion are key themes heard through SpeakUpWinnipeg, and these are fostered by arts and culture in particular, bringing the community together and giving us a voice. Connections are central to the arts. A theatre ensemble, an artist-run-centre, and a string quartet succeed because of the connection and cooperation between members and with the audience. The City of the Arts creates social connections by engaging the community in discussions about a wide range of contemporary issues. Arts and culture contribute to civic vitality and livability and are integral to complete communities.

As a knowledge-based industry, the arts are the ally of environmental sustainability. They explore environmental issues, they engage in practices that help conserve the environment and they rely on human and intellectual resources more than physical resources. Combining the arts with social or economic development initiatives can lead to results with relatively lower environmental impact.

Despite the social, environmental and economic benefits that Winnipeg's arts and culture provide, the City of the Arts faces a critical infrastructure challenge. Many of our facilities and much of the technology used for arts and cultural activities are in poor condition, where they exist at all, or have significant challenges in remaining sustainable. This includes major arts venues and institutions, the city's museums, our historic theatres, and community cultural facilities.

Untitled by Cliff Eyland, 2005
Public Art Commission
Location: Millennium Library, 251 Donald Street
Media: mixed media on wood
Photo: William Eakin





Bike Rack on Broadway designed by Paul Robles
Public Art Commission created in collaboration with the Downtown BIZ
Location: Broadway and area
Media: steel and automotive paint
Photo: William Eakin

SpeakUpWinnipeg participants envision a City of the Arts where quality of life is sustained through opportunities to share and experience culture. This vision requires cultural programs and facilities for diverse community expression, whether recreationally or professionally. This vision requires a long-term plan for arts and culture which includes the following priorities:

Embrace Winnipeg as a City of the Arts:

- Art and culture should be synonymous with Winnipeg, and we should provide support through collaboration with our delivery partner, the Winnipeg Arts Council.
- Cultural facilities and technology: significant capital investment is needed to meet the current and future cultural requirements of Winnipeggers. In some cases, new community assets are needed, while in others, current assets need to be stabilized, maintained or upgraded.

A resilient, creative and competitive city:

- We need to continue eliminating red tape and other barriers to support economic and community development.
- Tools and policies for managing our heritage need to be updated in order to allow our historic buildings, sites and interpretive programs to continue contributing to Winnipeg's identity. The sustainability of Winnipeg's museums needs to be protected.

Foster opportunities to participate in arts and culture:

- Winnipeg's Public Art Policy ensures the entire community can benefit from art. The policy plays a vital role in place-making and community identity.
- The education system, at all levels, should allow access to arts education.

Other cities around the world have successfully embraced and supported their arts and culture sectors, and Winnipeg is well positioned to do the same and gain the same benefits. The Department of Canadian Heritage has recently designated Winnipeg the Cultural Capital of Canada for 2010, and the new directions identified through SpeakUpWinnipeg need to be acted on to build on the quality of our City of the Arts, so that we can continue to reap the community benefits it provides.

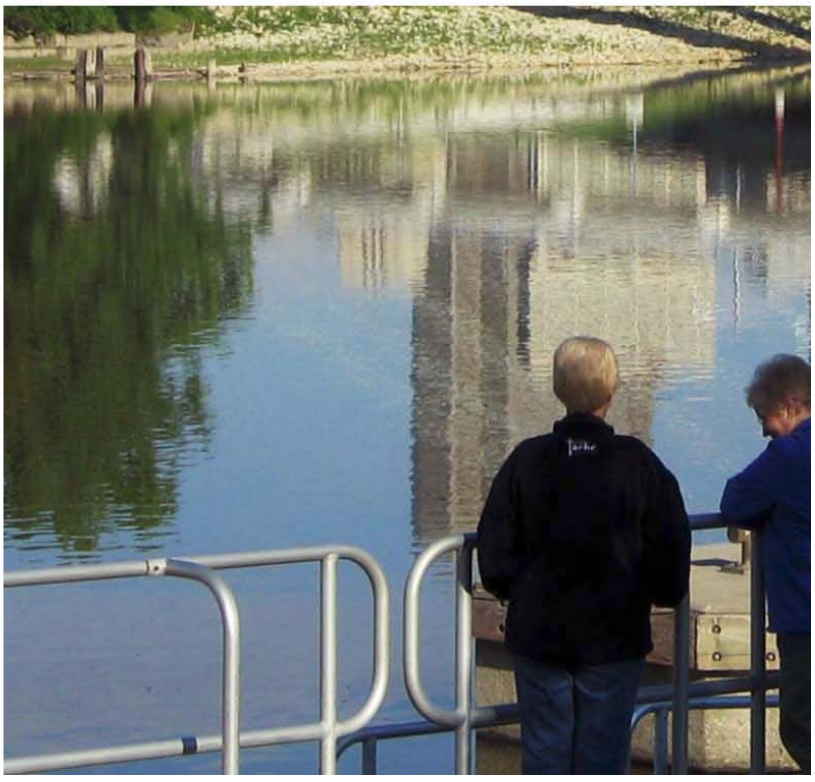
Early Actions Towards Achieving the OurWinnipeg Vision

The majority of **Open House** attendees ranked 75 of the actions as medium priority or higher. **59 Actions** were **ranked** as a **high** or **essential priority.**

Based on the vision and directions established for the OurWinnipeg plan, and drawing on ideas from more than 34,000 Winnipeggers, the City of Winnipeg is committing to take early action.

The 76 actions included in this report demonstrate that the City of Winnipeg is ready to move on community priorities. These are first steps towards our vision, to be completed in the next 24 months. These early actions are just the first part of the desired "action orientation" of the OurWinnipeg plan. When the plan is complete in spring 2010 it won't be a "plan to plan"; it will serve as a platform for strategic, meaningful and measureable action.

In the pages that follow, each of the actions is described briefly and in each of the 6 topic areas – Sustainability, Safety and Security, City Competitiveness, City Building, Communities and City of the Arts – a "key path" is identified. These 6 paths are indicative of the kind of new thinking that will be required – and that Winnipeggers are asking for – if we are going to achieve our vision.



A Key Path for Sustainability

Leading By Example– A Sustainable Procurement Policy

The City will host a one-day workshop to discuss the rapidly expanding field of sustainable procurement and to form a sustainable procurement community network. Bringing together Winnipeg's businesses, institutions and public sector organizations, this network will make it easier to obtain goods and services that support sustainability. This action will result in a new and progressive sustainable procurement policy for the City of Winnipeg.

Cities are critical economic engines. They are hubs for social interaction and centres of cultural enrichment. In serving this role however, these urban centres (including Winnipeg) currently make decisions and act in ways that are unsustainable. We are depleting our economic, environmental and social resources faster than we can replenish them. Sustainability will form the foundation of OurWinnipeg, and the civic government needs to lead by example, promoting sustainable practices throughout the organization and the community.

Sustainability is usually understood as protecting the environment. In reality, it means considering the environmental, social and economic aspects of the community over the long term. It means recognizing the need to balance economic demands with the critical, long-term importance of social, cultural and environmental concerns.

In making decisions, a balanced, sustainable approach considers economic, environmental and socio-cultural resources. It recognizes the full costs of these decisions by supporting long-term financial, environmental and community wellbeing, viewing these issues and the community as a whole, as interwoven and as part of an integrated system.

Establishing a sustainable procurement community network and updating the City of Winnipeg's sustainable procurement policy will create balance for purchasing decisions at both the community and civic government level. This will provide the framework for purchasing decisions that consider the full impact of any purchased goods and services including lifecycle costs and ethical production.

Actions for Sustainability: City Green Building Standards, a Community Greenhouse Gas Reduction Strategy and More

Through SpeakUpWinnipeg, we've identified some actions that can be completed over the next 24 months. These actions respond to community priorities and bring us closer to our vision. While we continue to work as a community to complete OurWinnipeg, the City will work with partners to start taking action right away.

Green Standards for City Buildings

Establish green building standards (LEED and/or BOMA) for new and renewed City-owned buildings.

Plan for a Sustainable Winnipeg

As part of OurWinnipeg, involve Winnipeggers in planning for a sustainable city. With community involvement, draft a direction paper on sustainability and a comprehensive Sustainability Strategy

City of Winnipeg Green Workplace Initiative

As part of planning for a sustainable city, the City will embed sustainable thinking and action into the City of Winnipeg's operations. Initiatives would include a "green" orientation for new employees, sustainability learning opportunities and changes to business practices to reduce resource use. This action can be undertaken with existing City resources; although external grant support could be used for pilot projects.

Green Living Campaign

Through the support of an external grant, institute a public education and awareness campaign focused on urban sustainability.

Online Sustainability Tools for Citizens

Develop and implement tools to support sustainable choices, such as a personal carbon footprint calculator. This action is part of planning for a sustainable city and would rely on external grant support.

Greenhouse Gas Reduction Strategy

As a partner in the Federation of Canadian Municipalities' Partners for Climate Protection Program, the City of Winnipeg commits to cutting corporate greenhouse gas emissions by a further 20% over 1998 levels, and to the creation of a community-wide climate change plan to reduce community emissions by 6% over 1998 levels, as approved by the City's Executive Policy Committee in September 2009.

Green Fleet Vehicle Plan

Present a plan to green the City's fleet operations, including direction on anti-idling, hybrid vehicles, use of alternate fuels, right-sizing of vehicles, efficient driving training and other approaches to reducing the impact of vehicle use.

Expanded Sustainability Scope for Mayor's Environmental Advisory Committee

Expand the scope of the Mayor's Environmental Advisory Committee to recognize all three pillars of sustainability: environmental, social and economic.

Examine Curbside Composting

Examine options for a curbside collection composting program.

Residential Toilet Water Conservation Program

Offer an incentive to reduce toilet water consumption through a dual-flush toilet rebate on municipal water bills, as approved by the City's Executive Policy Committee.



Image courtesy AECOM

A Key Path for Safety and Security

Safe Communities- A Cross-Sector Approach to Crime Prevention

Implement LiveSAFE – an interconnected crime prevention strategy. This strategy has been endorsed by Council, is based on a 'community committed to action', and will involve all sectors: government, private and non-profit, community groups and organizations, and citizens.

Winnipeggers believe that safety and security are critical to a successful future for the city. To find a balanced crime prevention approach, we need a strategy built and owned by the community and shared across a variety of sectors. That balanced approach will include both policing and preventive approaches that address the root causes of Winnipeg's crime.



Actions for Safety and Security: Integrating Safety into Urban Design, Increasing Police Presence and More

Through SpeakUpWinnipeg, we've identified some actions that can be completed over the next 24 months. These actions respond to community priorities and bring us closer to our vision. While we continue to work as a community to complete OurWinnipeg, the City will work with partners to start taking action right away:

Crime Prevention Through Environmental Design (CPTED) Policy

Develop and present a CPTED policy to guide planning decisions – ensuring our built and natural environment contributes to safety and reduces the opportunity for crime to occur.

SafeGrowth: Planning for Safe Neighbourhoods

Through Neighbourhood Integrated Service Teams, and with community involvement, the Winnipeg Police Service and other City departments will integrate safety planning into the community design process while emphasizing capacity building and strengthening community bonds. This innovative strategy will be the first of its kind, formalizing safety as a principle of city building.

Support Safe Communities Winnipeg

Commit to supporting the efforts of the Safe Communities Winnipeg initiative – a big-picture and multi-faceted approach to safety. Safe Communities Winnipeg initiative is working towards World Health Organization and United Nations "Safe Community" designation for the City of Winnipeg.

High-Risk Youth Anti-Exploitation Strategy

The Winnipeg Police Service invests 30,000 person-hours conducting 5,000 missing person investigations each year. About 3,000 are children in the care of child welfare agencies, some with over 150 police contacts and as many child welfare agency involvements. These youth, when on the run, are at high risk to be criminalized, initiated into gangs and substance abuse, victimized and exploited. Recognizing that no single agency can tackle these overarching social issues, the Police Service is embarking on an innovative, new, multi-disciplinary and collaborative strategy with networks of stakeholders to identify and intervene with high-risk youth in Winnipeg.

School Resource Officers

With funding from the Province of Manitoba and support of the School Divisions, the Winnipeg Police Service will expand the School Resource Officer program to 12 new schools – extending the positive safety connections and relationships between police officers, students and teachers to a total of 40 schools.

Increased Police Presence

Streamline Winnipeg Police Service administration procedures by making better use of technology, improving processes and forming new partnerships, thereby giving officers more time to patrol neighbourhoods.

Closed Circuit Television (CCTV) for Crime Reduction

The Winnipeg Police Service began operating CCTV cameras for crime reduction in February 2009. This action will complete the one-year pilot project and conduct a detailed evaluation of the impact of CCTV cameras at six priority sites.

A Key Path for City Competitiveness

Building for Success in a Global Economy

The City will further enhance its competitiveness in a global marketplace by advancing economic, social and environmental sustainability principles, and by presenting a compelling, progressive and unified voice on all economic development matters.

A recent study[1] identified that a local market's ability to promote itself as a desirable place to live is expected to become the most important decision for all companies in the years ahead.

Traditionally, the key tools available to promote economic development focused on attracting new investment in the form of new companies or expansion of existing ones, relying on an available plentiful labour force. However, cities are now competing on a global stage and borders are becoming less relevant. In the emerging age of a sustained labour force shortage in Canada, the Winnipeg economy now has a much bigger task at hand, which involves ensuring that there are optimal conditions in place to attract and retain a creative, talented labour force. This requires us to address a more robust part of the economic development equation – ensuring a range and mix of lands that appeal to different types of company and employee needs; attractive and affordable housing; proximity to amenities; access to services and an efficient transportation system.



Image Courtesy Destination Winnipeg

1 http://www.speakupwinnipeg.com/resource/File/City of Winnipeg ELS FINAL Report March 2008.pdf

Actions for City Competitiveness: Employment Programs for Aboriginal Youth, a Downtown Parking Strategy and More

Through SpeakUpWinnipeg, we've identified some actions that can be completed over the next 24 months. These actions respond to community priorities and bring us closer to our vision. While we continue to work as a community to complete OurWinnipeg, the City will work with partners to start taking action right away.

- **Continue the Conversation: SpeakUpWinnipeg.com**

  Maintain SpeakUpWinnipeg.com, a 24-hour information and discussion forum for city planning issues, as a planning tool beyond delivery of the OurWinnipeg plan.

- **Growth-based Provincial Funding**

  Seek Provincial support for a more predictable, streamlined and transparent funding formula that would be based exclusively on growth revenues and result in more sustainable funding sources for the City.

- **Capitalize on the 'Green' Economy**

  Capitalize on emerging environmentally-friendly economic development initiatives as opportunities to grow a prosperous and sustainable local economy.

- **Attract More Business**

  Commit to implementing select initiatives to attract more business through on-going collaboration with private sector leaders, economic development agencies, post secondary institutions and other levels of government

- **Priority Allocation of Revenue Growth**

  Evaluate the merits of dedicating a percentage of new revenue in order to provide a cost-neutral incentive for local job creation, business retention and reinvestment.

- **Downtown Cultural Events**

  Begin detailed discussions with major festival officials and cultural agencies about the opportunity to increase the number of significant, self-sustaining downtown events.

Aboriginal Youth Strategy – Employment Opportunities

With active involvement of the Aboriginal community, develop and implement a range of programs and supports to assist Aboriginal youth in finding jobs and employment development opportunities. For example, Aboriginal youth employment opportunities will occur across various city departments, including providing assistance within an enhanced application process, additional internships, increased volunteer education and awareness, work experience placements, scholarships, access to mentors, transportation assistance, as well as incentives to encourage ongoing participation.

Downtown On and Off-Street Parking Strategy

The Winnipeg Parking Authority, with downtown partners, will complete a Downtown Parking Strategy that reflects how on and off-street parking can be an economic development tool; sets minimum development and urban design standards for parking facilities; sets "highest and best use" property assessment values; and proposes possible by-law changes.

Downtown as an Entertainment Hub

Promote downtown as a distinct and unique entertainment hub and advance additional entertainment proposals in partnership with agencies represented on the Downtown Council and in accordance with CentrePlan.

Wi-fi Spots in City Parks

Extend wireless technology several key downtown parks such as Millennium Park, Central Park, Old Market Square, Waterfront Drive or Bonneycastle Park.

Downtown Snow Removal

Continue to provide priority snow clearing in the downtown area in order to promote convenience and mobility during the winter months of the year.

Service Expenditure Reductions

Explore additional opportunities to partner with private providers and engage the community where viable in order to provide better and more cost-effective service delivery.

Alternative Revenues

Continue to explore revenue diversification through private investment opportunities, innovative asset management and user fee generation where appropriate in order to become a more financially sustainable city.

Provincial-City Efficiencies

Pursue a coordinated approach to streamlining service areas that are provided jointly by the Province and the City.

Strategic Focus

Focus our economic development efforts strategically based on Winnipeg's unique strengths and assets, including its culture, geography, history, rivers and its people.

Sustainable Funding for Infrastructure

Continue to pursue sustainable funding sources for infrastructure investments that directly support economic growth and opportunity.

Streamlining Regulatory Approvals

Continue to aggressively pursue innovative and efficient regulatory approval systems in order to further support sustainable development and economic growth.

Pursue Creativity and Innovation

Continue to find creative and innovative ways to address safety, infrastructure, regulation and taxation in support of regional economic development.

Measuring Results

Commit to tracking, measuring and reporting economic development efforts on an ongoing basis using manageable and relevant economic indicators.

Advance Emerging Trade Initiatives

Continue to work with private-sector focused organizations such as the Winnipeg Airport Authority and CentrePort in order to fully capitalize on future economic development opportunities.

Build on Economic Development Intelligence

Collaborate with partner agencies in the gathering of strategic economic development information that will help to proactively promote Winnipeg to the world and advance our economic competitiveness.

Promote Quality of Life

Continue to promote investments in our City that will provide an attractive and sustainable quality of life for a creative and talented workforce.

SpeakUpWinnipeg.com

A Key Path for City Building

Growing Up 'Connected' - A Balanced Approach to Growth and Development

Demonstrate new options for accommodating growth and mobility. The City will work with partners to demonstrate mixed-use possibilities in areas that currently only allow industrial or big box uses. We will also show how a dense, mixed-use environment can provide options for getting around without a car.

Winnipeg is at a crossroads. We are growing– our population is expected to grow by over 180,000 people and create about 67,000 new jobs over the next two decades. Winnipeg last saw this level of growth between 1950 and 1976.

We also know that how we live is going to change. Increasingly, we want more options for where people live, work and play and we want to encourage the idea that in many cases, those can be the same place. This idea is called a mixed-use area.

Under the umbrella of significant growth, we have a unique opportunity to combine commercial, retail, office, light industry and residential by introducing mixed-use areas. This significant growth also gives us the opportunity to show that other modes of transportation, such as rapid transit and active transportation are more convenient in a denser, more compact city.

48

These two images provide a 'before' and 'after' comparison of how mixed-use development, cycling and transit lanes and urban design can create vibrant corridors while enhancing existing neighbourhoods.





Actions for City Building: Improved Transit and Building Accessibility, a Transportation Master Plan and More

Through SpeakUpWinnipeg, we've identified some actions that can be completed over the next 24 months. These actions respond to community priorities and bring us closer to our vision. While we continue to work as a community to complete OurWinnipeg, the City will work with partners to start taking action right away:

- **Transportation Master Plan**

  Complete a dynamic, multi-modal transportation model and Master Plan for the city. The Plan will contribute to sustainability objectives, to the integration of transportation and land use planning, and to regional and global transportation network interfaces.

- **Explore Affordable Housing Actions with Province of Manitoba**

  Working in partnership with the Province of Manitoba, investigate a citywide pilot grant program; that would support the creation of affordable housing units as part of larger developments by providing a property tax incentive to developers.

- **Develop Transit Oriented Development Policy**

  Research, establish and communicate best practices. Develop recommendations for TOD-enabling policy.

- **City Hall Building Accessibility Demonstration Project**

  Conduct an accessibility audit of City Hall and create a plan to improve citizen and employee access to the building.

- **Improve Bike Parking**

  Implement a program that will ensure safe bike parking at facilities and destinations throughout the City. Part of the program will be the installation of 400 bike racks and 50 bike lockers.

- **Downtown Bike Share Program**

  With community involvement, develop a plan for the first phase of a downtown bike share program.

Handi-Transit Phone Protocol Changes

Enhance the automated telephone service for Handi-Transit bookings to provide clearer voice recognition, more detailed reservation information (including locations), more available phone lines, and the ability to confirm or cancel a trip request at any time.

Audible Transit Bus Arrival Announcements

Further enhance the accessibility of Winnipeg's transit system through a pilot project that will have external speakers on newer buses announce their route number and destination as they arrive at transit stops.

Real-Time Transit Information on Mobile Devices

Provide real-time transit information to smart phones and other web-enabled mobile devices via a browser interface, and SMS (text) based messaging.

50

Mixed Use Office Park Demonstration Project

In partnership with the private sector, complete a pilot project to intensify and introduce new, compatible uses into an office park area.

Greenspace Naturalization Standards

Establish public greenspace naturalization standards that would improve biodiversity, reduce maintenance costs and contribute to a healthier environment. This action will also include a public awareness campaign.

Showcase Area Redevelopment of Obsolete Industrial Areas

Undertake special planning projects that would showcase reuse and sustainable neighbourhood design possibilities in key former industrial sites.

New Parks Strategy

Involve the community in a strategic plan for the sustainable development and management of Winnipeg's parks, public places and open spaces.

A Key Path for Communities

Addressing Poverty - Towards a Desired State in Which All Winnipeggers Benefit From Growth and Change

It is acknowledged that poverty is a key hurdle in achieving a desired state in which all Winnipeggers benefit from growth and change. The City will help reduce poverty through a number of supportive actions within its mandate. These include Aboriginal Youth Strategy Initiatives, a Newcomer Welcome Package, a Community Indicator System with an initial focus on poverty and income security, a targeted approach to service delivery through Neighbourhood Integrated Service Teams, and a City of Winnipeg Recreation Fee Assistance Program.

Winnipeg is entering a new era, characterized by significant growth and change. The City of Winnipeg will act within its mandate to make sure all Winnipeggers can benefit from this growth and change.

We need to direct our efforts towards ensuring that our aging population, growing Aboriginal population, and newcomers from other countries benefit from our city's growth and change. The City, in partnership with or as an advocate to, other levels of government or other organizations can play an important and active role in providing adequate resources, facilities and supports to Winnipeggers who live in poverty.

We do not want any Winnipeggers left behind, and recognize that our success as a city needs to be one built on inclusion and caring.

Actions for Communities: New Aboriginal Youth Programs, Exploring Urban Agriculture and More

Through SpeakUpWinnipeg, we've identified some actions that can be completed over the next 24 months. These actions respond to community priorities and bring us closer to our vision. While we continue to work as a community to complete OurWinnipeg, the City will work with partners to start taking action right away:

Aboriginal Youth Strategy Programs

Expand City of Winnipeg youth programming to include Aboriginal cultural topics and nutrition education, involving community residents and Aboriginal organizations as facilitators and partners where possible.

Accessible business cards

Follow accessibility best practice by adding Braille to business cards for City staff who are most involved in community outreach.

Taking Action on Derelict Buildings

Review process and report publicly on options for making repairs to derelict and vacant buildings where by-law compliance steps have not been successful to bring the property into compliance.

Explore Urban Agriculture

Through OurWinnipeg, and as a partner in a community-led initiatives, explore opportunities to develop urban agriculture and local food security programs such as community gardening, urban farming, and farmers' markets.

A community-based service delivery model that better aligns services with local needs.

Winnipeg's Community Services Department will transition to a further integrated neighbourhood service delivery model. The enhanced model will have a dedicated focus on the assessment of community needs and priorities utilizing recreation, library services, and neighbourhood by-law enforcement as primary community development tools in contributing to building healthy communities. A key component of this model will be Neighbourhood Integrated Service Teams (NISTs) which will provide a coordinated approach that supports a community vision.

Community-based Neighbourhood Revitalization Strategies

Integrated teams of City service providers will partner with community organizations, to develop and implement strategies to revitalize neighbourhoods to levels defined in the Neighbourhood Liveability By-law.

Aboriginal Youth Strategy – Measurement Plan

In an effort to monitor and ensure the effectiveness of the Aboriginal Youth Strategy, create and implement a measurement plan for AYS activities.

Community Indicators System Pilot Project

Partner with the United Way Winnipeg, Province of Manitoba, International Institute for Sustainable Development and others to develop and pilot a transparent community measurement system. These measures indicate the well being of the community as a whole; identify priority areas for multi-sectoral collaboration; and measure progress as a community. The pilot project will establish indicators and measure the area of poverty and income security.

Involve Aboriginal Winnipeggers

Ensure opportunities for the involvement of Aboriginal people and organizations in the OurWinnipeg planning process and other civic initiatives. This includes continuing the strong Aboriginal community partnerships developed through SpeakUpWinnipeg.

Newcomer Welcome Package

Develop a "Newcomer Package" to invite new Winnipeggers to participate in the opportunities their community offers and to connect them to City services and community resources. Supporting the integration of all of our newest citizens, whether they are from northern Manitoba or the other side of the world, is important to social and economic sustainability.

Age-friendly Winnipeg

Pursue Winnipeg's designation as an age-friendly city with the support of Provincial funding. This action would include adoption of the World Health Organization's Global Age-friendly Cities: A Guide, changing planning practices to improve access and participation by Winnipeggers of all ages, but especially children and older adults.

Take action on accessibility of City-owned buildings

Complete research and development to update accessibility design standards and to audit the accessibility of City-owned buildings – critical to priority-setting and effective and coordinated action on accessibility.

Community Recreation Fee Assistance Program

Develop, in partnership with the community, a complete program to assist low-income families to participate in recreation and physical activity opportunities.

A Key Path for the City of the Arts

Ticket to the Future - A New Arts and Culture Strategy for the City of Winnipeg

Under the leadership of the Winnipeg Arts Council, create a comprehensive plan that will maintain and enhance the City of the Arts. During Winnipeg's designation as one of Canada's Cultural Capitals in 2010, we have the opportunity to plan for the next phase of cultural development in consultation with Winnipeg's diverse arts community. In doing this we can secure Winnipeg's status as a world-leading City of the Arts.

The Winnipeg Arts Council will continue the dialogue on the City of the Arts that began with SpeakUpWinnipeg, leading the community through the strategic planning process. With the strong involvement of the City of Winnipeg and arts sector stakeholders, the new strategy will aim to maintain and enhance the sustainability of the arts and culture community in Winnipeg and will also demonstrate the important role of arts and culture in sustainability, economic development and complete communities.

City Council will be asked to officially recognize Winnipeg as a City of the Arts by endorsing the "Ticket to the Future" strategy. A key path towards achieving the City's vision, the new arts and culture strategy will guide valuable contributions towards a vibrant, beautiful and livable community where all citizens are provided with opportunities for cultural and artistic expression.



Poster Board in the Exchange designed by Michael Carroll
Public Art Commission created in collaboration with the Exchange District BIZ
Location: Exchange District
Photo: Cam Bush

Actions for City of the Arts: Tools for Culture, a new Heritage Strategy and More

Through SpeakUpWinnipeg, we've identified some actions that can be completed over the next 24 months. These actions respond to community priorities and bring us closer to our vision. While we continue to work as a community to complete OurWinnipeg, the City will work with partners to start taking action right away:

- **Apply an Arts and Culture perspective to Planning**

  Include planning for arts and culture as part of the OurWinnipeg initiative.

- **Heritage Conservation Strategy**

  Review and renew the City's policies, procedures and incentives that promote the long-term conservation of heritage buildings, sites and interpretive programs.

- **Winnipeg Arts Central and e-billboard**

  The Winnipeg Arts Council will continue to enhance this comprehensive public go-to web calendar and listing service to publicize all of Winnipeg's diverse arts and cultural programming.

- **Winnipeg Cultural Map**

  The Winnipeg Arts Council will further develop a public, interactive web-based map of Winnipeg's cultural institutions, resources and assets.

- **Tools for Culture**

  Research and proposed planning tools that could support the development of a wide range of cultural spaces and facilities. Tools to be investigated could include special zoning for cultural spaces, community art plans or incentives for investment in arts infrastructure.

SpeakUpWinnipeg by the Numbers

The City of Winnipeg has made a commitment to a major, open, comprehensive dialogue with Winnipeggers about our City's new plan. An outreach campaign stretches across the city, inviting the entire community to join in the conversation. The 'Speak Up' process provides Winnipeggers with a diverse mix of opportunities to be involved. We've used the web, we've used formal meeting places and we've met people in their neighbourhoods.

So far we have raised awareness of hundreds of thousands of Winnipeggers, and have had direct contact with more than 34,000 people, in the following ways:

SpeakUpWinnipeg.com Web Site

Target: All Winnipeggers

Methods: Blog posts, videos, Facebook, Twitter, online surveys

Quick Facts: Since late April 2009 - about 535 registered users and over 625 Facebook fans, 1,600 posted comments (includes blog comments, twitter-related comments and e-mails)

About 100,000 page views since launch

About 5.5 million site hits since launch

Roundtables & Workshops

Target: Various groups and stakeholders

Method: Focused conversations and workshops led by City and community organizations

Consultations completed: Older Winnipeggers, Urban Aboriginal People, Aboriginal Council, Elders Council, Caregivers, People with Disabilities, Community Economic Development Communities, University Students, Poverty Groups, Urban Aboriginal Students, Food Security Groups, Sustainable Transportation, Industry Exchange #1 and #2 (Developers), Downtown Stakeholders, Housing and Homelessness Stakeholders, Gay & Lesbian Communities, Urban Aboriginal People, Assembly of Manitoba Chiefs, Newcomers and Newcomer Service Providers, Newcomers/Housing, Aboriginals/Housing, Older Winnipeggers/Housing, Disability Communities/Housing, Public/Housing, For-Profit Housing Providers, Non-Profit Housing Providers, Government/ Research Sectors/Housing, Neighbourhood Development Corps./Housing

Quick Facts: Almost 800 participants to date

Speak Up Squad Street Team

Target: All Winnipeggers

Method: Face-to-face dialogue in community places

Quick Facts: About 13,500 Winnipeggers directly consulted to date, using digital camcorders and pen and paper documentation at festivals, malls, parks, libraries, etc.

Mayor's Symposium on Sustainability

Target: Selected cross section of community organizations, business owners, residents

Method: Panel, stakeholder forum, roundtable discussions. April 25, 2009

Quick Facts: 267 participants in forums and roundtables

City Building Charrette

Target: All Winnipeggers

Method: Topic-centered workshops, urban design bus tour, asset mapping exercise. June 23-26, 2009

Quick Facts: About 500 participants

Focused Neighbourhood Discussions

Target: Winnipeggers in their Neighbourhoods

Method: Organized discussions about neighbourhood issues. Led by Community Services Department

Quick Facts: Eleven discussions involving 220 Winnipeggers in October and November 2009

Open Houses for Call to Action

Target: All Winnipeggers

Method: Eight Open Houses for the Call to Action took place throughout Winnipeg. Draft directions and actions for each component (Sustainability, Communities, Safety and Security, City Competitiveness, City Building and City of the Arts) were presented for feedback and discussion. November 17-26, 2009.

Quick Facts: Over 300 participants

Background Strategies

A number of strategies are underway, providing research and recommendation inputs into OurWinnipeg

Consultants: Various firms and groups, using analysis and input from the public and other stakeholders

Methods: A range of research, analysis, round tables, open houses, interviews

15 strategies will feed into OurWinnipeg:

- Residential Lands and Infill Strategy
- Commercial Lands Strategy
- Employment Lands Strategy
- Downtown Employment Study
- Downtown Residential Opportunities Study
- Sustainable Transportation Strategy
- Transit Oriented Development Guidelines
- Parks, Places and Open Spaces Strategy
- Urban Design Background Study
- Sustainable Water and Waste Infrastructure Strategy
- Ecologically Significant Natural Lands
- Heritage Conservation Management Plan
- Active Transportation Action Plan
- Origin-Destination Study
- Sustainability Strategy

Public Service Contributors

The Call to Action includes contributions from across the City of Winnipeg public service, including:

OurWinnipeg Initiative Team: Ayoka Anderson, Ian Hall (Call to Action lead), Gary Holmes, Justin Lee, Jeff Pratte, Becky Raddatz, Michelle Richard, Andrew Ross, Mamadou Lamine Sane, Brett Shenback, Rebecca van Beveren

Chief Administrative Officer: Glen Laubenstein

Deputy Chief Administrative Officer: Phil Sheegl

Office of the Chief Administrative Officer: James Allum, Patti Regan

Community Services Department: Karen Beck, Yvette Cenerini, Jane Clark, Peter de Graaf, Lisa Forbes, Rhonda Forgues, Kelly Goldstrand, Stephanie Johnson, Kathy Knudsen, Clive Wightman

Planning, Property and Development Department: Donna Beaton, Giles Bugailiskis, Lee Caldwell, Susanne Dewey-Povoledo, Rick Enns, Dianne Himbeault, Deepak Joshi, John Kiernan, David Marsh, Mike Pyl, Judy Redmond, Michael Robinson, Pam Sveinson, Barry Thorgrimson, John Wintrup

Public Works Department: Doug Hurl, Kevin Nixon, Brad Sacher

Water and Waste Department: Darryl Drohomerski, Duane Griffin, Tony Kuluk, Barry MacBride, Frank Mazur, Grant Mohr, Mike Shkolny, Nick Szoke

Winnipeg Committee for Safety: Brody Grusko

Winnipeg Parking Authority: David Hill

Winnipeg Police Service: Deputy Chief Shelley M. Hart, Chief Keith McCaskill

Winnipeg Transit: Catherine Caldwell, Bill Menzies, Bjorn Radstrom, Herb Vossler, Dave Wardrop

Additional contributions provided by the Winnipeg Arts Council: Tamara Rae Biebrich, Carol Phillips, Tricia Wasney

Glossary

Note: web links are for information only, the City of Winnipeg does not endorse or take responsibility for information on linked sites.

Accessibility (see also "Universal Design")

Accessibility refers to people's ability to access a place, service or product. In the urban context, this refers to a person's ability to reach a destination. This does not include the movement of getting there (see "mobility"). Although accessibility issues are often associated with people with disabilities, the concept is far reaching and affects everyone.

Area Redevelopment Plan

See 'Secondary Plan'.

Area Structure Plan

See 'Secondary Plan'.

Active Transportation

Active transportation refers to any human-powered mode of transportation, such as cycling, walking, skiing, and skateboarding. While the main emphasis is on travel for a specific purpose, it does not exclude recreational travel.

City of Winnipeg's Active Transportation Action Plan: http://www.winnipeg.ca/publicworks/MajorProjects/ActiveTransportation/ATActionPlan2008WEB.pdf

Building Owners and Managers Association of Canada (BOMA)

A national association representing building owners, managers, developers, facilities managers, asset managers, leasing agents, brokers, and product and service providers, BOMA also has developed green building standards like BOMA BESt (Building Environmental Standards): http://www.bomabest.com/

Brownfield

Abandoned, idled or underused industrial and commercial sites where expansion or redevelopment is complicated by real or perceived environmental contamination.

Canadian Brownfields Network: http://www.canadianbrownfieldsnetwork.ca/

Brownfield vs. Greenfield Development, City of Hamilton: http://www.myhamilton.ca/NR/rdonlyres/AF1FEA4C-333C-440D-9E12-1738401841F5/0/PTPBrownfieldvsGreenfieldDevelopment.pdf

Call to Action for OurWinnipeg

The first report of the OurWinnipeg initiative, released in draft form in November 2009. The Call to Action for OurWinnipeg summarizes what the City of Winnipeg has heard from April 2009 to October 2009 through SpeakUpWinnipeg and proposes a series of short-term actions the City will take to get started on priorities identified through community input.

Capital Region

Refers to the City Winnipeg and a number of surrounding municipalities – the City of Selkirk, the Town of Stonewall, and the Rural Municipalities of Cartier, East St. Paul, Headingley, Macdonald, Ritchot, Rockwood, Rosser, St. Andrews, St. Clements, St. Francois Xavier, Springfield, Tache, and West St. Paul.

Manitoba Intergovernmental Affairs: http://www.gov.mb.ca/ia/capreg/

Wikipedia: http://en.wikipedia.org/wiki/Winnipeg_Capital_Region

Charrette

A charrette is a collaborative workshop in which designers, planners, property owners, developers, public officials, and members of the public tackle a design problem.

National Charrette Institute: http://www.charretteinstitute.org/charrette.html

Speak Up Winnipeg City Building Charrette: http://www.speakupwinnipeg.com/blog/post.cfm/the-city-building-charrette-outcomes/index.cfm

City of Winnipeg Charter

Legally, cities, towns, and other forms of municipalities are created by provincial governments. The City of Winnipeg Charter Act is a provincial statute that sets out the structure of Winnipeg's municipal government, as well as its powers.

City of Winnipeg Charter Act: http://web2.gov.mb.ca/laws/statutes/2002/c03902e.php

Community Capacity

The ability of residents to organize/transform their skills and resources to solve local issues and achieve goals.

Community Indicator System (CIS)

An information sharing system that tracks measurable pieces of information about a community. An example of an indicator may be households with public assistance or high school completion rate. CIS are accessible to the community (often they are web-based) and present information in a user-friendly format, typically showing current status and past levels.

An example of a CIS, from Florida, USA: http://www.jcci.org/jcciwebsite/snapshot/atlas.html

Complete Streets

Complete streets accommodate all road users, including private automobiles, transit, cyclists and pedestrians in a safe and efficient manner. Complete streets are context sensitive and generally incorporate road treatments that address the unique issues in each corridor.

National Complete Streets Coalition: http://www.completestreets.org/

Crime Prevention Through Environmental Design (CPTED)

CPTED (pronounced cepted) is a crime prevention strategy that surmises that the incidence and fear of crime can be reduced through better design. For example, windows facing the sidewalk will make the sidewalk safer than if it were a brick wall since they provide more "eyes on the street."

CPTED Ontario: http://www.cptedontario.ca/ptedontario.ca/

Crime Prevention Through Social Development (CPSD)

This approach places an emphasis on addressing the social issues most often underlying crime such as housing, family income, and education.

Canadian Council on Social Development tackles CPSD: http://www.ccsd.ca/cpsd/ccsd/

Density

In a planning context, density usually refers to the amount of people living in a given area, most often expressed as dwelling units per acre. Low density development can range from one to eight units/acre accommodated in single family homes and duplexes, medium density development can range from nine to 45 units/acre accommodated in four-plexes, townhouses, and stacked townhouses, and high density development can range from 40 units/acre in low rise apartment buildings to over 100 units/acre in high rises.

The Density Quiz: http://www.lincolninst.edu/subcenters/visualizing-density/quiz/index.aspx

Visualizing Density: http://www.lincolninst.edu/subcenters/visualizing-density/

Development Plan

A development plan sets out the goals, policies, and guidelines intended to direct all physical, social, environmental, and economic development in a city now and into the future to which all other plans and council decisions must conform. In Manitoba, the Planning Act requires all municipalities to prepare a development plan. Development plans are also known as official plans, comprehensive plans, or general plans.

Greenfield

Farmland and open areas where there has been no prior residential, industrial or commercial activity. As opposed to a brownfield, the threat of contamination is much lower.

Greyfield

Greyfields are older, economically obsolete and/or underutilized sites. The term most often refers to malls that are past their prime and are experiencing declining levels of occupancy. Redevelopment of greyfields is often advantageous because, unlike brownfields (see: Brownfields), they are not often contaminated, are already serviced by existing infrastructure, and are likely already in a central location.

Wikipedia: http://en.wikipedia.org/wiki/Greyfield_land

Canadian Case Studies: http://www.cmhc-schl.gc.ca/en/inpr/su/sucopl/sucopl_005.cfm

Infill Development

In contrast to greenfield development (see: Greenfield), it is the development of vacant parcels of land in otherwise built-up areas. Infill development is advantageous because it occurs in areas with existing infrastructure and is thus less costly to service. Infill development can also enhance existing neighbourhoods.

An interesting and interactive inventory of infill development in Denver, CO: http://www.denverinfill.com/

Leadership in Energy and Environmental Design (LEED)

Introduced in 1998, the LEED Green Building Rating System is a set of standards used to measure the extent of green building and development practices in environmentally sustainable construction. Certification is based on a total point score achieved and awards four different levels: LEED certified, silver, gold, and platinum.

Canada Green Building Council: http://www.cagbc.org/leed/what/index.php

A sample of certified projects: http://my.cagbc.org/green_building_projects/leed_certified_buildings.php

Lifecycle Costing

A method for assessing the total cost of an action or product. It takes into account all costs of acquiring, owning/maintaining, and disposing of an object or building.

Mobility

Mobility refers to the efficient movement of people and goods in the urban environment. Essentially this is the physical act of movement between places. In the context of urban policy, mobility can often be increased by exploring alternative modes of transportation.

Mixed-Use Development

The development of a tract of land, building or structure that includes two or more different land uses, including residential, office, retail or light industrial; most often one of the uses includes residential. It is often built in a compact urban form.

Project for Public Spaces and Mixed-Use Development: http://www.pps.org/mixed_use/

Neighbourhood Plan

See 'Secondary Plan'.

OurWinnipeg

OurWinnipeg will replace Plan Winnipeg as the city's development plan (see: Development Plan) once it is adopted by council in 2010.

About OurWinnipeg – A New Plan: http://www.speakupwinnipeg.com/home/about_us/index.cfm#A_New_Plan

Peak Oil

The point in time when the maximum rate of global oil production is reached. Many researchers believe we are at or near peak oil. Once peak oil is reached, production will decline and significant price increases are expected.

Hubbert Peak Oil web site: http://www.hubbertpeak.com/

Planning

By setting goals and policy, gathering and evaluating information and developing future alternatives, planning hopes to establish better city-regions, healthy environments, and social and economic well-being. While it has traditionally focused on the built environment, planning also covers social, economic and cultural issues.

Canadian Institute of Planners: http://www.cip-icu.ca/web/la/en/pa/3FC2AFA9F72245C4B8D2E709990D58C3/template.asp

Plan Winnipeg

Plan Winnipeg 2020 Vision is the City of Winnipeg's current long-range development plan (see: Development Plan). Adopted in 2001, it was intended to guide all development in the city henceforth for the next twenty years. OurWinnipeg (see: OurWinnipeg), when completed in 2010, will replace Plan Winnipeg as the city's development plan.

Plan Winnipeg 2020 Vision: http://www.winnipeg.ca/interhom/CityHall/PlanWinnipeg/

Rapid Transit

Rapid transit is a form of public transportation in an urban area with higher than normal capacity and frequency and is most often separated from other traffic in underground tunnels, above-ground bridges or separate right-of-ways. Vehicles used can range from buses, to light rail vehicles such as streetcars, to subway trains.

Renewable Energy

Renewable energy is energy generated from natural sources, such as sunlight, wind, and geothermal heat, that is naturally replenished, unlike, say, fossil fuels.

RenewableEnergyWorld.com: http://www.renewableenergyworld.com/rea/home

Secondary Plan

Secondary plans take the general policies laid out in a city's development plan (see: Development Plan) and elaborate on them, tailoring them to guide the development or redevelopment of a specific neighbourhood. In existing neighbourhoods, they are also known as neighbourhood or area redevelopment plans or in future neighbourhoods, area structure or neighbourhood area structure plans.

City of Winnipeg's secondary plans: http://www.winnipeg.ca/ppd/planning_secondary.stm

Social Inclusion

A socially inclusive society is defined as one where all people feel valued, their differences are respected and their basic needs are met so they can live in dignity.

SpeakUpWinnipeg

The City of Winnipeg Charter requires the city, when reviewing its development plan (see: Development Plan), to seek input from the public. "SpeakUpWinnipeg" refers to this entire process, encompassing all possibilities for participation, from online discussions, to focus groups, to dialogue surrounding drafts and strategies.

SpeakUpWinnipeg – About Us: http://www.speakupwinnipeg.com/home/about_us/index.cfm

Sustainability

According to the 1983 United Nations Brundtland Commission, the preeminent standard in the definition of sustainable development, it is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". While the term is most associated with its environmental implications, it also has economic and social implications as well.

UN 1983 Report of the World Commission on Environment and Development, aka Brundtland Commission: http://www.un-documents.net/wced-ocf.htm

2005 Provincial Sustainability Report for Manitoba: http://www.gov.mb.ca/conservation/sustainabilityreport/pdf/sust_report_2005.pdf

Sustainable Procurement

Generally refers to the purchasing of goods and services not on a private cost-benefit analysis, but with a view to maximising net benefits for themselves and the wider world.

For more information see: http://en.wikipedia.org/wiki/Sustainable_procurement

Transit-Oriented Development (TOD)

Moderate to higher density compact mixed-use development, located within an easy five to ten minute (approximately 400m to 800m) walk of a major transit stop. TOD involves high quality urban development with a mix of residential, employment and shopping opportunities, designed in a pedestrian-oriented manner without excluding the automobile. TOD can be new construction or redevelopment of one or more buildings whose design and orientation facilitate the use of public transit and Active Transportation modes.

TOD and the Southwest Rapid Transit Corridor: http://myride.winnipegtransit.com/en/rapid-transit/transit-oriented-development/

Calgary Transit TOD Best Practices Handbook: http://www.calgarytransit.com/pdf/transit_oriented_development_guidelines.pdf

Portland, Oregon's Orenco Station: http://www.planetizen.com/node/92

Transportation Demand Management

The implementation of programs, plans, or policies intended to shift individual travel behaviour from single occupant vehicles to other alternatives, such as carpools, public transit, or cycling.

Victoria Transport Policy Institute's TDM Encyclopedia: http://www.vtpi.org/tdm/

Urban Agriculture

The practice of cultivating, processing and distributing food in, or around a village, town or city.

Learn more: http://en.wikipedia.org/wiki/Urban_agriculture

Universal Design (See also "Accessibility")

Universal design is a concept that aims to produce places and products that are accessible to everyone. In an urban context this could mean that buildings, sidewalks and other public facilities are accessible to people with limited mobility as well as those without. The underlying principle is that while accommodating people who may have special mobility needs you are also creating an

environment that is more pleasant and easier to use for everyone.

Walkability/Walkable Neighbourhoods

Walkability is a measurement of how conducive a place is to walking. This includes the physical nature of a place as well as other factors such as safety and perceived enjoyment. Walkability is influenced by several factors including proximity to one's destination (for example work or school), the quality of pedestrian facilities, availability of parks and public spaces, urban density, mixture of uses and the presence of a defined urban centre.

Find out how your neighbourhood ranks: http://www.walkscore.com/

Winnipeg Census Metropolitan Area (CMA)

A Census Metropolitan Area, or CMA, refers to the area consisting of one or more adjacent municipalities around a major urban centre (minimum population 100,000). The Winnipeg CMA is smaller than the Capital Region (see: Capital Region). It includes the City of Winnipeg, the Rural Municipalities of East St. Paul, Headingley, Macdonald, Ritchot, Rosser, Springfield, St. Clements, St. Francois Xavier, Tache, and West St. Paul and the Indian Reserve of Brokenhead.

Defining a CMA, according to Stats Canada: http://www12.statcan.ca/english/census01/Products/Reference/dict/geo009.htm

Winnipeg CMA Community 2006 Profile, Stats Canada: http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CMA&Code1=602__&Geo2=PR&Code2=46&Data=Count&SearchText=Winnipeg&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=&GeoCode=602

Zoning

Zoning classifies all land in a city into specific "zones" that regulate the use, size, height, density, and location of buildings and activities permitted in such zones. These zones are set out in zoning bylaws as required, in Winnipeg, by the City of Winnipeg Charter Act (see: City of Winnipeg Charter).

Wikipedia : http://en.wikipedia.org/wiki/Zoning




SpeakUpWinnipeg.com


Winnipeg

Call to Action Consultation Report

SUMMARY

The Call to Action is the first report for OurWinnipeg and is based on six months of intensive public engagement. The report lays out the vision and directions for the OurWinnipeg plan and includes 76 actions the City will take in the next 24 months. Public input on the draft was requested from November 12th to December 7th, 2009.

Public input received through the Call to Action consultation process confirmed key directions for OurWinnipeg and provided additional information to be used in the next phases of this initiative. Overall, the 76 actions were strongly supported by Winnipeggers after the draft Call to Action was released.

The consultation for the Call to Action draft was conducted through three avenues:

A. Open houses
B. Web site - SpeakUpWinnipeg.com
C. Written submissions

Print and online advertisements were used in addition to targeted e-mail invitations to previous SpeakUpWinnipeg participants. A total of 302 Winnipeggers attended open houses, 3,703 people visited the website, and 5 organizations submitted written input.

MEDIA/COMMUNICATION CAMPAIGN

The Call to Action was released publicly on Thursday, November 12th, accompanied by a media release. Advertisements were run in the Winnipeg Free Press and Winnipeg Sun on the weekend preceding the first Open House. The Open Houses were highlighted on SpeakUpWinnipeg.com and online advertising campaigns were run through the Winnipeg Free Press, Winnipeg Sun and Facebook.

The communication plan for the Open Houses relied heavily on the established networks and relationships developed through SpeakUpWinnipeg thus far. All symposium, roundtable, and charrette participants received an e-mail inviting them to look at the Call to Action draft on the website and come out to one of the eight open houses. E-mails to roundtable participants highlighted particular actions that related to their roundtable discussions. In addition, an internal e-mail was sent to all City of Winnipeg staff from the Chief Administrative Officer.

CONSULTATION METHOD

A. Open Houses

Dates, Locations, Attendance

The open houses were held at eight locations across the city in both city-owned and privately-owned facilities, from 5-8 p.m. (Red River College open house started at 3 p.m.). All facilities were fully accessible and located along major routes with transit service and ample parking. Open houses were catered by *Food for Thought* except for those in Canad Inns. A child-friendly activity table staffed by Community Services was provided at each event. There were a total of 302 participants.

Date	Location	Attendance
Tuesday, November 17	Red River College	41
Wednesday, November 18	Sturgeon Creek CC	44
Thursday, November 19	Windsor CC	28
Friday, November 20	Access Transcona	30
Monday, November 23	Thunderbird House	34
Tuesday, November 24	Canad Inns Fort Garry	52
Wednesday, November 25	Bronx Park CC	33
Thursday, November 26	Canad Inns Garden City	40

Who was Involved

In addition to the OurWinnipeg team, the open houses were staffed by representatives from Community Services, Police Services, Public Works, Planning and Land Use, Parks and Open Spaces, Water and Waste, and the Winnipeg Committee for Safety. The open houses at Red River College and Thunderbird House were opened by an Elder. Several members of council attended open houses in/near their ward.

The open houses were jointly hosted with the Water and Waste Department who were simultaneously conducting a recycling consultation. The open houses were advertised separately in order for them to remain "distinct, but aligned". The cost and responsibility for transportation, logistics and other resources were split between departments resulting in a beneficial division of labour and reduction in expenses.

Design/Content

The open houses were designed to provide clear and detailed information, an unrushed atmosphere, and many opportunities to provide feedback and ask questions. The open houses were set up with nine stations:

- a welcome table where people were greeted, could sign up for the e-mail listserve, and receive an overview of the event;
- an overview station on SpeakUpWinnipeg and the Call to Action;
- a computer station where people could explore the website and comment online;
- six component stations: Sustainability, Communities, Safety and Security, City Building, City Competitiveness, City of the Arts.

All six component stations had a staff person to answer any questions. Staff members were provided with more detailed briefing notes on the actions.
Each station had poster boards with abridged content from the Call to Action draft. French and English boards were used at the Windsor Park (Riel CCA) open house.

Feedback Instruments

The open houses had four means for people to provide feedback: surveys, post-it notes, comments to staff, and posting on the website. A sample of one of the surveys is shown in Appendix A.

The surveys were broken down for each component and included its key path and a list of all its actions. Open House attendees were asked to prioritize each action based on a five point Likert scale ranging from "not a priority" to "essential". People were also encouraged to leave written comments on the back on the surveys.

Comments written on post-it notes were stuck to display boards and were available for other people to read at following open houses.

Results
People who came to the open houses stayed between 30 minutes and an hour. In this time most people read the boards, completed surveys, and talked to a number of city staff. People took the opportunity to learn more about SpeakUpWinnipeg and OurWinnipeg, ask questions about directions, specific actions and possible implementation tools.

There were 322 surveys completed, 91 additional comments written on the survey forms and 137 comments posted on the display boards using post-it notes.

The surveys showed that all but one – accessible business cards[1] -- of the actions ranked at least a "medium priority" by the majority of Winnipeggers. Of the 76 actions 59 were ranked "high priority" or "essential" by over 50% of the responses. **The overall message was that the starting-point actions identified in the Call to Action are well-aligned with community priorities.** The survey results are listed in Appendix B.

B. Web Site
The text of the Call to Action was posted as a series of blogs on speakupwinnipeg.com. In addition it was made available for download in pdf form. Winnipeggers posted comments to the website or emailed responses through speakupwinnipeg.com. Representatives from all six component areas monitored comments on the web site and responded to questions and issues raised by posters. Close to real-time conversation made the web site a truly interactive engagement tool.
Between November 12th and December 7th:

- 3,703 visitors (65% were first-time visitors)
- 44 Referrals from winnipegfreepress.com (from online ads)
- 40 referrals from winnipegsun.com (from online ads)
- Facebook ad: 1.7 Million impressions, 509 clicks, peaked at 61 clicks in one day

C. Written Submissions
Written submissions were emailed directly and which were followed by meetings with some of the organizations. Written input was received from West Broadway Development Corporation, Right to Housing Coalition, Canadian Community Economic Development Network (CCedNet) Manitoba, Winnipeg Food Policy Working Group and Bike to the Future.

Written comments were generally supportive, often mentioning the open and collaborative approach of SpeakUpWinnipeg and the progress made on defining key directions to date. Typically, submissions then delivered a series of recommendations and requests for specific tools and strategies to be considered in the final version of the Call to Action or during the next phase of the OurWinnipeg planning process.

[1] Note that this action is an accepted best practice for accessibility. Actions that related primarily to City Administration tended to receive, on average, slightly lower support than those with a more public impact.

CONSULTATION FINDINGS:
We received hundreds of comments on the current directions of OurWinnipeg, on how specific actions could be focused and on potential new actions. These comments were supportive of the Call to Action and provided constructive feedback on the document.

Specific outcomes:

1. The vision and key directions for the OurWinnipeg plan were confirmed. The first draft, created with input from more than 30,000 Winnipeggers, was reviewed by at least 4,000 citizens (many representing organizations and networks) and found to be largely correct.

2. Comments and inputs on the clarity and messaging of the Call to Action have been incorporated into the final report without changing the content.

3. Many consultation participants recommended or requested specific tools or strategies for that were not able to be included in the Call to Action because they require the development of new supporting policy or changes to budgets. Many of these tools and strategies are being analyzed for possible inclusion in the forthcoming OurWinnipeg plan.

Prepared December 9, 2009

Appendix A – Sample Survey

Sustainability						
How high of a priority are the following actions for Winnipeg?	Not a priority	Low priority	Medium priority	High priority	Essential	Do Not Know
A Key Path for Sustainability: Leading By Example– A Sustainable Procurement Policy	☐	☐	☐	☐	☐	☐
Green Standards for City Buildings	☐	☐	☐	☐	☐	☐
Plan for a Sustainable Winnipeg	☐	☐	☐	☐	☐	☐
City of Winnipeg Green Workplace Initiative	☐	☐	☐	☐	☐	☐
Green Living Campaign	☐	☐	☐	☐	☐	☐
Online Sustainability Tools for Citizens	☐	☐	☐	☐	☐	☐
Greenhouse Gas Reduction Strategy	☐	☐	☐	☐	☐	☐
Green Fleet Vehicle Plan	☐	☐	☐	☐	☐	☐
Expanded Sustainability Scope for Mayor's Environmental Advisory Committee	☐	☐	☐	☐	☐	☐
Examine Curbside Composting	☐	☐	☐	☐	☐	☐
Residential Toilet Water Conservation Program	☐	☐	☐	☐	☐	☐

Appendix B – Consolidated Survey Results

##	Title	Component	Not a priority	Low priority	Medium priority	High Priority	Essential	Do Not Know	Blank	Mean	Mode	Median	=> High Priority	=> Medium Priority
1	A Key Path for Sustainability: Leading By Example– A Sustainable Procurement Policy	S	3	1	11	18	20	1	4	3.96	5.00	4.00	70%	91%
2	Green Standards for City Buildings	S	2	1	15	22	17	0	1	3.89	4.00	4.00	68%	95%
3	Plan for a Sustainable Winnipeg	S	1	0	8	21	26	0	2	4.27	5.00	4.00	84%	98%
4	City of Winnipeg Green Workplace Initiative	S	3	3	13	24	13	0	2	3.73	4.00	4.00	66%	89%
5	Green Living Campaign	S	3	4	15	19	15	1	1	3.70	4.00	4.00	60%	86%
6	Online Sustainability Tools for Citizens	S	2	11	14	16	12	1	2	3.45	4.00	3.00	50%	75%
7	Greenhouse Gas Reduction Strategy	S	3	4	3	19	28	0	1	4.14	5.00	4.00	82%	88%
8	Green Fleet Vehicle Plan	S	1	1	10	23	21	0	2	4.11	4.00	4.00	79%	96%
9	Expanded Sustainability Scope for Mayor's Environmental Advisory Committee	S	2	5	14	20	9	7	1	3.58	4.00	4.00	51%	75%
10	Examine Curbside Composting	S	1	7	8	17	23	2	0	3.96	5.00	4.00	69%	83%
11	Residential Toilet Water Conservation Program	S	2	2	15	21	18	0	0	3.88	4.00	4.00	67%	93%
12	A Key Path for Safety and Security: Safe Communities– A Cross-Sector Approach to Crime Prevention	SS	1	0	7	17	19	1	1	4.20	5.00	4.00	80%	96%
13	Crime Prevention Through Environmental Design (CPTED) Policy	SS	2	2	9	19	12	1	1	3.84	4.00	4.00	69%	89%
14	SafeGrowth: Planning for Safe Neighbourhoods	SS	1	2	9	20	14	0	0	3.96	4.00	4.00	74%	93%
15	Support Safe Communities Winnipeg	SS	1	1	6	19	14	2	3	4.07	4.00	4.00	77%	91%
16	High-Risk Youth Exploitation Strategy	SS	2	0	4	22	17	0	1	4.16	4.00	4.00	87%	96%

17	School Resource Officers	SS	2	3	15	19	6	0	1	3.53	4.00	4.00	56%	89%
18	Increased Police Presence	SS	4	1	16	12	11	0	2	3.57	3.00	3.50	52%	89%
19	Closed Circuit Television for Crime Reduction	SS	5	10	13	10	4	2	2	2.95	3.00	3.00	32%	61%
20	A Key Path on City Competitiveness: Stronger Together– Building a New Approach to Economic Development	CC	0	0	5	18	12	2	11	4.20	4.00	4.00	81%	95%
21	Continue the Conversation: SpeakUpWinnipeg.com	CC	1	2	15	13	13	1	3	3.80	3.00	4.00	58%	91%
22	Growth-based Provincial Funding	CC	0	3	10	15	12	3	5	3.90	4.00	4.00	63%	86%
23	Capitalize on the 'Green' Economy	CC	1	0	8	18	19	0	2	4.17	5.00	4.00	80%	98%
24	Attract More Business	CC	0	1	7	20	17	1	2	4.18	4.00	4.00	80%	96%
25	Priority Allocation of Revenue Growth	CC	0	1	15	11	8	11	2	3.74	3.00	4.00	41%	74%
26	Downtown Cultural Events	CC	2	3	16	14	10	2	1	3.60	3.00	4.00	51%	85%
27	Aboriginal Youth Strategy – Employment Opportunities	CC	2	0	6	14	25	0	1	4.28	5.00	5.00	83%	96%
28	Downtown On and Off-Street Parking Strategy	CC	1	4	9	12	17	4	1	3.93	5.00	4.00	62%	81%
29	Downtown as an Entertainment Hub	CC	1	5	13	17	11	0	1	3.68	4.00	4.00	60%	87%
30	Wi-fi Spots in City Parks	CC	4	14	11	10	4	3	2	2.91	2.00	3.00	30%	54%
31	Downtown Snow Removal	CC	2	0	11	17	14	2	2	3.93	4.00	4.00	67%	91%
32	Service Expenditure Reductions	CC	5	8	13	10	6	4	2	3.10	3.00	3.00	35%	63%
33	Alternative Revenues	CC	3	7	11	14	7	4	2	3.36	4.00	3.00	46%	70%
34	Provincial-City Efficiencies	CC	1	1	13	16	12	4	1	3.86	4.00	4.00	60%	87%
35	Strategic Focus	CC	1	2	6	24	9	4	2	3.90	4.00	4.00	72%	85%
36	Sustainable Infrastructure Funding	CC	1	3	5	20	14	2	3	4.00	4.00	4.00	76%	87%
37	Streamlining Regulatory Approvals	CC	1	3	9	16	14	4	1	3.91	4.00	4.00	64%	83%
38	Pursue Creativity and Innovation	CC	1	0	7	20	16	1	3	4.14	4.00	4.00	80%	96%
39	Measuring Results	CC	1	2	11	17	12	4	1	3.86	4.00	4.00	62%	85%
40	Advance Emerging Trade Initiatives	CC	2	4	13	13	10	2	4	3.60	4.00	3.50	52%	82%
41	Build on Economic Development Intelligence	CC	1	2	9	19	12	2	3	3.91	4.00	4.00	69%	89%
42	Promote Quality of Life	CC	2	0	3	16	25	1	1	4.35	5.00	4.00	87%	94%
43	A Key Path for City Building: Growing Up 'Connected' - A Balanced Approach to Growth and Development	CB	1	1	5	15	22	3	12	4.27	5.00	4.00	79%	89%
44	Transportation Master Plan	CB	1	1	1	18	36	0	2	4.53	5.00	5.00	95%	96%
45	Explore Affordable Housing Actions with Province of Manitoba	CB	0	3	8	22	24	0	2	4.18	5.00	4.00	81%	95%

46	Develop Transit Oriented Development Policy	CB	1	2	9	17	24	1	5	4.15	5.00	4.00	76%	93%
47	City Hall Building Accessibility Demonstration Project	CB	5	10	22	8	7	2	5	3.04	3.00	3.00	28%	69%
48	Improve Bike Parking	CB	3	7	20	12	12	0	5	3.43	3.00	3.00	44%	81%
49	Downtown Bike Share Program	CB	4	12	16	16	5	1	5	3.11	3.00	3.00	39%	69%
50	Handi-Transit Phone Protocol Changes	CB	2	6	17	8	13	8	5	3.52	3.00	3.00	39%	70%
51	Audible Transit Bus Arrival Announcements	CB	0	9	19	14	10	2	5	3.48	3.00	3.00	44%	80%
52	Real-Time Transit Information on Mobile Devices	CB	1	9	16	16	7	4	6	3.39	4.00	3.00	43%	74%
53	Mixed Use Office Park Demonstration Project	CB	1	9	17	13	7	8	4	3.34	3.00	3.00	36%	67%
54	Greenspace Naturalization Standards	CB	1	2	17	13	20	0	6	3.92	5.00	4.00	62%	94%
55	Showcase Area Redevelopment of Obsolete Industrial Areas	CB	1	1	16	20	16	1	4	3.91	4.00	4.00	65%	95%
56	New Parks Strategy	CB	1	3	13	20	18	1	3	3.93	4.00	4.00	68%	91%
57	A Key Path for Communities: Addressing Poverty - Towards a desired state in which all Winnipeggers benefit from growth and change	C	1	1	7	13	31	0	8	4.36	5.00	5.00	83%	96%
58	Aboriginal Youth Strategy: Programs	C	2	1	4	26	26	1	1	4.24	5.00	4.00	87%	93%
59	Accessible business cards	C	6	16	12	11	4	8	4	2.82	2.00	3.00	26%	47%
60	Taking Action on Derelict Buildings	C	0	2	17	21	16	1	4	3.91	4.00	4.00	65%	95%
61	Explore Urban Agriculture	C	2	6	13	19	15	2	4	3.71	4.00	4.00	60%	82%
62	Community-based service delivery model that better aligns services with local needs.	C	1	1	15	16	20	3	5	4.00	5.00	4.00	64%	91%
63	Community-based Neighbourhood Revitalization Strategies	C	0	3	5	31	17	1	4	4.11	4.00	4.00	84%	93%
64	Aboriginal Youth Strategy – Measurement Plan	C	2	1	12	25	14	4	4	3.89	4.00	4.00	67%	88%
65	Community Indicators System Pilot Project	C	1	6	19	16	7	7	5	3.45	3.00	3.00	41%	75%
66	Involve Aboriginal Winnipeggers	C	1	1	7	21	27	1	3	4.26	5.00	4.00	83%	95%
67	Newcomer Package	C	1	3	15	26	11	0	5	3.77	4.00	4.00	66%	93%
68	Age-friendly Winnipeg	C	0	1	21	19	16	0	4	3.88	3.00	4.00	61%	98%
69	Take action on accessibility of City-owned buildings	C	0	6	18	25	7	1	4	3.59	4.00	4.00	56%	88%
70	Community Recreation Fee Assistance Program	C	2	5	12	19	19	0	4	3.84	5.00	4.00	67%	88%
71	A Key Path for the City of the Arts: Ticket to the Future - A New Arts and Culture Strategy for the City of Winnipeg	CA	3	3	6	18	8	1	1	3.66	4.00	4.00	67%	82%
72	Apply an Arts and Culture perspective to Planning	CA	1	2	15	10	11	1	0	3.72	3.00	4.00	53%	90%

73	Heritage Conservation Strategy	CA	0	1	12	14	13	0	0	3.98	4.00	4.00	68%	98%
74	Winnipeg Arts Central and e-billboard	CA	3	5	14	12	3	2	1	3.19	3.00	3.00	38%	74%
75	Winnipeg Cultural Map	CA	2	3	16	13	5	1	0	3.41	3.00	3.00	45%	85%
76	Tools for Culture	CA	2	3	17	8	7	3	0	3.41	3.00	3.00	38%	80%