**Agenda - Executive Policy Committee - July 14, 2010**

## REPORTS

**Item No. 4 A Sustainable Winnipeg Direction Strategy**
**File PW 1/2010**

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That Council endorse in principle the 'Sustainable Winnipeg Direction Strategy' as outlined in Attachment "A".

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

# ADMINISTRATIVE REPORT

**Title:** **Sustainable Winnipeg Direction Strategy**

**ISSUE:** **Seeking endorsement of the Sustainable Winnipeg Direction Strategy as Council Policy that will apply to the entire city**

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

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| P. Regan | D. Joshi | N/A | G. Laubenstein |

## RECOMMENDATIONS

1. That Council endorse in principle the '*Sustainable Winnipeg Direction Strategy*' as outlined in Attachment "A".

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

## REASON FOR THE REPORT

OurWinnipeg integrates four Direction Strategies that provide detailed policies, directions and strategies necessary for implementation. The four direction strategies are: *Complete Communities* (submitted for adopted as by-law), *Sustainable Transportation, Sustainable Water and Waste Infrastructure*, and *A Sustainable Winnipeg*.

*Sustainable Winnipeg* is a 25-year integrated community sustainability strategy for Winnipeg that supports the three interdependent pillars of sustainability: environmental, economic and social. It is built on solid sustainability principles developed by citizens at the Mayor's Symposium on a Sustainable Winnipeg in April 2009. Its key directions align with the City of Winnipeg's vision for a sustainable community: "Living and caring because we plan on staying."

*Sustainable Winnipeg* will be submitted for endorsement as Council Policy.

## IMPLICATIONS OF THE RECOMMENDATIONS

- Each of the five (5) documents are being advanced under separate reports, which will describe the merits, content, and overview of each of the planning documents:

- *OurWinnipeg* Plan submitted for adoption as a Plan Winnipeg by-law.
- *Complete Communities Direction Strategy* submitted for adoption as a Secondary Plan by-law.
- The remaining three Direction Strategies – *Sustainable Transportation, Sustainable Water and Waste Infrastructure* and *A Sustainable Winnipeg* – submitted for endorsement as Council Policy.

- Endorsement of the *Sustainable Winnipeg Direction Strategy* as Council Policy will provide a set of guidelines for the City of Winnipeg Public Service to follow with respect to this subject matter. It will express Council's will and expectations and provide transparency to the public.

- *Sustainable Winnipeg* identifies five Key Directions that mobilize The City of Winnipeg's commitment to a sustainable city, and positions the city to lead by example.

- *Sustainable Winnipeg* provides a framework for the creation of sustainability indicators for all components of *OurWinnipeg* and accompanying Direction Strategies, to track progress towards achieving Winnipeg's vision for a sustainable community.

**Background**
On April 25, 2009 the Mayor's Symposium on a Sustainable Winnipeg marked the beginning of the City's comprehensive process to create a new Municipal Development Plan – the *OurWinnipeg* Initiative – based on principles of sustainability. During the year long engagement process following the symposium, more than 42,000 Winnipeggers provided input into the planning process through speakupwinnipeg.com, roundtables, open houses, major face to face events, and community outreach.

*Sustainable Winnipeg* was drafted with the following considerations in mind:

- Population Growth – The City of Winnipeg is anticipated to grow by approximately 180,000 people by 2031. This translates into the need for more than 83,000 new dwelling units. How will we find room for these new households while ensuring that our city stays liveable, desirable and affordable?
- Equity and Opportunity - Our success as a city depends on the well-being and contribution of all Winnipeggers.
- Infrastructure - How can the City address a $7.4 billion infrastructure deficit over the next 10 years?
- Economic Prosperity - How will the City take leadership to attract and retain business, development and residents in an increasingly competitive environment between cities?
- Healthy Communities - How can we ensure that people in every community have what they need to lead healthy lives?
- Land Supply and Affordability - How can the City manage its land supply in a way that contributes to housing affordability?
- Climate Change - How can the City continue to work toward meeting its greenhouse gas emission targets and measure its progress?

**Plan Content**
*Sustainable Winnipeg* provides directions and strategies into five priority areas:

- The foundation: leading by example - The City of Winnipeg will assume a leadership role in making Winnipeg a more sustainable city. *Sustainable Winnipeg* acknowledges the importance of vibrancy, resilience and city competitiveness in creating a sustainable city, and includes specific policies to support these goals.
- Track Progress - The City of Winnipeg will use and regularly report on a set of sustainability indicators, developed to meet best practices for sustainable development planning.
- Integrate sustainability into internal decision-making - The City of Winnipeg will incorporate environmental, social and economic factors into decision making by strengthening existing or building new integrated planning mechanisms where required.
- Create and invest in sustainability tools - OurWinnipeg and its supporting Direction Strategies have sustainability woven into their fabric. Each of the Direction Strategies includes tools that support sustainability and link planning with implementation.
- Continue to respect and value our natural environment - Our actions contribute to the protection of the natural environment both regionally and globally, now and for future generations. To this end, the City will implement specific strategies to reduce the environmental impact of its actions.

**Public Engagement**

- *Sustainable Winnipeg* Direction Strategy is based on the voices of Winnipeggers, commencing with the visions shared by participants at the Mayor's Symposium on Sustainability, held April 25, 2009, and augmented by the input received through the comprehensive speakupwinnipeg citizen involvement process. Over the course of approximately one year, more than 42,000 Winnipeggers provided input into the planning process through speakupwinnipeg.com, roundtables, open houses, major face to face events, and through community outreach.
- Public Involvement on *Our Winnipeg* and the companion documents was undertaken in three phases:
    - SpeakUpWinnipeg #1 (April 2009 – October 2009): Provided an opportunity for high-level / blue sky discussion regarding the future of our city. A wide range of online (blog, video, polls), social media tools, public events, roundtable meetings and a street team were used to engage more than 30,000 Winnipeggers.
    - SpeakUpWinnipeg #2 (November 2009 – January 2010): Provided an opportunity to check-in with key stakeholders and the general public. Website engagement was again used, along with open houses.
    - SpeakUpWinnipeg #3 (May/June 2010): Following the release of the draft *OurWinnipeg Plan* and accompanying Direction Strategies, this phase provided an opportunity to check back with key stakeholders and to share information with the general public in advance of the formal review/approval process. Website engagement, roundtables and public information sessions were used. Through the course of SpeakUpWinnipeg 2 and 3 more than 12,000 additional people were engaged.

## HISTORY

On March 21, 2007, Executive Policy Committee recommended to Council that the Province of Manitoba be advised that The City of Winnipeg has commenced the review of *Plan Winnipeg 2020 Vision* as required by The City of Winnipeg Charter.

On April 25, 2009 the Sustainability Symposium marked the beginning of the City's comprehensive process to create a new Municipal Development Plan – the *OurWinnipeg* Initiative – that will be based on principles of sustainability.

Between April 25, 2009 and May 2010 more than 42,000 Winnipeggers provided input into the planning process through speakupwinnipeg.com, roundtables, open houses, major face to face events, and through community outreach.

On May 26, 2010, a draft of *Sustainable Winnipeg* Direction Strategy was released publicly.

## FINANCIAL IMPACT

**Financial Impact Statement** **Date:** **June 16, 2010**

### Project Name:

**Sustainable Winnipeg Direction Strategy**

**COMMENTS:**

The recommendation contained in this report is that Council endorse in principle the 'Sustainable Winnipeg Direction Strategy' as outlined in Attachment "A".

There are no financial implications associated with this recommendation.

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

## CONSULTATION

### In preparing this Report there was consultation with:

Internal Consultation: Public Works; Transit; Water and Waste; Community Services; Winnipeg Police Service; Winnipeg Parking Authority; Office of Sustainability; Legal Services.

External Consultation: A number of external stakeholders were consulted on this project.

## SUBMITTED BY

| | |
|---|---|
| **Department** | Planning, Property and Development |
| **Division** | Planning and Land Use |
| **Prepared by** | Brett Shenback, OurWinnipeg Team Member – Planner |
| **Date** | June 17, 2010 |
| **File** | |

### Attachment "A": Sustainable Winnipeg Direction Strategy



A Sustainable Winnipeg

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# A SUSTAINABLE WINNIPEG



Winnipeg

An OurWinnipeg™ Direction Strategy

# PUBLIC SERVICE CONTRIBUTORS

The A Sustainabile Winnipeg Direction Strategy includes contributions from across the Public Service, including:

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Dave Wardrop, Bill Menzies, Bjorn Radstrom

# A SUSTAINABLE WINNIPEG

## THIS IS A DRAFT

**A SUSTAINABLE WINNIPEG** IS STILL IN DRAFT FORM. IT WAS CREATED THROUGH SPEAKUPWINNIPEG AND CONVERSATIONS WITH MORE THAN 40,000 WINNIPEGGERS.

**A Sustainable Winnipeg** is one of four Direction Strategies supporting **OurWinnipeg**. It is based solidly on the voices of Winnipeggers, commencing with the visions shared by participants at the **Mayor's Symposium on Sustainability**, held April 25, 2009, and augmented by the input received through the comprehensive **SpeakUpWinnipeg** citizen involvement process.

**A Sustainable Winnipeg** is an integrated community sustainability strategy with a 25-year time horizon. It is built on solid sustainability principles supporting the three dimensions that comprise sustainability – economic, environmental and social. The Strategy seeks to shape today's decisions and actions to set a direction that will work in times of growth and change with the goal of creating the community we want for our children and grandchildren.

The Strategy sets forth five Key Directions that mobilize our commitment to a sustainable city, and position the City of Winnipeg to lead by example in this journey. It is a framework for the creation of sustainability indicators for all components of **OurWinnipeg** and accompanying Direction Strategies, to track progress towards achieving Winnipeg's vision for a sustainable community: "Living and Caring Because We Plan on Staying".

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# 01 INTRODUCTION

Society is in the midst of a fundamental shift. People from all walks of life realize that the way we currently live cannot be maintained without posing a significant challenge to quality of life for those who come after us. The City of Winnipeg is committed to taking a lead role in creating a sustainable community.

## STEPPING TOWARDS A SUSTAINABLE WINNIPEG

**A Sustainable Winnipeg** is an integrated community sustainability strategy with a 25-year time horizon. It is built on solid sustainability principles and citizens at the Mayor's Symposium on a Sustainable Winnipeg. Its key directions align with the City of Winnipeg's vision for a sustainable community: "Living and Caring Because We Plan on Staying."

**A Sustainable Winnipeg** is one of four Direction Strategies, together with **Complete Communities**, **Sustainable Transportation** and **Sustainable Water and Waste**, created to support **OurWinnipeg**, Winnipeg's municipal development plan for 2010- 2035.

All four Direction Strategies, together with **OurWinnipeg** itself, have been created with sustainability as their overarching framework— all directions, strategies and actions have been constructed on this principle. Every aspect of this plan has been crafted by carefully considering economic, environmental and social sustainability in recognition of their interconnected nature.

While they do not appear as specific categories within **OurWinnipeg**, this is because sustainable thinking has been fully integrated with and embedded in all the action planning and the implementation process.

## HOW TO USE THIS DOCUMENT

**A Sustainable Winnipeg** contains key directions and actions that mobilize our commitment to creating a sustainable city. It also contains a framework for the development of sustainability indicators for all components of **OurWinnipeg** and its accompanying Strategy Directions. These not only offer Winnipeggers opportunity today, they also ensure opportunity for future generations.

The document organizes directions and strategies into five priority areas:

- Lead by example to build the foundation for **A Sustainable Winnipeg**
- Track progress
- Integrate sustainability into decision-making for City services and operations
- Create and invest in sustainability tools
- Continue to respect and value our natural and built environment

Each priority begins with an introduction and a summary of what we learned through **SpeakUpWinnipeg** and is followed by directions and enabling strategies for moving forward. Directions and enabling strategies from **OurWinnipeg** and the other three Direction Strategies that explicitly incorporate aspects of sustainability have been woven into the five sections, reflecting and reinforcing their interconnectedness. This has been done to provide a comprehensive overview, in a single document, of the multitude of sustainability strategies involved. To facilitate access to more detailed information, references are provided for directions and strategies drawn from the other documents in the **OurWinnipeg** suite.

The framework for tracking Winnipeg's progress on its sustainability journey is outlined in **Section 06 Track Progress**. A comprehensive set of sustainability indicators will be established to support regular checks on where we are and how far we have to go.

The measurement framework will be a new sustainability planning tool for Winnipeg. The City of Winnipeg has used a variety of measurement methodologies in the past but has not used a broad-scale approach that is formally integrated into the decision making process.

## THE MUNICIPAL ROLE

There are areas within other governments' mandates, such as housing and poverty, which are critical to the overall well-being of the city.

Many of these areas are not within the City of Winnipeg's mandate. As a result, the City is not in a position to take a leadership role in these areas, nor does the service delivery requirement for them reside within the municipal mandate.

Because of their importance **OurWinnipeg** considers and recognizing the City's role as a contributor and partner to other levels of government or to community organizations.

# 02 WHAT IS SUSTAINABILITY?

Sustainability is an issue for all communities, from small rural towns, to large metropolitan areas. On April 25th, 2009, the Mayor and the Council committed to creating a sustainable Winnipeg.

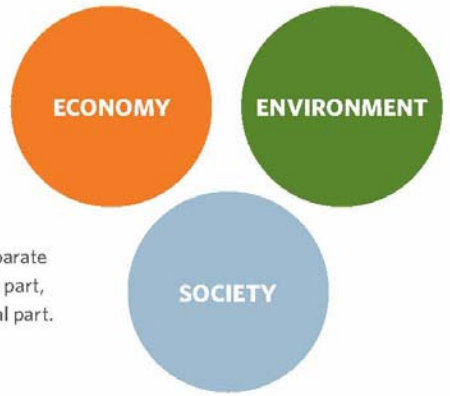
Perhaps the most commonly referenced definition for sustainability comes from the report entitled "Our Common Future" from the United Nations World Commission on Environment and Development, which defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". http://www.un-documents.net/wced-ocf.htm

Sustainability is related to the quality of life in a community—the economic, social and environmental systems that make up the community provide a healthy, productive, meaningful life for all community residents, present and future.

In their **Policy Statement on Environment and Sustainable Development**, the Federation of Canadian Municipalities (FCM) states:

> *Sustainable development means pursuing economic prosperity, fiscal responsibility, environmental quality, cultural enrichment and social equity, all at once. For municipalities, it means making financially sustainable strategic decisions and implementing operational changes that support broader social, economic, cultural and environmental objectives.*

## A COMMUNITY AS THREE SEPARATE PARTS




A view of community as three separate and unrelated parts: an economic part, a social part and an environmental part.

figure 02a

When society, economy and environment are viewed as separate and unrelated parts of a community, the community's problems are also viewed as isolated issues, as in figure 02a. Economic development councils try to create more jobs. Social needs are addressed by health care services and housing authorities. Environmental agencies try to prevent and correct pollution problems.

This piecemeal approach can have unintended side-effects:

**Solutions to one problem can make another problem worse.**
Creating affordable housing is a good thing, but when that housing is built in areas far from workplaces, the result is increased traffic and the pollution that can come with it.

**Piecemeal solutions tend to create opposing groups.**
How often have you heard the argument 'If the environmentalists win, the economy will suffer,' and its opposing view 'If business has its way, the environment will be destroyed.' Piecemeal solutions tend to focus on short-term benefits without monitoring long-term results.

Rather than a piecemeal approach, we need to view the community in ways that take into account the interconnection between the economy, the environment and society. A better picture of a sustainable community is the circles within circles shown in figure 02b.

As this figure illustrates, the economy exists entirely within society, because all parts of the human economy require interaction among people. However, society is much more than the economy. Friends and families, music and art, religion and ethics are important elements of society but are not primarily based on the exchange of goods and services.

Society in turn, exists entirely within the environment. Our basic requirements— air, food and water— come from the environment, as do the energy and raw materials for housing, transportation and the products we depend on.

## AN INTERCONNECTED COMMUNITY

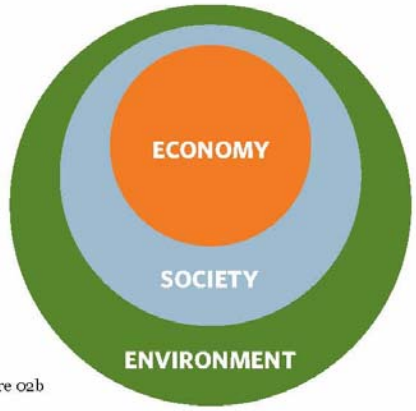



figure 02b

A view of community as three concentric circles: the economy exists within society, and both the economy and society exist within the environment.

Finally, the environment surrounds society. At an earlier point in human history, the environment largely determined the shape of society. Today the opposite is true: human activity is reshaping the environment at an ever-increasing rate. The parts of the environment unaffected by human activity are getting smaller all the time. However, because people need food, water and air to survive, society can never be larger than the environment.

Sustainability requires managing all households—individual, community, national and global—in ways that ensure that our economy and society can continue to exist without destroying the natural environment on which we all depend. Sustainable communities acknowledge that there are limits to the natural, social and built systems upon which we depend. Key questions asked in a sustainable community include whether we are using a particular resource faster than it can be renewed and whether or not we are enhancing the social and human capital upon which our community depends.

## WINNIPEGGERS WANT SUSTAINABILITY

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?

Through **SpeakUpWinnipeg**, we've learned that Winnipeggers want their municipal government to be a leader, championing choices and opportunities to live in a sustainable way.

Citizens have told us they want a future which includes opportunities for people of all ages, abilities and walks of life to live, work and play in the same community. It includes a sustainable transportation system that connects Winnipeg's communities. In our sustainable city, tree-lined streets and trails and pathways are ribbons of green or white that link neighbourhoods and a diverse system of parks, open spaces and natural areas. Vibrant and safe neighbourhoods, including the Downtown, offer clean, animated streets and walkways, quality entertainment and shopping and thriving residential communities.



Photo: Economic Development Winnipeg

# 03 OURWINNIPEG'S SUSTAINABILITY PRINCIPLES

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

**OURWINNIPEG:**
**living and caring because we plan on staying.**

This statement considers future generations' social, economic and environmental wellbeing in the decisions we make today. 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 future generations.

Photo: Ruehle Design



That vision is guiding the creation of **OurWinnipeg**, and as a long-term plan, it will be guided by supporting sustainability principles:

**INCLUDE EVERYONE:** goals and actions need to consider all Winnipeggers and address accessibility.

**WORK TOWARDS EQUITY:** opportunities and access should be shared.

**MAKE DECISIONS TRANSPARENTLY:** decision making processes should be as clear and as open as possible.

**BE CONTINUOUS AND RESILIENT:** the plan needs to be permanent, but it also needs to respond to new opportunities and threats, like Peak Oil.

**EVERYTHING SHOULD ALIGN:** every part of the plan, from its vision, through to its goals, objectives, targets and measurement need to work together.

**MEASURE PROGRESS:** every goal needs targets, indicators and regular measurement, and results should be reported.

**ADAPT:** lessons learned from measurement and experience should lead to changes, and new ideas should be accommodated.

**PROMOTE SUSTAINABLE THINKING:** deal with the causes of our challenges to sustainability, some of which are based on habits and old ways of doing things.

**HUMAN ELEMENT:** address the social dimension of change - raise awareness, educate and support change towards sustainable behaviour.

**SET GOALS:** measure progress using targets, indicators and regular measurement; report results.

# 04 THE OPPORTUNITY FOR CHANGE

Canada has long been recognized internationally as a country with a high quality of life. In 2009, Canada was ranked fourth in the world among developed countries for quality of life, based on the UN's Human Development Index (HDI). The HDI is a composite statistic used as an index to rank countries by level of "human development" and separates developed, developing, and underdeveloped countries. The statistic is derived from data collected on life expectancy, education, and GDP at the national level.

## POPULATION GROWTH

Winnipeg is poised to change significantly in the next few decades (figure 04a). Our population growth is outpacing our supply of land for development, and Winnipeggers are increasingly committed to looking for environmentally, socially and economically sustainable solutions.

That means we face new challenges. It also means we have new opportunities in answering new kinds of questions:

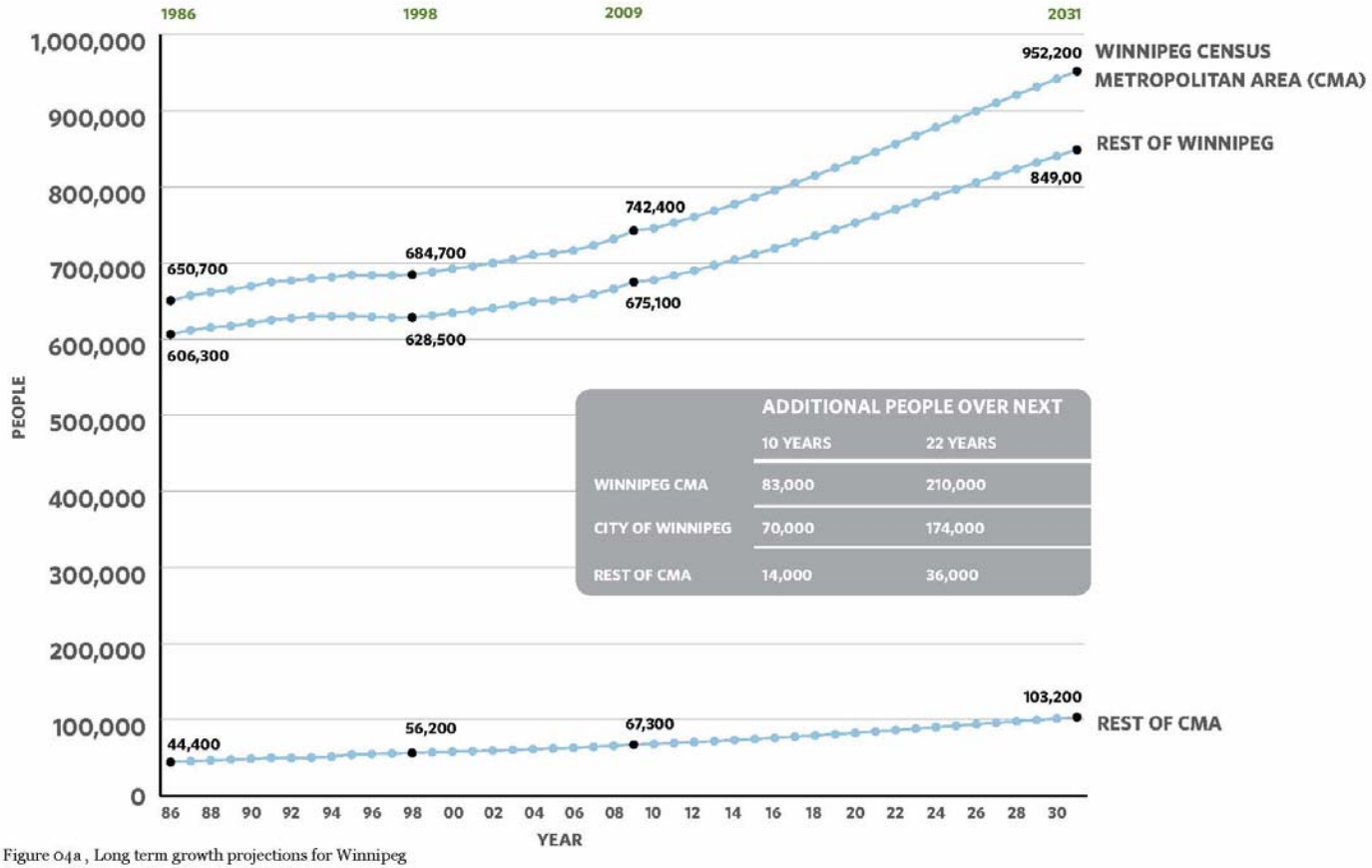
- How will we accommodate and take advantage of this level of growth while ensuring that our city stays liveable, desirable and affordable?
- How will we make sure that this growth benefits all Winnipeggers?
- How will we find room for almost 83,000 new households while maintaining and enriching what we value most?

FCM sees the current reality of Canada's municipalities in this way:

> *Our cities and communities are at a tipping point. The choices we make now will either allow Canada to fulfill its promise, or cause us to miss the opportunities open to a country with reservoirs of talent, technology and resources.*

**With the right choices,** the Canada of 2030 will be a prosperous and connected country, with efficient, sustainable transportation moving goods efficiently from port to city to countryside, and people from home to work and school and back again. It will have vibrant cities that welcome talented people from around the world. Governments will work together to find long-term solutions to common problems—regardless of jurisdiction—based on the best interests of Canadians.

## SIGNIFICANT GROWTH FORECASTED (ADJUSTED TO 2008 BASE)




| | ADDITIONAL PEOPLE OVER NEXT | |
|---|---|---|
| | 10 YEARS | 22 YEARS |
| WINNIPEG CMA | 83,000 | 210,000 |
| CITY OF WINNIPEG | 70,000 | 174,000 |
| REST OF CMA | 14,000 | 36,000 |

Figure 04a , Long term growth projections for Winnipeg
Source: Conference Board of Canada, winter 2007

## EQUITY AND OPPORTUNITY

To be a competitive city, Winnipeg has been doing its part to foster inclusion and equity, support diversity and engage newcomers to our city. The ongoing involvement, participation and wellness of our diverse communities in shaping the future of Winnipeg is critical–especially for growing communities such as Aboriginal Winnipeggers and International Newcomers. Providing opportunity for all is important to our city's competitiveness. All Winnipeggers must have an opportunity to participate–socially and economically. We recognize that our success as a city depends on the well-being and contribution of all Winnipeggers.

## INFRASTRUCTURE

Infrastructure is a critical issue facing all Canadian municipalities. A report prepared by the Winnipeg Public Service in July 2009 calculated the City's total infrastructure deficit at $7.4 billion for existing and new strategic infrastructure over the next 10 years (in constant 2009 dollars) (figure 04b). The City of Winnipeg is committed to working with other levels of government on sustainable infrastructure funding strategies and to applying creativity and innovation in addressing infrastructure needs.

## ECONOMIC PROSPERITY

According to the Conference Board of Canada, Winnipeg is expected to enjoy a relatively healthy economy over the next 25 years, thanks to a diversifying manufacturing sector, an expanding services sector and solid employment growth.

A high level summary of key economic indicators for Winnipeg to 2030 paints a positive picture of a community with a steady economic engine:

- From 2007 to 2030, population growth is expected to average 1.1 per cent per year, while real gross domestic product (GDP) growth is forecast to average 2.5 per cent per year.
- Although the population will age as baby boomers enter retirement age, rising immigration will help support growth in Winnipeg's labour force.
- Winnipeg is expected to attract an average of 8,700 net international migrants each year from 2007 to 2030.
- Sound employment prospects and relative housing affordability will boost inter-provincial and intercity migration to Winnipeg.

Winnipeg cannot simply rest comfortably on this forecast, as other cities in Canada and beyond are aggressively competing to attract and retain business, development and residents. In addition to continuing to focus on "the basics" of infrastructure, the City needs to collaborate on key quality of life issues. Winnipeggers have stated that they want a competitive city that generates opportunities for business 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.

## GROWING INFRASTRUCTURE DEFICIT

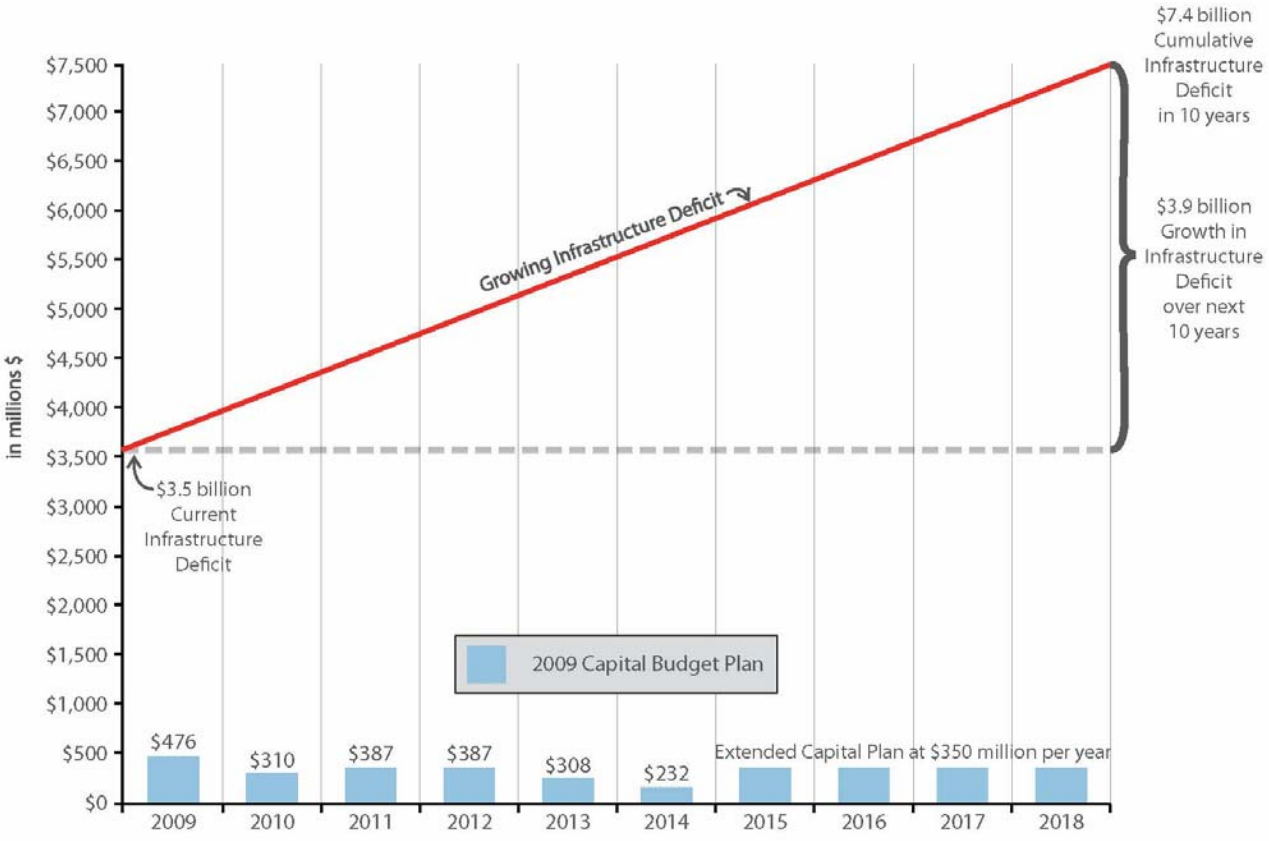



Figure 04b , City of Winnipeg 10 year infrastructure deficit

## HEALTHY COMMUNITIES

*"You are where you live."*

Where we live can affect our health and our life chances in many ways—the quality of the air, soil and water; opportunities for exercise and recreation; access to healthy food; our personal safety; the availability of jobs; the existence of social networks.

## LAND SUPPLY AND AFFORDABILITY

Housing affordability is affected by many variables, of which land cost is one. An adequate and managed supply of land available for development is one aspect of protecting housing (and, more broadly, development) affordability. By using an urban structure, the City can balance growth in new and existing areas of the city.

(See: Complete Communities)



### WHAT IS AN URBAN STRUCTURE, AND WHY DOES OURWINNIPEG USE ONE?

An urban structure is a planning tool that differentiates between areas of the city based on their period of growth and descriptive characteristics. This approach recognizes the uniqueness of different neighbourhoods and provides the basis for fitting policies and strategies to the specific development opportunities and limitations in each area of the city. For a city like Winnipeg that is anticipating significant growth and change, an urban structure provides a way to focus change in places where it has positive social, economic and environmental results. Regular updates to the urban structure based on actual changes will keep it current and ensure that it contributes to the overall **OurWinnipeg** vision and directions.

## CLIMATE CHANGE

Resulting from an accumulation of greenhouse gases (GHG) in the atmosphere, climate change is recognized as a serious global environmental problem. The concentrations of population, investment, infrastructure and vehicles make cities highly susceptible to the potential effects of climate change.

Political and public debate continues regarding climate change. Most national governments have signed and ratified the Kyoto Protocol aimed at reducing greenhouse gas emissions.

Recognizing the importance of dealing with climate change, on November 25, 1998, the City of Winnipeg committed to the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) and is now one of more than 200 Canadian municipalities committed to the development and implementation of a climate change action plan detailing how specific greenhouse gas emissions targets will be met and how progress will be measured.

Our environment is the foundation for our economic and social health, and collectively, we need to continue to take responsibility for it. Our actions should contribute to the protection of the natural environment locally, regionally and globally, both for our own well-being and for future generations.




Source: AECOM

# 05 THE FOUNDATION: LEADING BY EXAMPLE

Citizens look to their governments to provide and demonstrate leadership, incorporating the values of the community into all aspects of their service provision. This is especially true of the municipal government level, as it has the most visible day to day impact on their lives. Leadership in sustainability is no different, and in fact may be more critical. Although citizens want to live in sustainable ways, many are unsure how to do this in their daily lives or what new choices and ways of doing things are actually the best courses of action.

The City of Winnipeg will work to embed sustainability into internal decisions and actions and into public programs and polices to create a solid foundation for advancing sustainability on a community-wide basis.

## WHAT WINNIPEGGERS TOLD US

Through **SpeakUpWinnipeg**, Winnipeggers were emphatic that their municipal government should take leadership in making Winnipeg sustainable. Some of their ideas were:

- Launch in-house programs and initiatives that advance sustainability.
- Embed sustainability into policies and decisions that have an impact on the community.
- Work in partnership with the communities, businesses and other public sector agencies to achieve our vision of a sustainable Winnipeg.
- Make sustainability a focus for both City operations and community initiatives.

## DIRECTION 1: BUILD A CULTURE OF SUSTAINABILITY WITHIN THE CITY'S PUBLIC SERVICE THROUGH AN ONGOING SUSTAINABLE WORKPLACE INITIATIVE.

**ENABLING STRATEGIES:**

- Provide ongoing orientation and learning opportunities for employees regarding sustainability as a core component of the City's culture and the role they play in advancing sustainability through their actions and decisions.
- Identify key behavioural changes required to move the organization towards a more sustainable delivery model, and utilize social marketing and other tools to shift to more sustainable behaviours.
- Create tools and information sources for employees to assist in awareness building and knowledge development regarding sustainability.
- Create employee networks and other mechanisms to coordinate sustainability-related activities within the civic organization.
- Implement a code of practice to encourage socially, economically and environmentally-responsible methods, applications and procedures in civic operations.
- Coordinate sustainability activities within the public service.

## DIRECTION 2: INCORPORATE SUSTAINABLE PRACTICES INTO INTERNAL CIVIC OPERATIONS, PROGRAMS AND SERVICES.

**ENABLING STRATEGIES:**

- Develop and maintain a sustainability directive for the Winnipeg Public Service to embed sustainable thinking and action into the City of Winnipeg's operations.
- Identify potential changes to business practices to reduce resource use, and develop a plan to incorporate changes.
- Create a corporate waste diversion strategy for the organization, including baselines and benchmarks.
- In partnership with the community, create and maintain a **Climate Change Action Plan** to reduce the City of Winnipeg's corporate greenhouse gas emissions by a further 20% below 1998 levels.
- Establish corporate greenhouse gas reduction targets for 2020 and 2035.
- Green the City's fleet operations through a plan that includes direction on anti-idling, efficient vehicles, use of alternate fuels and the right-sizing of the fleet.
- Investigate opportunities to sell greenhouse gas emission reductions as carbon-offset credits.
- Solicit input from citizens and other interested parties on potential innovative funding tools to support sustainability efforts.

## DIRECTION 3: PROMOTE CITIZEN AWARENESS OF SUSTAINABILITY

**ENABLING STRATEGIES:**

- Assist in knowledge and awareness development regarding sustainability by linking citizens to easily accessible tools and information sources.
- Support programs and initiatives that recognize and reward sustainable planning and actions for citizens and businesses.
- Enhance volunteer contributions to sustainability efforts within civic programs and initiatives through innovative recruitment, allocation and recognition efforts.



Title: land/mark; Artists: Jacqueline Metz & Nancy Chew
Location: Bishop Grandin Greenway (near NW corner of Bishop Grandin & St Anne's Road)
Media: aluminum, granite; Date: 2009; Photo: Robert Tinker

## DIRECTION 4: ESTABLISH PARTNERSHIPS WITH COMMUNITIES, BUSINESSES AND OTHER PUBLIC SECTOR AGENCIES TO ACHIEVE JOINT GOALS TOWARDS A SUSTAINABLE WINNIPEG.

**ENABLING STRATEGIES:**

- Create tools to assist the Winnipeg Public Service in identifying and assessing potential partnerships for sustainable programs, services and initiatives.
- Maintain strong working relationships with organizations, businesses, other levels of government and non-governmental organizations with sustainability mandates, acknowledging their contributions to sustainability and seeking to involve them in mutually beneficial sustainability opportunities.
- Consider the creation of dedicated resources to support and leverage potential sustainability partnership opportunities that may be presented to the City.
- Partner with non-governmental organizations, business and other levels of government to access or develop tools that strategically enhance the technical and social capacity of individuals and organizations interested in enhancing Winnipeg's sustainability.These enhancements could be in areas such as sustainable procurement, local food opportunities, addressing poverty, literacy, green energy, education and awareness, sustainable design, water and energy efficiency.

## DIRECTION 5: ACHIEVE PROSPERITY THROUGH A CITY COMPETITIVENESS STRATEGY.

**(See OurWinnipeg, Section 01, "A City that Works")**

**ENABLING STRATEGIES:**

- Provide efficient and focused civic administration and governance.
- Provide sound municipal management.
- Provide a predictable and cost-effective business environment that promotes investment and growth.
- Maintain strong intergovernmental cooperation.
- Collaborate with all public, private and community economic development agencies to advance economic advantages.
- Encourage activities beneficial to Winnipeg's economy.
- Demonstrate visionary civic leadership and commitment to sustainable long-term planning.
- Plan for a rising share of employment growth and productivity.
- Create favourable conditions for development that is consistent with the principles and goals of Complete Communities.

## DIRECTION 6: TAKE ACTION TO SUSTAIN A VIBRANT AND RESILIENT WINNIPEG

**(See OurWinnipeg)**

**ENABLING STRATEGIES:**

- Take leadership in supporting a safe Winnipeg.
- Support diverse housing choices.
- Foster an inclusive community.
- Collaborate to address poverty.
- Take leadership in providing accessible recreation and wellness services for Winnipeggers.
- Build and sustain neighbourhood vitality.
- Support lifelong learning & literacy.
- Help create age-friendly and accessible communities.
- Take leadership in supporting the significant contribution of culture and the arts to Winnipeg's quality of life.
- Conserve, protect and celebrate Winnipeg's heritage.

# 06 TRACK PROGRESS

Through **SpeakUpWinnipeg**, we have set a vision and directions for **OurWinnipeg**. In order to track our progress towards this vision, we need a system of measurement and of regular checks to know our standing in relation to established goals.

Measurement will support continuous improvement in a sustainable Winnipeg City as we strive to obtain our objectives and position Winnipeg as the leading sustainable city in Canada.

## WHAT WINNIPEGGERS TOLD US

Through **SpeakUpWinnipeg**, Winnipeggers expressed a strong desire and even a demand for accountability, transparency and measurement in City decision-making and processes.

Winnipeggers want their civic government to ensure efficiency and effectiveness by measuring progress, and they want ready access to that information. They want to be informed about progress and to be able to see for themselves where they can make contributions to our long-term sustainability.

**DIRECTION 1: THE CITY OF WINNIPEG WILL USE AND REGULARLY REPORT ON A SET OF SUSTAINABILITY INDICATORS, DEVELOPED TO MEET BEST PRACTICES FOR SUSTAINABLE DEVELOPMENT PLANNING.**

**ENABLING STRATEGIES:**

- Involve the community in developing and refining a set of indicators. These indicators should be based on best practices in other municipalities, including the Bellagio STAMP (See Sidebar, "The Bellagio STAMP, pg 24).
- Continue as an active partner in the Community Indicator System (PEG) project together with the United Way of Winnipeg, the International Institute for Sustainable Development, the Assembly of Manitoba Chiefs, the Province of Manitoba and other supporters.
- Produce an annual **Sustainability Report** that details indicator measurements, summarizes progress towards sustainability targets and points the way for continuous improvement.
- Use the sustainability indicators and sustainability reporting process as a formal input for ongoing planning, decision-making and improvement efforts.

# 06-1 A FRAMEWORK FOR SUSTAINABILITY MEASUREMENT

## WHAT IS A SUSTAINABILITY INDICATOR?

Indicators are one kind of measurement tool. An indicator helps us understand where we are, which way we are going and how far we are from where we want to be. Sustainability indicators reflect the reality that social, environmental and economic realms are tightly interconnected, as shown in figure 06a.

For communities interested in improving overall economic, social or environmental sustainability, indicators can help point the way to a better future by serving as a planning and decision making tool. Indicators also serve an important engagement and communication role. Measurement of progress towards a shared vision can generate discussion among people with different backgrounds and viewpoints, and in the process, help identify opportunities for community collaboration and involvement in achieving shared goals.

## THE BELLAGIO STAMP

In 1996, the International Institute for Sustainable Development (IISD) brought together an international group of measurement practitioners and researchers to review progress on sustainability development and to synthesize insights from practical ongoing efforts. The results were published as the **Bellagio Principles**. The Principles have been used for assessing progress toward sustainability by local and international organizations and have recently been updated (October 2009) through new work by the IISD and the Organization for Economic Co-operation and Development (OECD). They are now called the **Bellagio STAMP**: SusTainability Assessment and Measurement Principles.

You can find out more about the **Bellagio Principles** online at:
**http://www.iisd.org/pdf/2009/brochure_bellagiostamp.pdf**

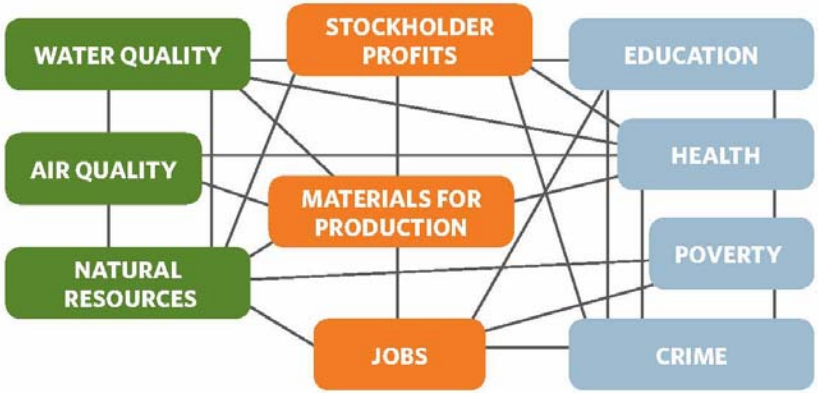



**Figure 06a, the Interconnection of Realms in Sustainability Indicators.**

### HOW WILL INDICATORS BE SELECTED?

The selection of indicators is a critical step in the process of developing a measurement system. Indicators need to be meaningful, valid (they measure what they're intended to measure), easy to understand and able to be measured in a practical way. Further conversation with the community is needed before their final selection. The City intends to apply the **Bellagio STAMP**, which capture globally-recognized best practices, to guide the process of developing a measurement system (See Sidebar, "The Bellagio STAMP", pg 24).

## OURWINNIPEG MEASURES UP

Measuring where we're at and whether we're progressing towards the vision of **OurWinnipeg** requires choosing indicators and setting targets.

Currently, only a few indicators have been selected, often through programs or projects the City of Winnipeg is already involved in. Additional indicators will need to be chosen to ensure all aspects of **OurWinnipeg**– social, environmental and economic priorities – are able to be tracked over the long term.

We will only be able to see the impact of policies and actions by the City with a balanced set of measures. With this important information, the City can consider the effectiveness of its approaches over the long term and can fully enable partners to contribute to the shared vision for **OurWinnipeg** by reducing barriers or dynamically aligning incentives to desired outcomes.

Tools like the **Bellagio STAMP** can help guide the process of choosing appropriate and meaningful things to measure, but the actual process of choosing which indicators to use will have to consider community priorities and the data that is either already available or able to be gathered efficiently. An open community dialogue on the selection of indicators will take place in the 12 months following adoption of the plan.

In most cases, the setting of specific targets for change (for example, real or percentage-based increases or reductions in a given area) is a decision to be considered by City Council. Council will consider the short and long-term social, economic and environmental implications of each target before making a decision.

# HOW WILL THE SUSTAINABILITY INDICATORS BE USED?

### AS AN OVERALL MEASURE OF PROGRESS TOWARDS OUR VISION.

Over time and with regular measurements, the indicators will provide a clear picture of our progress towards our vision. This transparent measurement is important to ensuring that **OurWinnipeg** is effectively guiding the city in the way Winnipeggers want.

### AS A PLANNING AND DECISION-MAKING TOOL.

The understanding of progress, trends and pressures gained from the indicators will be used as factors in budgeting, service planning and policy/program review. Since many planning issues involve multiple levels of government, the indicators must also assess the results of joint action and ongoing intergovernmental collaboration. The information will be available to the public. Community organizations, businesses and partners can use it to help inform their own planning.

### AS A PLANNING COMMUNICATION TOOL.

As an important and easy to understand part of the sustainability reporting process, the indicators can be used to communicate progress, change and opportunities for community involvement on shared goals.



Title: The Spence Community Compass: Finding Home
Artist: Leah Decter and the Spence Neighbouthood Association through the WITH ART Program
Location: Furby Park (on Furby Street, north of Ellice Avenue)
Media: tile mosaic, concrete, text, indigenous plants
Date: 2008
Photo: cam bush

# 07 INTEGRATE SUSTAINABILITY INTO INTERNAL DECISION-MAKING

"Integrating sustainability" means that environmental, social and economic factors are incorporated into decision-making. Communities are increasingly integrating sustainability into their key business processes for different reasons, whether to manage new risks, gain business opportunity or extend their role in society.

Companies develop and use standard business processes to run every aspect of their operation. These processes provide a set of platforms for material sustainability factors to be built into corporate activities.

Sustainability has become a core part of business for many companies. Leaders are integrating sustainability into the full cycle of business processes, from strategic and business planning, to business development, risk management, project management, disclosure and assurance. Strong governance and accountability structures, as well as stakeholder engagement, provide the foundation for this integration of sustainability factors.

Sustainability has provided the foundation for **OurWinnipeg**, and its four supporting Direction Strategies have been developed on this same foundation and through the same integrated planning process. For the first time, Winnipeg's transportation, water and waste infrastructure, land use and planning processes have been conducted in concert, interweaving the principles and components of each discipline while applying the lenses of economic, environmental and social sustainability.

The result of this integrated planning process are sustainability-focused strategies that are integrated, that leverage immediate, intermediate and long term goals and that build on principles as they move Winnipeg closer to achieving its vision: Living and caring because we plan on staying.

Strategies are now required to embed sustainability into ongoing decision-making efforts across the organization.

## DIRECTION 1: STRENGTHEN EXISTING INTEGRATED DECISION-MAKING AND PLANNING MECHANISMS, AND BUILD NEW MECHANISMS WHERE REQUIRED.

### ENABLING STRATEGIES:

- Create and maintain an integrated community sustainability plan for Winnipeg.
- Ensure that decisions are made with due consideration to the social, economic and environmental implications by incorporating a sustainability framework and lens into key internal processes, including capital and operating budget development and review, service planning and both formal and informal reports.
- Use sustainability indicators to guide high-level decision-making.
- Implement pilot and demonstration projects to drive efficient and focused service provision, based on the sustainability indicators.
- Develop new policies and practices— and revise those already existing— to incorporate sustainability into the City's actions, processes and services.
- Utilize full-cost accounting methodologies in decision-making to ensure that all costs and benefits are considered across social, economic and environmental dimensions.



# 08 CREATE AND INVEST IN SUSTAINABILITY TOOLS

The greatest challenge in creating a dynamic and responsive integrated community sustainability plan lies in smoothly transitioning from planning to implementation and maintaining momentum beyond the first year. Overcoming that challenge makes the difference between a plan of action and one that sits on a shelf. Embedding the tools required to support planned sustainability strategies directly into the plan document bridges that divide, grounding the plan in reality and making the plan accessible to all.

**OurWinnipeg** and its supporting Direction Strategies have sustainability woven into their fabric. Each of the Direction Strategies is also replete with tools that support sustainability and that link planning with implementation. This section summarizes the breadth of sustainability implementation tools that have been embedded into **OurWinnipeg** and its four Direction Strategies, along with references for finding the strategy detail in each relevant document.

# 08-1 COMPLETE COMMUNITIES

Winnipeg is fortunate that it can historically be described as a community of communities; it is made up of many distinct and unique neighbourhoods, all woven together by a rich community spirit. Promoting the completion of Winnipeg's existing communities and guiding the creation of new complete communities are paramount in ensuring that the city is a sustainable and vibrant place to call home for generations.

The Vision Statement for **Complete Communities** articulates the preferred direction moving forward:

> *"The City of Winnipeg is planned and designed based on a logical urban structure that focuses growth and change to enhance existing assets, to create complete communities and complete existing communities, and to ensure a socially, environmentally and economically sustainable future through the integration of transportation planning, land uses, built forms and urban design."*

### THE IMPLEMENTATION 'TOOLBOX'

A variety of tools will be employed to make sure that proposed projects that align with **Complete Communities** objectives are approved in a timely manner. These tools will include some existing fiscal, planning and sustainability tools but will also include new and innovative tools, such as strategic investment in infrastructure, partnerships and demonstration projects.

## 08-1a TOOLS TO SUPPORT THE IMPLEMENTATION OF SUSTAINABLE COMPLETE COMMUNITIES

### PLANNING

Planning is a key tool for implementing **Complete Communities**. The successful implementation of **Complete Communities** as a Direction Strategy largely depends on whether its policies can effectively guide development. This will rely on a variety of planning tools, ranging from statutory plans with their own localized policies guiding an area's growth, to non-statutory concept plans also able to guide an area's growth.

A key planning tool will be the Complete Communities Checklist. The Checklist, to be developed in partnership with the development community and be endorsed by Council, is a non-regulatory evaluation tool that provides a consistent and comprehensive guide to 'Complete Communities' objectives. It is meant to facilitate a collaborative conversation with developers and inform the development application and approval process.

## CAPITAL BUDGET/ INFRASTRUCTURE ALIGNMENT

When anticipated growth is likely, capital forecasts can be aligned to budgeting for growth-related infrastructure requirements. These timely investments that are consistent with plan objectives can act as an incentive for private investors. Establishing these priority areas for growth brings greater certainty and informs investment decisions over the long-term.

A budget process that is well integrated with other activities of government, such as the planning and management functions, will also provide better financial and programming decisions, leading to improved governmental efficiencies. A process that effectively involves and reflects the priorities and needs of all stakeholders will serve as a positive force in delivering the services that stakeholders want at a level they can afford.

## INCENTIVES

The City should provide financial and non-financial incentives to projects that contribute significantly to our sustainability objectives.

Additional innovative tools will be explored on an ongoing basis to facilitate plan implementation.

## MEASUREMENT

Effective policy and planning requires an up-to-date understanding of real-world opportunities and challenges. A key tool for implementing Complete Communities will be measurement. Appropriate measures to periodically monitor land supply, growth projections, and actual development patterns will be developed. These measures will be used to adapt the Urban Structure map to reflect changing conditions. Much of the background work for **OurWinnipeg** has established accurate baseline information to work from.

## DEMONSTRATION PROJECTS

One of the most critical tools to successfully implement **Complete Communities** may be giving Winnipeggers the opportunity to see the planning possibilities through demonstration projects. The City will work proactively and supportively with the development community and other community stakeholders to demonstrate how the policies and objectives of **Complete Communities** can translate into compatible and sustainable development of the highest quality.

## AWARENESS TOOLS (MARKETING)

These tools would be used for promoting the objectives of **Complete Communities**, creating interest from the broader development community and encouraging innovative best practices. Examples of awareness tools include urban design awards, 'green' building awards, sustainable development awards and built heritage awards.

## LEADERSHIP, PARTNERSHIP AND SPONSORSHIP

The City will lead by example to support the implementation of Complete Communities. Effective leadership includes:

- The willingness of organizational and community leaders and decision-makers to endorse the vision, support the policy direction and champion related projects, actions and initiatives.
- Providing transparency and accountability for results (measurement and reporting).
- Aligning and adjusting resources and strategies to achieve intended results.

Partnerships involve building capacity towards common and mutually beneficial community objectives by pooling the City's skills and resources with those of agencies, stakeholders, senior government levels, private investors and citizens.

In exchange for individual or organizational recognition, private investors, agencies and citizens can have the opportunity to contribute directly to the creation or enhancement of a community asset, amenity or initiative through sponsorships.

# 08-2 SUSTAINABLE WATER AND WASTE

The **Sustainable Water and Waste** Direction Strategy for **OurWinnipeg** addresses key sustainability pillars, going beyond environmental issues to consider long-term economic viability and community wellness, innovative approaches to infrastructure delivery and regional service-sharing. The Strategy builds on a number of initiatives currently in progress and provides policy directions that reinforce the City's approaches to water conservation, wastewater management, stormwater management, solid waste minimization and sustainable asset management.

## 08-2a TOOLS SUPPORTING THE IMPLEMENTATION OF SUSTAINABLE WATER AND WASTE INFRASTRUCTURE

### DEVELOP, ADOPT AND IMPLEMENT THE SUSTAINABLE WATER AND WASTE DIRECTION STRATEGY

- **TOOL 1:** Endorse **Sustainable Water and Waste** as the primary tool to promote water and waste directions, strategies and actions required to protect public health and safety, ensure the purity and reliability of our water supply and maintain or enhance the quality of our built and natural environments.
- **TOOL 2:** Within the strategy, apply an integrated and holistic approach to sustainability, going beyond environmental issues to consider long-term economic viability and community wellness, innovative approaches to infrastructure delivery and regional service-sharing.

## MANAGE WASTEWATER IN SAFE, SUSTAINABLE WAYS WHILE REMAINING OPEN TO INNOVATION

- **TOOL 1:** Maintain a Combined Sewer Overflow Management Strategy and Master Implementation Plan
- **TOOL 2** Investigate and strategically invest in innovative wastewater technologies, including Water Sensitive Urban Design and green technologies such as naturalized solutions to supplement conventional strategies.

## REDUCE STORMWATER RUNOFF

- **TOOL 1:** Promote strategies to reduce runoff using natural amenities such as Water Sensitive Urban Design (WSUD) and stormwater retention facilities.
- **TOOL 2:** Develop and apply stormwater runoff reduction and management strategies related to area planning, building siting, urban design, (including streets, sidewalks and parking lots) and traffic calming.

## COLLABORATE WITH THE PROVINCE AND CAPITAL REGION MUNICIPALITIES INTERESTED IN SERVICE SHARING.

- **TOOL 1:** Determine realistic approaches to joint planning, service sharing and tax sharing, in the context of the application of higher level servicing standards and "Green Technologies" related to water, wastewater and stormwater infrastructure, and solid waste disposal.

## IMPLEMENT LIFE-CYCLE FULL-COST-OF-SERVICE FUNDING OF CAPITAL PROJECTS

- **TOOL 1:** Manage investments in physical assets including infrastructure, fleet, and facilities to ensure sustainable and effective procurement, maintenance, replacement and disposal Introduce a common framework for sustainable asset management (SAM) across all City owned infrastructure.

## COMMIT TO THE PROACTIVE MAINTENANCE AND RENEWAL OF EXISTING INFRASTRUCTURE

- **TOOL 1:** Apply advanced techniques, new technology, best practices, better materials, and innovative products in all infrastructure renewal, rehabilitation, construction, and preventive maintenance programs to maximize return on investment.

## BENCHMARK PERFORMANCE TO SUPPORT CONTINUOUS IMPROVEMENT

- **TOOL 1:** Introduce metrics capable of monitoring the economic, environmental and social performance of infrastructure over time.

# 08-3 SUSTAINABLE TRANSPORTATION

Urban transportation is a complex system intimately tied to land use planning and urban design. The provision of transportation systems has a large influence on the form of the built environment and people's quality of life.

Our world is changing at an accelerating pace. Winnipeg is not only part of this global change, it stands to gain by rising to the challenges and seizing the opportunities of this new world. Whether it is becoming a more desirable place for young professionals or becoming a leader in developing sustainable technologies, our transportation system will be central to bringing Winnipeg into the future; it plays a role in everything from neighbourhood safety and family orientation to the efficient delivery of goods and services and commercial viability.

An effective sustainable transportation strategy will help guide decisions through changing times and will ensure that Winnipeg is poised to capitalize on opportunities. The transportation strategy needs to balance an ability to be specific enough for guiding decisions in the short term while being flexible and robust enough to encourage continual progress and innovation.

## 08-3a TOOLS TO SUPPORT THE IMPLEMENTATION OF A SUSTAINABLE TRANSPORTATION SYSTEM

### DEVELOP, ADOPT AND IMPLEMENT A SUSTAINABLE TRANSPORTATION DIRECTION STRATEGY

- **TOOL 1:** Endorse **Sustainable Transportation** as the primary tool to guide the planning and development of a multi-modal transportation system.
- **TOOL 2:** Develop a **Transportation Master Plan**, which will describe any required transportation improvements and supporting policies needed to achieve the long-term vision in **Sustainable Transportation**.

## PUBLIC TRANSIT SYSTEM

- **TOOL 1:** Create an equitable, simple and intelligent fare system with incentives to increase ridership and mode split.
- **TOOL 2:** Develop rapid transit systems.
- **TOOL 3:** Implement new customer service and information tools and enhance existing ones.
- **TOOL 4:** Develop transit-oriented land use plans, and encourage the intensification of key transit nodes and corridors.
- **TOOL 5:** Invest in transit operations to improve service frequency and coverage.
- **TOOL 6:** Encourage transit use through the implementation of related policies, such as land-use and parking.

## MAJOR STREET NETWORK

- **TOOL 1:** Develop a plan to implement corridor improvements in a systemic and efficient manner.
- **TOOL 2:** Continue support for an asset management program to identify and prioritize key areas of short, medium and long term maintenance.
- **TOOL 3:** Accommodate all modes and reduce both delay and emissions by investing in selected capacity improvements to existing major street network operations.

## ACTIVE TRANSPORTATION

- **TOOL 1:** Investigate the implementation of a Complete Streets Policy.
- **TOOL 2:** Develop guidelines ensuring that new development contributes to the pedestrian environment.
- **TOOL 3:** Increase bicycle parking throughout Downtown, Centres and Corridors and Employment Lands.
- **TOOL 4:** Measure progress toward sustainable transportation
- **TOOL 5:** Establish a system of comprehensive performance measurement tied to the Vision and Goals within **Sustainable Transportation**.

# 09 CONTINUE TO RESPECT AND VALUE OUR NATURAL AND BUILT ENVIRONMENT

The natural environment is essential to our city. Our local environment is the foundation for our economic and social health, and collectively, we need to take greater responsibility for it. Our actions should contribute to the protection of the natural environment both regionally and globally, both for our own wellbeing and for future generations.

## WHAT WINNIPEGGERS TOLD US

Winnipeggers spoke passionately about their natural environment through **SpeakUp Winnipeg** and demanded decisive action in several key areas, including:

- Climate change, both as a civic government and as a community.
- Tree planting efforts and preservation of Winnipeg's extensive and unique urban forest.
- Increased opportunities for waste reduction.
- Preservation of our parks, green spaces and riverbanks as green oases in our urban setting.



## DIRECTION 1: REDUCE THE ENVIRONMENTAL IMPACT OF OUR ACTIONS

**ENABLING STRATEGIES:**

- Maintain a **Climate Change Action Plan** to reduce the City of Winnipeg's operational greenhouse gas emissions by a further 20 per cent below 1998 levels.
- Establish a corporate greenhouse gas reduction target for 2020 and 2035.
- Create and maintain a **Climate Change Action Plan** to reduce Winnipeg's community-wide greenhouse gas emissions by 6 per cent below 1998 levels.
- Establish a community-wide greenhouse gas reduction target for 2020 and 2035.
- Create and maintain a **Corporate Energy Plan** that focuses on reducing energy consumption and on promoting the use of renewable energy sources.
- Continue to expand the active transportation network and other active transportation initiatives.
- Measure our Ecological Footprint and develop strategies to reduce it.

## DIRECTION 2: RECOGNIZE AND PRESERVE WINNIPEG'S PARKS, GREEN SPACES AND RIVERBANKS AS GREEN OASES IN OUR URBAN SETTING

**ENABLING STRATEGIES:**

- Develop a **Parks, Places and Open Space Sustainable Management Plan**, created within the overarching framework of sustainability.
- Actively and continuously seek out alternative planning, maintenance and operation approaches, products and practices that are sustainable.
- Improve ecosystems through restoration, reforestation and effective pest management.
- Develop a city-wide natural network connecting neighbourhoods, communities and the river system, providing ecological, recreational and transport benefits.

## DIRECTION 3: SET LONG RANGE GOALS FOR SOLID WASTE DIVERSION.

**ENABLING STRATEGIES:**

- Create a comprehensive, city-wide waste reduction strategy, encompassing garbage, recycling and organics that establishes a baseline and targets.
- Enhance waste reduction/ diversion education and awareness programs for citizens.
- Establish a waste reduction/ diversion education and awareness initiative for the Winnipeg Public Service.
- Implement a methane recapture program for Brady Road Landfill.

## DIRECTION 4: COLLABORATE TO ENSURE WATER AND AIR QUALITY

**ENABLING STRATEGIES:**

- Maintain the highest practical and cost-effective level of river water quality, consistent with the natural characteristics of local waterways and in accordance with water quality objectives established for the Red and Assiniboine Rivers and Lake Winnipeg.
- Partner with government agencies, public agencies, industry and others to monitor and maintain standards for good air quality.

## DIRECTION 5: PROVIDE SAFE AND EFFECTIVE PEST AND WEED CONTROL IN CITY OPERATIONS

**ENABLING STRATEGIES:**

- Ensure rigorous health and safetly training and certification for pesticide application personnel in the Public Service.
- Balance the health needs of citizens with the use of pesticides and herbicides.
- Adopt clear guidelines for the timing of pesticide application decisions and adopt measures to restrict pesticide use in accordance with the expressed concerns of residents.
- Implement new and innovative integrated pest management methods aimed at reducing pesticide use and increasing safety and effectiveness.
- Participate in research to identify the sources and environmental pathways of pesticides used within Winnipeg.

## DIRECTION 6: ENABLE THE PROTECTION OF ECOLOGICALLY SIGNIFICANT LANDS

**ENABLING STRATEGIES:**

- Evaluate proposed developments that affect high-quality natural areas and encourage the protection and preservation of such lands to the greatest extent possible.
- Utilize the **Ecologically Significant Natural Lands Strategy and Policy** to evaluate proposed developments and transfers of City owned land.
- Designate natural areas that are environmentally-sensitive and/or significant and provide measures for the possible acquisition, preservation, protection and maintenance of such lands.
- Protect flood plains and unstable riverbank slopes by identifying susceptible areas and employing protective and preventive measures, including the possible acquisition of such lands, to reduce the risk of property damage where appropriate.
- Utilize guidelines that assess a value for natural areas on public land.
- Encourage private landowner participation in support of riverbank management.

## DIRECTION 7: PROMOTE THE USE OF RIVERS AND RIVERBANKS

**ENABLING STRATEGIES:**

- Facilitate public access to rivers and riverbank lands.
- Encourage the use of Winnipeg rivers for transportation and recreation through the provision of boat launches, docks and other accessibility improvements.

## DIRECTION 8: SUPPORT WATERWAY MANAGEMENT

**ENABLING STRATEGIES:**

- Cooperate with other levels of government, area municipalities and private landowners to ensure common objectives for the use of waterways.
- Subject to federal and provincial statutes, regulate waterway use.
- Protect and prolong river access and recreation opportunities during the ice-free season.



## DIRECTION 9: PROTECT AND ENHANCE THE URBAN FOREST

**ENABLING STRATEGIES:**

- Increase the stock of trees through tree planting programs, and encourage tree planting by others.
- Adopt high standards of tree maintenance, replacement and protection during construction, and require developers to retain existing trees in new developments wherever possible.
- Replace trees affected by disease, Dutch Elm Disease in particular, and diversify the variety of new trees.
- Encourage the participation of other levels of government in programs to protect and enhance the city's urban forest.

# 10 FIRST STEPS

The implementation of **A Sustainable Winnipeg** will be coordinated with **OurWinnipeg** and its other three Direction Strategies. An action plan for advancing the sustainability efforts and initiatives contained in the five key directions will be prepared with short-term, five-year and 25-year time horizons.

Three categories of short- term actions will be prioritized for immediate action:

1. Commitments within the Sustainability Priority of **A Call to Action for OurWinnipeg**:
   - Sustainable Procurement Community Network and Corporate Sustainable Procurement Policy
   - Green standards for City buildings
   - Green Workplace initiative
   - Green Living Public Education and Awareness Campaign
   - Online sustainability tools for citizens
   - Greenhouse Gas Reduction Strategy
   - Green Fleet Vehicle Plan
   - Expanded sustainability scope for the Mayor's Environmental Advisory Committee
   - Examine curbside composting
   - Residential Toilet Rebate Program
2. Development of the sustainability indicator measurement, monitoring and reporting methodology.
3. Actions related to building a corporate culture of sustainability within the Public Service, and working to embed sustainable thinking.

# GLOSSARY

### ECOSYSTEM MANAGEMENT

An ecosystem approach to management considers the natural environment, society and economy, incorporating the broader concepts of sustainability by recognizing the interrelated nature of air, land, water and living organisms. Ecosystem management develops effective partnerships that define units of management by using natural boundaries, such as watersheds, instead of geopolitical boundaries and departmental divisions.

### FULL-COST ACCOUNTING

Full-cost accounting integrates the internal and external costs of activities, operations, products and services to the environment. External costs include the environmental impacts of consuming a good or service.

### INCENTIVES

Include some existing fiscal, planning and sustainability tools, but will also include new and innovative tools, such as strategic investment in infrastructure, partnerships and demonstration projects. Non fiscal related incentives could include streamlined approval processes.

### MEASUREMENT AND REPORTING

All citizens must have access to information on environmental conditions, including local data on water quality and quantity, air quality, contaminated sites and point and non-point sources of pollution. Environmental conditions must be measured regularly and the results used as baseline data to benchmark progress toward stated goals.

### PARTNERSHIP

Municipalities must be fully engaged as partners in deciding on a national vision to achieve Canada's environmental and sustainable development objectives. As partners, municipal governments need policy consistency and certainty as well as a streamlined approach to regulatory and administrative requirements. Municipal governments also need long-term, stable and predictable funding to support these mutually beneficial objectives.

### POLLUTER PAYS PRINCIPLE

The "polluter pays" principle requires that the costs associated with environmental clean-up be borne by the parties responsible.

### POLLUTION PREVENTION

Pollution prevention should be at the centre of programs and policies delivered by all orders of government. The fundamental idea is that environmental pollution is best prevented or reduced at the source. This reduces the release of contaminants into the environment and is important as pollution can impair ecosystem integrity, present risks to human health and compromise the competitiveness of Canada's cities and communities. Pollution that cannot be prevented should be recycled, treated and disposed of in an environmentally sound manner. Pollution prevention can be supported by implementing policies and programs that reduce or eliminate the creation of pollutants through increased efficiency in the use of raw materials, energy, water, or other resources, or by the protection of natural resources through conservation initiatives.

### SUSTAINABLE COMMUNITY PLANNING

Municipal planning plays a key role in making sustainability possible. Without proper long-term commitments and strategic investments, we cannot plan for and make the necessary changes that will support a strong economy, clean environment and safe streets for our cities and communities.

