



## *Canada25*

### WINNIPEG AS A CITY MORE CAPABLE OF ATTRACTING AND RETAINING YOUNG TALENT

#### VIEWS FROM YOUNG TALENT IN WINNIPEG



Submitted to the City of Winnipeg as our commitment to work together to help  
keep Winnipeg a great place to live, work and play

December 2002



## Chapter 1 Introduction

### 1.0 CANADA25

#### Definition

*Canada25* is a national not-for-profit, non-partisan organization consisting completely of volunteers between the ages of 20 - 35. The organizational mandate of *Canada25* is to provide a medium to engage the perspectives of Canada's next generation of leaders living around the world into Canada's public policy issues. *Canada25* has established regional chapters throughout Canada. *Canada25Winnipeg* is the *Canada25* chapter in Winnipeg.

#### Vision

*Canada25* will help foster a Canada that is cherished as a dynamic, inclusive and innovative nation by Canadians and the world. Canadians will embrace civic engagement, and this passion will underpin Canada's economic, cultural and political development. Young Canadian talent, living at home and abroad, actively embrace the responsibilities and rights of both national and global citizenship.

#### Mission

The mission of *Canada25* is to provide a medium to channel the energy, talents and ideas of young Canadian talent, living at home and abroad, into focused nation and community-building endeavors.

#### Goals

The goals of *Canada25* are threefold:

1. Discuss and communicate creative policy positions and initiatives based on input from young Canadian talent living at home and abroad
2. Act as a resource for senior government, business and community leaders wishing to proactively enlist the perspectives and talents of young Canadian talent
3. Build an *international* network of young Canadian talent who share a keen interest in the development and implementation of public policy in Canada, and ultimately the well-being of the country



## **History**

*Canada25* was founded in May of 2000 by six university students in Ontario. This original group drew young Canadian talent from across the world together to participate in the organization's first-ever national forum in the summer of 2001. The topic of the 2001 national forum was dedicated to the "Brain Drain", and how Canada could become a magnet for attracting and retaining young talent. The results of this work, published in a report entitled, *A New Magnetic North*, have been widely distributed across the country, and received extensive coverage in most major Canadian media outlets — including a one-hour CBC TV special and a cover story in MacLean's. More important, our recommendations are now being discussed in boardrooms, in our voluntary organizations and at the highest levels of government.

The *Canada25* report has also raised the profile of the contributions young Canadians can make to our country, and has been cited publicly for its creative contribution. Gord Nixon, CEO of RBC Financial Group, referred to the report as "one of the best descriptions I've read of what our country needs," and the Clerk of the Privy Council Mel Cappe called it "a 21<sup>st</sup> century look at Canada and the contributions we can make."

Today *Canada25* has chapters in: British Columbia; Alberta; Manitoba; Ontario; Quebec; Atlantic Canada; Washington, D.C.; Boston; San Francisco; Europe; and Asia, and membership exceeds 1,000



## **2.0 FORUM 2002**

Stemming from the impressive interest *Canada25* garnered from young Canadian talent to participate with the organization, and positive response from our first document, a second national forum was scheduled. The second national forum was held in Victoria, B.C., July 2002. To include more participants in the discussion building up to the 2002 national forum, a series of regional roundtables were also launched. The regional roundtables investigated the same overall issue. Winnipeg participated in the regional roundtable process. The Winnipeg regional roundtable was organized by *Canada25Winnipeg*.

### **The Issue**

An output of *Canada25's* first national roundtable was a report titled: *A New Magnetic North*. *A New Magnetic North* stated that cities are a major influence on a region's ability to attract and retain talent. *Canada25's* issue for 2002 builds on the work from the previous year and specifically addresses how Canadian cities can play an increased role in attracting talent and acting as catalysts for development.

Although cities were the unit of focus for the issue, the effect we are trying to accomplish is attraction and retention of young talent. The ability for Winnipeg to attract and retain talent is of paramount importance since innovation is one of the most important factors in a region's economic development, and talent is one of, if not the, key factor required to fuel innovation.



### **3.0 THE PROCESS**

Approximately 50 delegates participated in Winnipeg's one day regional roundtable. The delegates were placed into one of four sub-topics of: (1) Business of Cities; (2) Culture and Community; (3) Social Potential; and, (4) Urban Design. Delegates were strategically assigned to sub-groups by first assigning each delegate with their natural sub-group fit based on delegate's skills. The organizing committee then sought to populate the sub-groups according to a ratio of 75% natural fit and 25% representing delegates who would be a natural fit with one of the other three sub-groups. The intent was to empower each group with enough experience and knowledge to have meaningful discussion, but also have representation from different sectors to ensure interdisciplinary considerations. Each sub-group followed the same framework. An expert speaker provided a brief presentation to elevate delegates' awareness on the issue. Each sub-group then developed a vision, action strategies and outcomes for their sub-group with the central theme being how Winnipeg can become a more vibrant, inspiring place to live and an efficient centre of economic and social development capable of better attracting and retaining young talent.

During lunch, His Worship, Mayor Glen Murray provided excellent conversation on the challenges facing cities as they evolve from isolated city-states to players in a global economy.

The afternoon featured a plenary session where the various sub-groups reported their findings and the group looked for common themes. The outputs of the sub-groups and plenary sessions was a series of "policy comments" on how Winnipeg can be better positioned to become a more vibrant, inspiring place to live and an efficient centre of economic and social development capable of better attracting and retaining young talent. Some of the policy comments were general on strategies/mindsets Winnipeg should embrace, while some were more specific policy recommendations.



#### **4.0 OUR VISION FOR WINNIPEG**

Surprisingly, no matter where in the country *Canada25* discussions took place, the same factors were identified as what makes a city great. A terrific city is one that buzzes with energy, one that is full of innovative people doing great things. This city is diverse – in class, income, and colour – and fights to maintain that diversity. It mixes classes and socio-economic backgrounds through innovative provision of social housing. This city has rich, living culture – in all meanings of that word – not only because cultural activities are supported by government, but also because the citizens recognize the importance that culture plays in their lives. In this city there are also certain common elements of urban design – people live where they work and play. Density is high. Public transit is a preferred choice. Young talent has downtown living options. Environmental sustainability is a major factor in design of built space and infrastructure. This description, is our vision of a Winnipeg capable of attracting and retaining young talent.



## 5.0 OBJECTIVES OF THIS REPORT

1. Articulate policy comments\* from young talent in Winnipeg on how the city can become a more vibrant, inspiring place to live and an efficient centre of economic and social development capable of better attracting and retaining young talent.
2. Communicate the policy comments\* from Winnipeg's young talent to decision-makers.
3. Position *Canada25* and *Canada25Winnipeg* as resources willing to develop specific policy recommendations with action strategies and outcomes on any of the policy comments\* proposed in this report, or any other policy issues that might impact young talent.

\*A policy comment is a recurring phrase used in this document. A policy comment is essentially a value or position that is taken on an issue that provides direction/guidance but is not as specific as a policy recommendation which would have action strategies and measurable outcomes.



## **6.0 LIMITATIONS**

Our policy comments may be raw and likely lacking in an intimate knowledge of existing policies and processes. However, our goal with this document is not to provide a cookbook for success, but rather communicate the values that attracts and retains young talent, and provide some provocative suggestions on how to implement and achieve these values – we call these policy comments. We hope to provide new thoughts to stimulate conversation, and provide a framework for improvement.

Additionally, a hope is that decision-makers agree a need exists to act in some of the areas this report recommends, and that decision-makers request *Canada25Winnipeg* drill down to specific strategies on some of these issues in terms of identifying actionable paths and identified outcomes. However, as mentioned, this paper primarily communicates the type of city that will be better able to attract and retain young talent. We are not at the finish line with this report, we are at the starting point.



## Chapter Two – Common Themes

### **Common Theme One – A need for an organization through which young talent can influence policy decisions**

A great majority of delegates expressed a sigh of relief at the conclusion of the roundtable that a vehicle was being established that would be effective at communicating the interests of young talent to decision-makers. A transformation was also occurring where delegates were moving beyond just being residents of Winnipeg, and becoming stakeholders in Winnipeg.

#### Policy Comment

1. *Canada25Winnipeg* continue an association with *Canada25* to provide a medium for young talent to engage in public policy discussion.

### **Common Theme Two – A Lively downtown with mixed uses**

All four sub-groups at the Winnipeg regional roundtable, as well as all sub-groups at the national forum, focused on the need for lively downtowns with mixed uses as an essential component of a great city. A downtown with mixed uses has residential options, and entertainment options that compliment exciting business opportunities. Young talent is interested in living, working and playing downtown. Recurring variables include high density, mixed uses (e.g. integrate cultural aspects with commercial and residential facets), and innovative transportation options that enable greater choice over driving cars.

#### Policy Comments

1. Encourage development of mixed use buildings that include cultural spaces, residential options, and commercial/retail opportunities in the downtown area. Zoning by-laws need to foster downtown living in mixed use buildings.
2. The Forks was identified as an area that is underutilized for the elements that attract and retain young talent. Delegates expressed a desire that The Forks function more as a part of downtown offering commercial and residential mixed use opportunities and moving the culture beyond a meeting place or tourist destination and into a community.



3. Convert turn-of-the-century warehouses in the Exchange district into mixed housing stock for all income groups is another area where action can be taken.

### **Common Theme Three – Need for Increased Immigration**

Immigration was embraced as a key to bringing new ideas to a city, providing new sources of labour, and contributing to a dynamic cultural environment that attracts young talent. A common theme from all groups was that attracting increased immigration would help develop Winnipeg as a more vibrant, inspiring place to live and more efficient centre of economic and social development capable of better attracting and retaining young talent.

Interesting also were the comments on setting immigration targets. Usually when a leader from Winnipeg speaks about increasing immigration the goal is that Winnipeg should attract our proportional share of immigrants (e.g. if Winnipeg's population is 1% of Canada's population, Winnipeg should attract 1% of all immigrants to Canada).

Stating we want our "fair share" of Canadian immigrants however was not consistent with the mindset of delegates for several reasons: (1) a target that pursues a proportional share does not lead to the most effective strategies; (2) the mindset places Winnipeg in competition with other Canadian cities as opposed to international cities; and (3) this goal conjures images of a position of entitlement versus a position of responsibility and accountability.

*Canada25Winnipeg* delegates envisioned an alternative way of thinking about the issue. If the site selection variables that attract and retain skilled immigrants of are present in Winnipeg and marketed effectively to strategic regions, Winnipeg should be well above our per capita share. If the site selection variables immigrants desire are not present, or are not marketed effectively, Winnipeg will be well below our per capita share. Therefore, a per capita measurement for success is likely the wrong metrics to develop outcomes and strategic goals against. Winnipeg either embraces the opportunity to attract immigration, or we do not, and if we do, we compete against cities from other countries more than against Canadian cities.

### **Common Theme Four - Winnipeg's Identity/brand**

Every time Winnipeg, Manitoba or Canadians engage in these macro strategy sessions a common theme is that Winnipeg/Manitoba/Canada must be more effectively branded. However, the unique angle that was identified is not that



Winnipeg has to be branded to external audiences as a low-cost manufacturing centre based on competitive wages, North America's lowest hydro charges, a business friendly climate, and high quality of life. Rather a brand/identity needs to be developed for current Winnipeggers based on something other than cheapness.

Young talent wants to live in a city with a positive image – a city with a “buzz”. A large portion of Winnipeg's population has a poor image of the city. Other centres also have a negative perception of Winnipeg, which is bad for business, and social attitudes of Winnipeg's residents. The single most important element that is lacking is a understanding of “what it means to be a Winnipegger” (this is a very strong statement that should not be glossed over). For example if you think of Toronto, you likely think about financial markets and a hard and fast business city, Calgary conjures images of hard core oil and gas with a supporting technology industry, Montreal presents itself as a historic city proud of its beauty.

What picture is painted when one thinks of Winnipeg – how would one describe a Winnipegger? What is the buzz? Where is the unifying image that unites us?

#### Policy Comments

1. Identify and **communicate** what makes this city desirable as a place to live. Make a self-fulfilling prophecy if need be. Why is Winnipeg a more attractive to live, work and play verses other large centers? Where is Winnipeg going? What is our common goal for the next 5 years as a City?

As an example of this power of shared experience of quality and values, consider Wolseley. The region is definitely not consistent with the philosophy of all Winnipeggers, or even all Wolseley residents. However, that is one neighbourhood where residents are dedicated stakeholders to their community, and the community has an identity.

Delegates supported a brand for Winnipeg that has our city as a recognized Canadian and world leader for sustainability. The opportunities exist to build on projects such as the MEC building and Oak Hammock Marsh, as well as on our hydro-electricity power supply.

2. Apply the Centreventure model beyond the downtown and into Winnipeg's communities to create a common vision and community-based strategic goals. Do so with a focus on integrated and local level planning.

#### **Common Theme Five - Direct Re-investment from Taxes**



A common theme from *Canada25Winnipeg* delegates is that revenue from taxes that are specifically applied, should not go into general revenues but rather be re-invested into the segment where the tax was applied. The amusement tax and the environmental levies on bottles are examples of these types of taxes. A more direct relationship between taxes and tax revenues is a core value to young talent.

#### Policy Comment

1. The environmental levies should be re-invested back into environmental programs, and revenues collected from the amusement tax should be re-invested back into cultural programs.

### **Common Theme Six – View Winnipeg in an International Context as Opposed to a Canadian Context**

Winnipeg should be viewed more in an international context and less as a competitor with other Canadian cities. Winnipeg and Regina are on the same team in making Canada – and Canadian cities - a better place to live. The focus should rather be on competing against other cities in a global aspect for resources such as immigrants and direct foreign investment.



## Chapter Three Next Steps (Related to this Document)

We hope this document was provocative and communicated to decision-makers the type of Winnipeg young talent hopes to live in. Additionally we hope that some of the policy comments resonated with our intended audience.

If there are any issues that the audience wishes further investigation on, we hope to hear from you. We realize some limitations have surfaced in this report (e.g. we are not policy experts), but we are prepared to investigate the policy comments further to develop specific policy recommendations complete with action strategies and measurable outcomes in any areas that have generated interest.

As mentioned, we hope to hear from you, we are sure you will hear more from us.

Respectfully;

*The Delegates of Canada25Winnipeg*

---

*Canada25Winnipeg*

Contact:  
Marshall Ring,  
Winnipeg Coordinator, *Canada25*  
mring@canada25.com

*Canada25*  
110 Charles Street West  
Toronto, ON  
M5S 1K9  
416.313.3722 (T)  
416.313.2999 (F)  
info@canada25.com

---



## Appendix A – Specific Work by Sub-Groups

### **Group: Culture & Community**

Cities that have high levels of culture are better able to attract and retain talent. Therefore the approach *Canada 25Winnipeg* took was to question how Winnipeg can win the “Cultural Capitals of Canada” initiative. The Cultural Capitals of Canada initiative was chosen as an indicator of progress in promoting culture.

### **General Present Winnipeg Context**

- Avant-garde and mainstream popular culture are disconnected – the New Music Festival is trying to change this.
- Limited funding and resources – there is high provincial support but private/business support is lacking.
- Geographic isolation – Winnipeg is like the Berlin of Europe, very isolated, like an island.
- Lack of myth. – there is no lack of history in Winnipeg, we just don't celebrate our history enough!

Policy Comment One	
Goal	Minimize the fragmentation of cultural efforts and empower artists with a meaningful ability to drive policy and foster innovation.
Current Context	Groups have their select markets, and the artistic landscape is slightly stagnant. Cultural productions tend to program to the lowest common denominator.
Policy Recommendation	<p>Have one focus body that is the single contact point for collaborating efforts and growing Winnipeg's cultural capacity.</p> <p>The focus body should be composed of artists, not bureaucrats capable of peer review for managing and disseminating grants (specifics on which grants should be managed in this fashion is unclear).</p> <p>The focus body would be tasked with:</p> <ul style="list-style-type: none"> <li>• Being a one-stop shop for information on funding programs;</li> <li>• Raising the awareness of the importance of arts and culture and the need for philanthropic investments;</li> <li>• Working with schools to promote arts and culture in curriculum;</li> <li>• Encouraging innovation and risk taking;</li> <li>• Set up programming out of community contact points such as shopping malls to increase exposure to the public and engage more people; and</li> <li>• Set up programs to disseminate art (for example the idea of working with restaurants to hang local artists work on display).</li> </ul>

Operational Comment

This focus body would likely not need large funding to operate, but perhaps funding for such a program can be drawn from revenues associated with the amusement tax.

<b>Policy Comment Two</b>	
Goal	Build capacity and foster creativity and diversity with local Winnipeg groups by devolving power to of running community festivals to local Winnipeg groups.
Current Context	Winnipeg hosts some local festivals in Osborne, Corydon and Wolseley. All are promoted and managed by the City. These venues are good, but can be leveraged to provide greater benefits.
Policy Recommendation	Devolve responsibility for management and promotion of community festivals from the City to local groups in a co-management structure. Knowledgeable government bureaucrats need to provide the framework to community groups and let the groups manage and promote the festivals.

<b>Policy Comment Three</b>	
Goal	Foster a vibrant downtown with active street life and affordable living space.
Current Context	The downtown is a 9-5 destination, not a community.
Policy Recommendation	<p>Promote culture as a common element.</p> <ul style="list-style-type: none"> <li>• Mandate a cultural component in development projects and encourage the placement of cultural venues right along side living quarters.</li> </ul> <p>For example, the city can change zoning by-laws to provide space (at subsidized rates) for artists to live and work in the downtown area, and help foster downtown living. In addition, the spaces available should not be restricted to large area lofts, but rather mixed spaces. The goal is to integrate art and artists into daily life.</p> <p>In Vancouver, new real estate projects require a not-for-profit cultural space set aside on the main floor accessibly by the community</p>

<b>Policy Comment Four</b>	
Goal	Re-direct taxes that are applied specifically, back into the sectors that the tax is claimed against.
Current Context	Winnipeg taxes cultural events with an amusement tax, but tax revenues go to general revenues and are not re-invested back into the arts and culture community.
First Policy Recommendation	<p>Re-investment taxes applied to specific sectors back into the sectors that generated them. For example, re-invest amusement tax revenues back into the arts and culture community.</p> <p>For example: Have the WAAC (Winnipeg Arts Advisory Council) manage the amusement tax.</p> <p>Note here the linkages to Policy Comment One</p>

### **General Outcomes of the Culture and Community Policy Comments**

- Winnipeg attains the Cultural Capitals of Canada designation by 2004.
- Manitoba students are exposed to professional local arts and arts organizations and receive regular arts education. This in turn promotes audience development and artist development.
- Philanthropic activities expand beyond the traditional arts.
- Winnipeg will have the most diverse array of arts + cultural productions in Canada.
- Winnipeg will have a public arts policy for new and existing development throughout the city that will place arts and performing arts in the everyday lives of Winnipeggers.
- Winnipeg will recognize annually outstanding achievements of the arts and cultural sector in a very public manner.



## **Group: Social Potential**

One observation from *Canada25's* first forum on was that talent is attracted to, and stays in cities that have a strong social fabric. Therefore, the social potential sub-group focused on "How can Winnipeg be innovative in facing the challenges of a changing population, and maximize the social potential of the City?"

### **Present Winnipeg Context:**

- Baby boomers and their children echo boomers are a significant demographic group.
- Winnipeg has great ethnic diversity, but a high degree of demographic segregation.
- Winnipeg has the fastest growing Aboriginal population in Canada.
- Limited social housing is available that preserves dignity and promotes success.

<b>Social Potential Policy Comment One</b>	
Goal	Have Winnipeg offer a more socially inclusive and diverse education system for primary school that does not separate people based on socio-economic status.
Current Context	A geographic and social division exists with the public school system. Children are often separated by school divisions based on geographic location, which is often determined by socio-economic status. This geographic division promotes further segregation and separation between Winnipeg's diverse ethnic and social groups.
First Policy Recommendation	Enable students (in consultation with their families) an ability to choose their own place of education based on their talents and the available programs as opposed to attending a school based on geographic division.
Second Policy Recommendation	Offer diverse teaching methods and education models that foster education opportunities in a variety of formats throughout school districts.
Third Policy Recommendation	Include/increase cross fertilization, integration and sharing of ideas, and collaborative problem solving into core curriculum to promote social cohesion and develop students capable of succeeding in social environments.

<b>Social Potential Policy Comment Two</b>	
Goal	Develop (or communicate) a strategic plan for the development of Winnipeg's infrastructure and social programs.
Current Context	Economic strategies for Winnipeg exist and have recently been crafted through focused community involvement. However, <i>Canada25Winnipeg</i> delegates were unsure if a social development plan exists for Winnipeg, or if it exists, how it is communicated.
Policy Recommendation	<p>Develop and communicate a social development plan that ends fragmentation of the various non-for-profit organizations.</p> <ul style="list-style-type: none"> <li>• Link social development plan with economic development plans to form a master plan.</li> <li>• Involve stakeholders in a clear process.</li> </ul> <p>Keep in mind we are a group of young, exuberant and talented people and we do not know about a master plan (if one exists), or how to influence the development of such plans.</p> <p><i>Canada25Winnipeg</i> is offering to play a role here.</p>

<b>Social Potential Policy Comment Three</b>	
Goal	Make Winnipeg a City where immigrants are embraced and located in neighbourhoods throughout the City to promote diversity and minimize segregation.
Current Context	Winnipeg immigrants often locate in areas of the city with a lower socio-economic status. When this segregation occurs, Winnipeg's diversity is reduced, and the potential of immigrants are often not realized (e.g. stay within established cultural cliques and do not fully integrate with the opportunities available).
First Policy Recommendation	Examine other cities' models with a more inclusive immigration program and develop a best-practices model, (note link to a world city concept here vs. Canadian city).
Second Policy Recommendation	In all new developments place aside a percentage for immigrants (note link to mixed uses, and a move from monoculture to multiculture - diversity)
Third Policy Recommendation	Create a mentorship program geared to help better integrate new citizens.
Fourth Policy Recommendation	Offer a user-friendly government system of a "one-stop-shop" for new immigrants to get established, aware of their options, and network with others. We recognize that these types of programs are available, but are they accessible to someone coming from another country who may not speak English well, and is not familiar with local government services. The challenge is to make these services easy to find and easy to use.

<b>Social Potential Policy Comment Four</b>	
Goal	Avail an effective and efficient downtown transportation network capable of offering diverse transportation alternatives to commuters and people living in the downtown area.
Current Context	Winnipeg's population is not growing as fast as the City is expanding outwards. The result is a donut effect leaving the core hollow. The effect of a hollow core on public transportation is a stretching of infrastructure reducing the effectiveness and efficiency of public transportation.
First Policy Recommendation	Stop subsidizing the development and maintenance of suburbs (more of a move to full cost-accounting) and focus more resources on the city center.
Second Policy Recommendation	Develop alternative modes of transportation around the core area (cycling paths, walking paths, metro) that will provide alternative means of commuting.
Third Policy Recommendation	Increase the density of the city core to reduce the donut effect and gain population density that can use and support attractive, efficient, and effective public transportation alternatives. Embrace a policy goal to have a percentage of Winnipeg's population living downtown. Target for a certain percentage to be young professionals, a certain percentage to be immigrants, a certain percentage be baby boomers etc. As well, develop targets per downtown unit are a vibrant mixed use downtown should have (e.g. commercial space per unit area; gallery space per unit area; residential space per unit area). The blend should be in percentages that make it feasible and desirable to have an alternative mode of transport.

<b>Social Potential Policy Comment Five</b>	
Goal	For Winnipeg to offer diverse social housing options in diverse communities.
Current Context	Socio-economic conditions influence housing zones in the city, and add to isolation, and segregation. Some communities exist with higher integration between lower and higher-priced houses (e.g. Corydon, Osborne, Wolsely). Opportunities to promote home ownership are not maximized.
First Policy Recommendation	Promote integration by-laws that foster a mix of affordable social housing options in various neighbourhoods. Not just “in the ghettos”. For example, for every 50 houses in a development proposal, earmark two for social housing and two for immigrants. If all new developments follow the same guidelines, the arguments developers will make of reducing property value etc, will not be as valid given a comparative analysis. (Also be aware that the houses do have to “fit in” to some extent. Perhaps a \$30,000 home in a development where the starting price for homes is \$250,000 is not a great option).
Second Policy Recommendation	Focus on an inner city renewal program. Promote infill housing to make use of abandoned lots, and vacant buildings. (*Note kudos to the recently announced social housing program).
Third Policy Recommendation	Encourage home ownership versus renting through managed financial programs.
Fourth Policy Recommendation	Pass policies that promote highest and best use of land for communities.
Fifth Policy Recommendation	Have the City host more design competitions to encourage civic creativity and imagination.



General Outcomes:

- Winnipeg is viewed and marketed as THE multi cultural example of Canada.
- Winnipeg is the most inclusive, and progressive mid-sized city in North America, and among the world leaders.
- Winnipeg has the most innovative and diverse social housing models in North America, and sets the example for other cities to follow.
- Winnipeg's education system promotes multiculturalism, rewards multilingualism, and becomes the most ethnically diverse and accepting city in Canada.
- Winnipeg has the best balance of: young/ elderly, work/ live, cultural/ commercial mix in the downtown core.



### **Group: Urban Design**

The importance of a city's design and residential options is a very significant factor in the attraction and retention of young talent. A vibrant and exciting downtown with mixed uses including residential, entertainment and commercial have recurred as a cornerstone of what attracts and retains young talent. Young talent has also repeatedly stressed the desire to live in cities with efficient and effective mass transportation options (editor's comment – I believe the association with mass transportation and attraction/retention speaks to the "buzz" of a city. A city with mass transport is perceived as forward looking and innovative).

<b>Urban Design Policy Comment One</b>	
Goal	For Winnipeg to boast a vibrant downtown with mixed uses including housing options for young professionals at the Forks, and the Exchange District.
Current Context	Our downtown is not vibrant. It is simply a 9-5 area where people work, but do not live or play. For example, one delegate told a story of how he and his wife were looking to live somewhere “cool” in a condo downtown <sup>1</sup> . Only three condo options were available downtown in the Osborne, Broadway, Portage, Main St. section of the city. Furthermore, all of these units are strictly residential buildings, not mixed use. Greater use of our downtown for housing options that attracts and retains young talent is possible.
First Policy Recommendation	Aggressively pursue housing at the Forks (keep in mind the need for mixed housing and cultural spaces).
Second Policy Recommendation	Pursue office structures at the Forks
Third Policy Recommendation	Convert turn-of-the-century warehouses in the Exchange district into housing stock for all income groups. The city of Minneapolis has experienced a surge in the construction of housing projects that mimic the architectural style of Winnipeg’s historic Exchange district – why is Winnipeg not using its original architectural stock more aggressively for housing?
Fourth Policy Recommendation	Re-open pedestrian access at Portage and Main.
Fifth Policy Recommendation	Eliminate an excess of surface parking lots east of Vaughn, south of Portage, and west of Main, which leads to a feeling of desolation and depressed urban life, and which undermines the feeling of security by: <ul style="list-style-type: none"> <li>• Modifying downtown’s zoning regulations to allow for smaller buildings</li> <li>• Building more parking structures</li> </ul>

<sup>1</sup> The “condo” is very important here as one of Winnipeg’s strategic assets is affordable housing for young professionals. Therefore, condos enable young talent to begin earning home equity through mortgage payments as opposed to continuing to pay rent. Ownership as opposed to rental also encourages the stakeholder vs. resident dimension.

	<ul style="list-style-type: none"> <li>• Surrounding surface parking with smaller character buildings</li> <li>• Ensuring that all corners are built-up, and that parking lots do not border streets on more than one side.</li> </ul>
Sixth Policy Recommendation	Through tax incentives, spur building of small shops downtown (that will want to locate to the area to serve the growing population).
Seventh Policy Recommendation	Impose punitive taxes on large surface parking lots in the downtown area.
Eighth Policy Recommendation	Create continuous pedestrian access to Portage Place Mall (each store) from Portage Avenue.

<b>Urban Design Policy Comment Two</b>	
Goal	For Winnipeg to be a more accessible city with a variety of alternate transportation networks
Current Context	Winnipeg is the only major city in North America without a Rapid Transit system; bicycle access is rare and dangerous; wheelchair accessibility is not universal.
First Policy Recommendation	Use old rail lines as transportation avenues for mass transit system(s), reducing congestion on streets in the following areas: <ul style="list-style-type: none"> <li>• River Heights</li> <li>• St. James</li> <li>• East of Pembina Hwy</li> <li>• (new lines – rail/maglev) Along Portage Avenue</li> </ul>
Second Policy Recommendation	Create a city-wide bicycle network, linking all wards
Third Policy Recommendation	Mandate universal design in the building code, for ALL new construction
Fourth Policy Recommendation	Ensure that all bus shelters in the city are heated (Solar heated bus shelter experiment at the Faculty of Architecture, University of Manitoba, should be expanded city-wide)

<b>Urban Design Policy Comment Three</b>	
Goal	To include Winnipeg's diverse cultural/ethnic/economic in all design decisions.
Current Context	Winnipeg's aboriginal communities are largely overlooked and uninvolved in the planning of downtown – a Native ghetto has long been established along North Main.
First Policy Recommendation	Use West Broadway model in other wards (Co-ops may be more traditional and easier first steps)
Second Policy Recommendation	<p>Attract more immigrants and refugees</p> <ul style="list-style-type: none"> <li>• Continue Provincial Nominee Program, but include more secondary services to promote attraction and retention</li> </ul>
Third Policy Recommendation	<p>Offer an "Immigration Venture Capital Fund" geared at attracting skilled immigrants. Immigrants coming to Canada often do not qualify for bank loans as easily and have difficulty getting established. For example, a common barrier is immigrants must work for one year in Canada prior to being eligible for a mortgage. If a venture fund was established, skilled immigrants could essentially develop a business case for what they plan to do when arriving in Winnipeg (e.g. an accountant, doctor or entrepreneur) and forecast income levels. The immigrant then makes an application to the fund for seed capital to make transition easier. For example the immigrant could purchase a house, buy furnishings etc. The fund would be re-paid by a contract with the immigrant who agrees to pay back to the fund for (say) 5% of annual earnings for the next 15 years (numbers for illustrative purposes only).</p> <p>Government could contribute to the fund, but private sector investment would also be required. Involving private sector investment would also ensure the community supports immigrants as they become successful and promote the involvement if the immigrant into the various opportunities available in Winnipeg.</p> <p>The fund would be a competitive advantage Winnipeg could use to attract skilled immigrants coming to Winnipeg and help retain such immigrants to in the city.</p>

<b>Urban Design Policy Comment Four</b>	
Goal	Brand Winnipeg's image as one of the top five environmentally sustainable mid-sized cities in the world. Pass policy and implement actions to support this branding.
Current Context	Winnipeg and Manitoba are becoming recognized as leaders in sustainability. Examples include the MEC store and our support of Kyoto, as well as an abundance of clean hydro power and a growing industrial sector in environmental industries, and a flourishing eco-tourism industry.
First Policy Recommendation	Mandate the use of fuel cell buses.
Second Policy Recommendation	All new flat roof replacements downtown must be in the form of roof-top gardens.
Third Policy Recommendation	A roof garden acts as a "heat sink" with a high insulating value, which reduces energy waste in Winnipeg's harsh winter.
Fourth Policy Recommendation	Implement new environmental standards for all new construction (i.e. forbid harmful materials, punitive fees for excessive construction waste, and, wherever possible, ensure that recycled material must be used).
Fifth Policy Recommendation	Mandate the use of passive solar heating techniques in all new construction.
Sixth Policy Recommendation	Encourage straw-bale construction with economic incentives.
Seventh Policy Recommendation	Re-plant half of the destroyed trees in south downtown.



### General Outcomes:

- Winnipeg will be recognized internationally as a forward thinking city by its high standards for good ecological design.
- Millions of dollars saved in the re-use of abandoned, existing infrastructure of Winnipeg's downtown (steam, electricity, water, rail, etc).
- Bicycle transportation integrated throughout city's road network – coupled with a five-fold increase in bicycle ridership and associated health benefits.
- A greater diversity of housing stock will exist in the city (esp. downtown, esp. for middle class).
- Winnipeggers will find mass transportation more convenient than driving.
- Universal access will exist in every public building and will be mandated in all new construction throughout the city.
- Will no longer need to pump public money into the Forks.
- The attraction of prestigious building projects and big-name architects to Winnipeg.
- Presence of pull factors for immigrants.
- The creation of new ethnic / cultural nodes in various neighborhoods (with associated culinary districts, festivals, etc.).
- Re-integrate Winnipeg's famous nodes into our national vocabulary / mythology – e.g. Portage and Main of the past was Canada's most famous intersection...The Forks, Corydon, and Osborne of today are current nodes worthy of greater national publicity.
- Downtown will be greener as a result of tree-planting campaign in the coming decades.
- Reduction in harmful emissions, water use, energy, illness, and garbage.
- Export local green technology.
- A renewed respect / sense of ownership for our current and potential green spaces.
- An attraction of new economic activity to downtown Winnipeg.
- Winnipeg establishes itself as Canada's most diverse economy.



## **Group: Business of Cities**

The business of cities sub-group is a bit different from the other groups. A vision can not really be articulated. For example, how profound is the statement that "...we all want to live in a city that has great economic opportunities driven by an innovative environment". Such a statement could be applied to every city in the World. Upon reflection it seems the other three sub groups provide information on what Winnipeg can do to attract and retain young talent. The role of the business of cities is to ensure that opportunities exist for talent to come/stay. The presence of culture, social cohesion and a cool landscape are all meaningless if there are no jobs for young talent.

Therefore the business of cities sub-group has detailed a series of suggestions that will enable Winnipeg to have an attractive and competitive business environment that ensures the baseline criteria of economic opportunities exist for Winnipeg's competitive advantages to attract and retain young talent.

### Policy Comments:

#### Skills/Labour

1. Engage in focused immigration programs to attract skilled immigrants to Winnipeg to address identified skills gaps.
2. Formal welcome program for new Winnipeggers to facilitate ease of transition and prepare for success (link to comment in social potential).
3. Develop aboriginal infrastructure to promote greater inclusion of this group into Winnipeg's business environment (e.g. employment integration programs, career fairs).

#### Promotion of Innovation

1. Establish and promote a mentorship program for entrepreneurs. Mentors can help with networking and general advice.
2. Recognition of individuals starting business through the Chamber of Commerce and other industry associations (benefits are networking and exposure).
3. Develop a recognized city centre for exchange of ideas and commerce. Perhaps Economic Development Winnipeg can have semi-annual meetings along the same line as a Venture Showcase, but instead of



making sales pitches, have a “safe” environment (protected IP where young talent can expose their ideas and troubles and share experiences)

4. Attract and develop capital base in Winnipeg. Winnipeg has angel investors and good investment opportunities for external investors. Access to capital was one of the core ingredients that promotes economic success for a region and goes hand in hand with attraction and retention of young talent. Growing the capital base in Winnipeg to fuel innovation will provide exciting opportunities for young talent.
5. Encourage old money to invest in new ventures and young entrepreneurs.
6. Develop investment education; attitude shift, embrace risk.

#### Overall Business Environment

1. Develop and communicate a clear strategy for Winnipeg’s future in a single unified vision/business plan. Engage stakeholders in this plan to ensure the support of government, business and education.
2. Optimize our clusters to maintain and grow a diverse economic base.
3. Build up Winnipeg’s image, both within city and externally.
4. Highlight success stories and communicate success to citizens.
5. Promote Winnipeg outside of province; people should consider Winnipeg as an option.
6. Emphasize quality of life vs. higher pay available elsewhere.
7. City beautification; need to invest in the city; compact urban development.

#### Networks and Linkages

1. Ensure continued and improved partnership between universities and private sector needs.
2. Support our current diversity.
3. Use small size of city strategically in bringing stakeholders to the table, acting collaboratively, and being nimble in planning and action.
4. Be clear on who is doing what who is bringing people to the table.

## Appendix B – List of Delegates

<b>Topic</b>	<b>Names</b>	<b>Topic</b>	<b>Names</b>
<b>Business of Cities</b>	Brett Watson - Coordinator	<b>Urban Design</b>	Vasili Matheos - Coordinator
	Hjermenrude, Taralee		Luprypa, Shela - Coordinator
	Kozar, Tracy		Asher, Laura
	Maternick, Bryson		Astolfi, Jon
	McMillan, Terry		Crockatt, Michael
	Penner, Sonya Janzen		Dyck, Stacy
	Piercy, Sarah		Kuruk, Kelly
	Richmond, Keely		LeBaron, Kristy
	Scott, Ian		Orlikow, Jon
	Stasiuk, Sara		Peacock, Brad
	Whitehouse, Stephanie		Prakash, Neil
			Remillard, Loren
			Ring, Heather
<b>Culture</b>	Rennie Zegaliski - Coordinator	<b>Social Potential</b>	Dara Maternick - Coordinator
	Derksen, Lori		Chercoe, Crystal
	King, Rachael		Collins, Billy
	Kuly, Michelle		Edwards, Thomas
	McManus, Sean		Giller, Masha
	Rousseau, Rob		Louizos, Nick
	Seier, Kristine		Merkeley, Tanner
	Steele, Carrie		Roy, Tara
	Stewart, Etoile		Shewchuk, Leanne
	Walker, Tara		Smith, Craig Alun
Regional Coordinator - Marshall Ring			



## Appendix C – List of Expert Speakers

Canada25Winnipeg extends great thanks to the expert speakers who took time to share thoughts, wisdom and experience with the delegates.

Keynote Speaker:

His Worship, Mayor Glen Murray.

Culture and Community:

Mr. Neil Minuk. DIN Projects & Board President, PLUGIN Institute of Contemporary Art.

Social Potential:

Mr. Tom Carter. Director of Urban and Regional Research, Institute of Urban Studies.

Urban Design:

Mr. Stephen Cohlmeier. Principal, Cohlmeier Associates, Architects & Urban Designers

Business of Cities:

Mr. Greg Zador. Economic Development Coordinator, EPC Secretariat. City of Winnipeg.



## Appendix D - Sponsors

Canada25 Winnipeg expresses sincere thanks to the sponsors that supported our efforts and made our roundtable a possibility.

