LET'S TALK

BUILDING A STRONGER WINNIPEG TOGETHER

What We Heard Report: 2016 Budget Consultation Process

Winnipeg

We can all agree we want great things for Winnipeg. We want improved infrastructure, safe, strong neighbourhoods and opportunities for our current and future citizens. We want Winnipeg to realize its full potential. Winnipeg's best days are ahead.

But there's a problem. There is a growing gap between revenues and spending to support the services that Winnipeggers need. We have a growing structural operating deficit and not enough revenue to cover current expenditure levels.

We need a new funding model. We need new, stable sources of revenue. We need to invest in the future, and we need to make choices about our priorities for spending and investment.

We need your help. We'd like to move forward together and build a better budget.

As a first step we need to hear from you about spending priorities and preferences. We want you to tell us how we can work better together to make our Winnipeg great.

TABLE OF CONTENTS

TABLE OF CONTENTS 3

EXECUTIVE SUMMARY 4

ADDITION CONDITIONS ARISING FROM PARTICIPANTS **5**

Let's Talk: An Introduction 6

Consultation Tools & Methodology 7

LET'S TALK: SURVEY TOOL **7**
ALL YOUR IDEAS **7**
A LITTLE MORE…A LITTLE LESS **8**
COMMUNITY BASED KIOSKS **8**
METHODOLOGY LIMITATIONS **8**

Participation Rates 9

Participation Rates (cont'd) 10

Outreach, Events & Communications 11

Consultation Results & Key Findings 12

All Your Ideas: Ideas that Bubbled to the Top 25

QUESTION # 1: TOP 25 IDEAS **26**
QUESTION # 2: TOP 25 IDEAS **28**

Future Budget Consultation Recommendations 30

WHAT WORKED WELL? **30**
WHAT COULD BE IMPROVED AND ENHANCED? **30**

EXECUTIVE SUMMARY

The results and details of the public consultation process, *Let's Talk: Building A Stronger Winnipeg Together*, are noted in the What We Heard report and are highlighted in this Executive Summary. The purpose of the public consultation process was to collect high level input and feedback on spending priorities and preferences. The tools and data collection methods used were carefully considered to meet a variety of goals including broad reach, robust conversation and opportunity to build relationships with Winnipeggers. More information on the project goals, tools and its limitations can be found on pgs. 6-8.

Consultation efforts and questions were focused on gathering input and feedback on the following key areas.

- Understanding valued City services, programs and associated priority;
- Understanding preferred policy options and budget planning mechanisms;
- Understanding preferred options of infrastructure spending; and
- Understanding preferred options for stable revenue sources.

Valued City Services & Programs – The highest ranking service clusters included Safe and Secure Neighbourhoods and A Sustainable City, followed by A City Hall that Works and a Growing City *(City services were grouped in clusters based on the directions found in OurWinnipeg Plan. For more information see pg. 13 of this report).* This ranking suggests that participants place a high value and priority on services found in those clusters.

Valued Services – The services found in a Safe & Secure Community and A Sustainable City were ranked highest overall. However, it is important to recognize this question asked what services participants VALUE and the data does NOT provide a direct correlation between valued services and a desire for increased spending.

Policy Options – Of the available policy options presented, participants indicated their preference for the City to "better align resources with demands on services, programs and facilities" as well as "increase road funding to dedicate revenue to provide a stable source of funding for roadway construction and maintenance." Additionally, participants indicated the preference for the City to focus on "developing a collaborative decision-making process to improve planning of transportation infrastructure."

Infrastructure Spending – Regarding allocation of available infrastructure dollars, participants indicated their preference for spending in both "community centers and/or local amenities" and "road construction and maintenance of major roadways".

Revenue Sources – Participants were asked to select their preferred source of new revenue. Responses indicated the City should advocate for a "fair share of funding from the increased provincial sales tax dedicated to infrastructure" and consider the use of "growth fees to ensure funding for growth in all communities."

Revenue Sources – Based on the input and feedback received there is an opportunity and interest for the City to explore other sources and models of revenue generation outside of property taxes. Participants referenced other sources such as growth fees or new and different user fees.

Addition Conditions Arising from Participants

This is about ALL Winnipeggers – Participant results indicated a desire to consider the needs of ALL Winnipeggers in decision-making and continued efforts to align yearly budget choices with long-term planning documents such as *OurWinnipeg*. Respondents also referenced the need to consider budget decision impacts on low income citizens and other vulnerable populations.

A First Step – *Let's Talk* was the current Administration's first step into budget consultation. As with all consultation and engagement processes, there are opportunities for continual improvement and enhancement. The online process and tools, supplemented with manned computer kiosks, provided the best opportunity and platform to inform decisions within the current budgeting process and timelines. As the City goes forward, we will look to build and enhance both the budgeting and budget consultation processes.

Building Trust & Capacity to Participate – Consultation presents an opportunity to build mutually beneficial relationships between users, deliverers and decision-makers of City services and programs. *Let's Talk* saw the return of a number of participants and community organizations from the 2014 budget consultation process and future consultation processes should build on this interest. Winnipeggers were appreciateive of the opportunity to give input and desire ongoing opportunities for meaningful consultation on important issues such as the budget. The City should continue to build the capacity of citizens and organizations to participate will help support informed decision-making.

LET'S TALK: AN INTRODUCTION

The City of Winnipeg engaged the community, stakeholders and the public in an online consultation process for the 2016 City budget. It was intended to collect input and feedback on high level spending priorities and preferences.

The collected data will support the City in prioritizing City services and programs, understanding preferred planning policy options, and support making informed choices associated with infrastructure spending thereby ensuring spending aligns with long-term vision for the City.

This consultation process had 4 key goals:

1. To inform and educate participants about the current situation of the City, future needs, and how the City has come to the current financial situation;
2. To invite participants to provide input on preferences, priorities and ideas of spending areas for the budget;
3. To present a NEW WAY of working together, and a first step to building a better budget into the future; and
4. To gather input on how to improve the engagement process going forward.

The conversation was launched November 30th and was completed on December 18th, 2015. Close to 2,500 people participated in this process over the course of 19 days using multiple consultation tools including electronic surveys, online ideas forum and social media.

This "What We Heard Report" summarizes and highlights the key findings and results from the Let's Talk budget consultation process.

A NOTE TO READERS: We want to say thank you to all those who have participated in this consultation process. We are grateful to those who signed in, participated online and invited their friends, neighbours and colleagues to join the conversation.

CONSULTATION TOOLS & METHODOLOGY

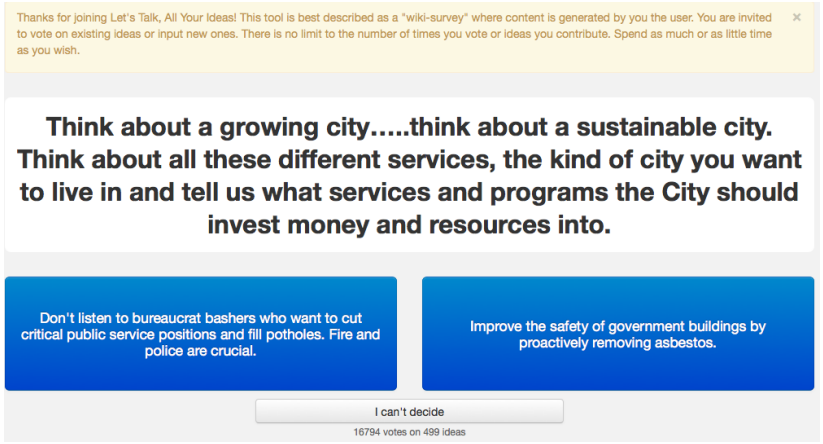
This is a first step for this Administration in consulting the public in the budgeting process. The City was interested in understanding Winnipegger's spending priorities and preferences as they relate to City services and programs. An online process and tools provided the best opportunity and platform to inform decisions within the current budgeting process and timelines. As the City goes forward, we will look to build and enhance both the budgeting and budget engagement processes.

Let's Talk: Survey Tool

Let's Talk was an interactive, easy to use survey tool that asked participants a series of questions regarding their priorities and preferences for the 2016 Budget.

All Your Ideas

All Your Ideas was an online ideas forum where different ideas about City services and spending were crowd sourced and voted on by participants. Users were asked to vote on a variety of existing ideas (drawn from earlier participant input) or submit new ideas of their own. Participants could vote once or multiple times and could submit as many new ideas as they wished.



A Little More…A Little Less

A Little More… A Little Less asked participants to share their input through pictures. Participants were asked to follow "#letstalkwpg" on Instagram and snap pictures from their smartphone to answer weekly questions. All responses were posted on either Twitter or Instagram using the #letstalkwpg hashtag.

Community Based Kiosks

To ensure all interested participants had access to the online tools, a computer kiosk with the "Let's Talk" e-survey was stationed at the Millennium Library for the duration of the consultation process. Over the course of the project, the kiosk was moved around to a variety of locations to engage interested participants.

Methodology Limitations

The data and process implemented included some limitations that should be taken into consideration when reviewing the What We Heard Report. They are as follows:

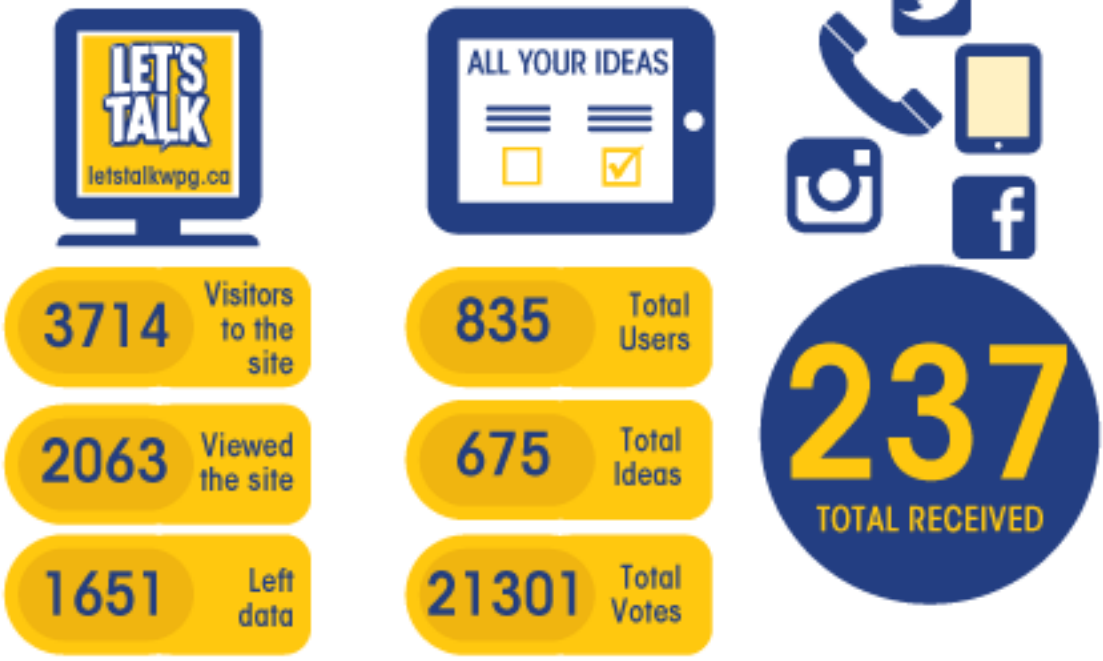
- The consultation questions focused specifically on gathering individual preferences and priorities associated with City services and programs. The goal was to get a general sense of direction for future decisions, rather than to work directly with participants to allocate spending.
- This consultation process focused on general input and comments on preferences and priorities rather than asking citizens to work together to come to agreement or develop recommendations. This conversation did not include discussions regarding trade-offs or choice making as it relates to the pros and cons of possible budget allocations. Therefore, the data often results in tensions where some participants want to see more of one service/program/policy and others want to see less of that same service/program/policy.
- Participants were asked a number of "value-based" questions that asked responders to consider their priorities, preferences, hopes, concerns, and experiences when answering consultation questions. For example, *"If you could choose 4 groupings of City services and investment that support the future you want for Winnipeg, what would these be?"* The results to this type of question provide insight to how participants would rank City services and programs based on their values but DOES NOT directly correlate to preferred spending increases or decreases.
- The project is not market research where a statistically valid opinion is provided as a snapshot in time. The consultation process focused more on increasing awareness and understanding, and gathering input, ideas and preferences of interested participants. The gathering of opinions is not statistically valid.
- There are a number of risks associated with using a primarily online consultation process including opportunities for uncivil discourse, accessibility limitations and "gaming" of online tools. The project team developed a number of mitigations such as monitoring/moderation of online discussion, using multiple tools and feedback submission channels and careful selection and creation of online tools to limit opportunities to bias results.

PROJECT TIMELINES

11/30/2015
to
12/18/2015

NUMBER OF PARTICIPANTS

2500 Total Number of Participants

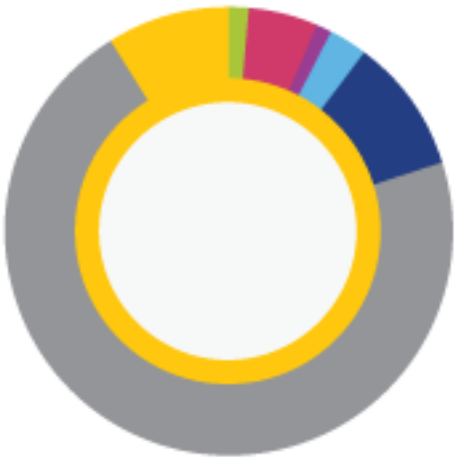


PARTICIPATION RATES (cont'd)

Age of participants

- 20 AND BELOW
- 21 TO 30
- 31 TO 45
- 46 TO 60
- 61 AND ABOVE

Employment of participants

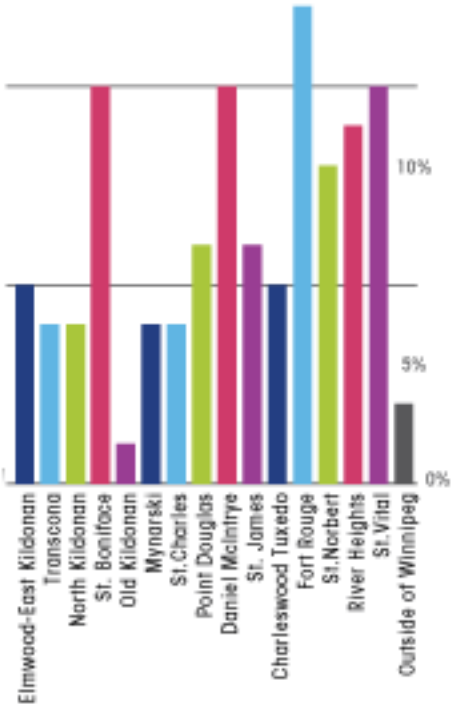


- ACTIVELY SEEKING WORK
- FULL-TIME STUDENT
- NOT IN THE PAID WORKFORCE
- OTHER
- RETIRED
- WORKING FULL-TIME
- WORKING PART-TIME

How people heard about the project

- E-MAIL
- FACEBOOK
- MEDIA
- NEWSLETTER
- OTHER
- TWITTER
- WEBSITE

% of participants by electoral wards



FACEBOOK
18 posts
12k likes on 2 pages
2 campaigns
100k people reached
resulted 900+ clicks to e-tool
LET'S TALK
POSTCARDS
2k distributed
WEBSITE
1.8k visitors
INSTAGRAM
37 posts
16 followers
NEWSLETTERS
4 sent
4426 subscribers
MEDIA
7 articles
1 release
PROJECT VIDEOS
6 created
2515 views
(FB posts & YouTube channel)
TWITTER
47 tweets
57k followers on 2 handles
DIRECT EMAILS
1 sent
350+ recipients
COMMUNITY VISITS
12

CONSULTATION RESULTS & KEY FINDINGS

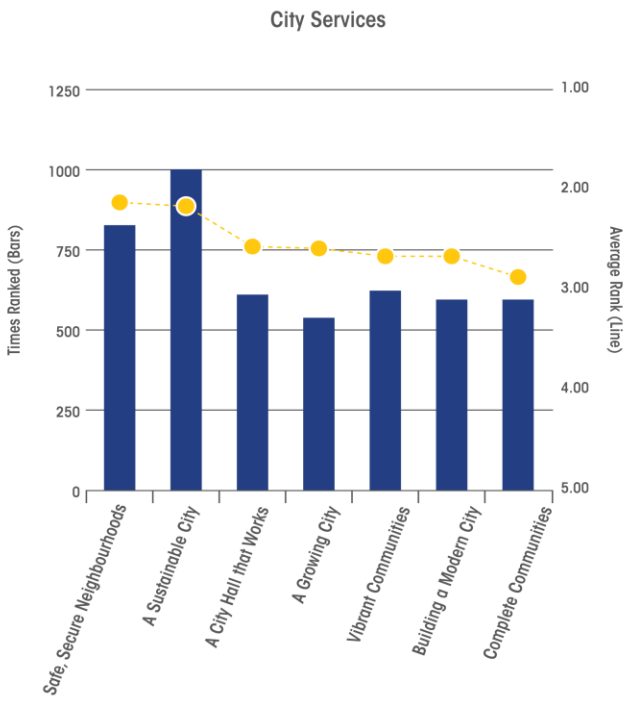
Ranking of City Services

Participants were asked to consider the following:

If you could choose 4 groupings* of City services and investment that support the future you want for Winnipeg, what would these be?

**City services have been grouped in clusters based on the directions found in the OurWinnipeg Plan, for more information see pg. 13*

Overall Rank	Item Name
1	Safe, Secure Neighbourhoods
2	A Sustainable City
3	A City Hall That Works
4	A Growing City
5	Vibrant Communities
6	Building a Modern City
7	Complete Communities



What do these results suggest?

Each participant was asked to choose 4 groupings of services that would support building the future they would like to see. The results have been aggregated (number of times ranked and rank order) to demonstrate overall which service groupings received the highest ranking. Safe and Secure Neighbourhoods and A Sustainable City were the highest-ranking clusters, followed by A City Hall that Works and A Growing City.

**As noted in the methodology limitations section, this ranking DOES NOT directly correlate into increased or decreased spending preferences rather it is an indication of how the services are valued by respondents.*

Ranking of City Services cont.

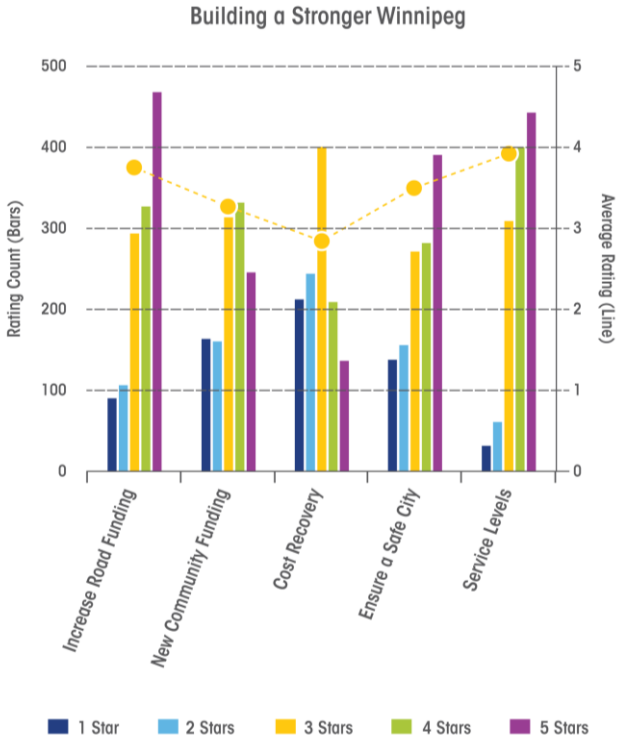
Ranked 1st	Ranked 2nd	Ranked 3rd	Ranked 4th	Ranked 5th	Ranked 6th	Ranked 7th
SAFE AND SECURE COMMUNITIES	A SUSTAINABLE CITY	A CITY HALL THAT WORKS	A GROWING CITY	VIBRANT COMMUNITIES	BUILDING A MODERN CITY	COMPLETE COMMUNITIES
Police, Fire, Bylaw & Medical Response	Transit, Water & Recycling	Facilities, Finance & Good Governance	Roads, Planning & Waste Management	Heritage, Recreation, Arts & Libraries	New Funding Model	Parks, Neighbourhoods & Beautification
These City services account for approximately 48%, the largest portion of spending. Included are police response & crime prevention, fire response & prevention, medical response, disaster preparedness & response, bylaw services, insect control and animal services.	These City services support a sustainable future and account for approximately 6% of spending. Included are transit, drainage & flood control, water, wastewater and recycling.	These City services ensure a well-run, well-governed City and account for approximately 10% of spending. Included are property asset management, organizational support services, taxation, 311, Council Services and Fleet and Parking Authority.	These City services are focused on growth and account for approximately 18% of spending. Included are roadway construction, snow removal, transportation planning, waste collection & disposal, long-range planning and development approvals.	These City services contribute to well-being and quality of life and account for approximately 12% of spending. Included are heritage conservation, recreation, libraries, arts, entertainment & culture and golf.	New funding model that grows with the City.	These City services support quality of life and account for approximately 7% of spending. Included are parks & urban forestry, beautification, neighbourhood revitalization, cemeteries, grants and area development renewal.

Many policies guide City planning, which ones are most important to you?

Participants were presented with 5 pre-determined policy options that would guide budget planning and allocation choices. Respondents rated the 5 policy options indicating how closely this policy option aligned with their preferences for City spending. Five stars indicated a strong preference while 1 star indicated weak preference. The following outlines the results.

Overall Planning Policy Preference

Rating	Description
Most Preferred	*Service Levels:* Better align City resources with the demands on services, programs and facilities.
	Increase Road Funding: Dedicate revenue to provide a stable source of funding for roadway construction and maintenance.
	Ensure a Safe City: Increase penalties for non-compliance on safety regulations.
	New Community Funding: Introduce new revenue sources to support infrastructure required for new and future growth.
Least Preferred	*Cost Recovery:* Ensure cost recovery for additional City services through user fees.



What do these results suggest?

The results have been aggregated (number of times ranked and value of rating stars, indicating preference) to demonstrate overall which policy option received the highest rating. The listing in the table above indicates the average rank order of policy options from most preferred: Services Levels to least preferred: Cost Recovery.

Preferred Planning Policies: Other Considerations

To supplement the results reported above, there are a number of additional key considerations arising from participant data related to policies guiding City planning.

Policy Options	Additional Considerations
Service Levels: Better align City resources with the demands on services, programs and facilities.	Participants suggested that: • Public amenities such as libraries, community centres, parks and recreation should continue to receive funding and ensure service levels are maintained or enhanced. • Programs that benefit ALL Winnipeggers remain funded and those that don't should be trimmed or reduced. • Continual and ongoing evaluation of core services should happen to ensure new efficiencies and effectiveness are implemented for smart spending. *"Access to City services and programs is very important to building neighbourhoods - where do we meet the people in our community? To be healthy, we need programs, relationships with each other, places to meet/gather."* *"Identify essential core services and fund them accordingly."*
Increase Road Funding:	No additional considerations to note
Ensure a Safe City: Increase penalties for non-compliance on safety regulations.	Participants suggested that: • Efforts should be concentrated on the violations that affect public safety. • The importance of enforcing the existing laws and by-laws. • Education-based compliance was an alternative to increasing penalties and fines. • Prior to developing and implementing policies such as this, options are presented for public input to ensure all impacts are considered. *"Enforce existing penalties better and consistently and increase fees for repeat offenders."* *"I'd prefer to see an increase in education and training on safe work as a preventative measure."* *"Focus on the violations that affect public safety. Put more police resources into dealing with the small crimes, before they escalate."*
New Community Funding: Introduce new revenue sources to support City	Participants suggested that the City should focus on finding ways to continue to "build up instead of out". This could include infill development or increasing density within the existing City limits rather than expanding the growth of suburbs. Additionally, participants suggested the City look for options and alternatives

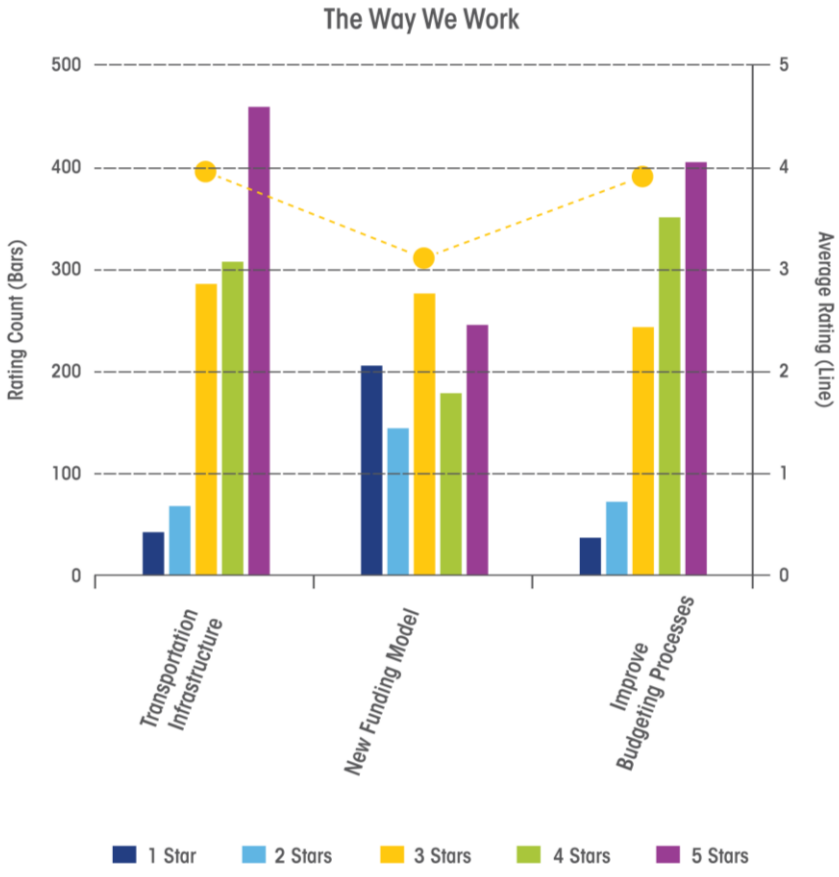
infrastructure required for new and future growth.	that would allow new development to support the cost of added/new infrastructure. *"New communities should be limited - we need infill development that uses the infrastructure we already have."* *"Building a modern city means building within the city perimeter. I think we have to look at expanding the city upward rather than horizontally. We should be looking at building within exisiting neighborhoods, rather than expanding the infrastructure. "* *"I believe very little funding should go to sprawling or suburban communities. They should be expected to pay for the extra burden they put on the city's infrastructure."*
Cost Recovery: Ensure cost recovery for additional City services through user fees	Participants suggested implementing user fees for the following services would be an efficient way to recover costs: • Garbage • Recycling • Cyclists fees (for example, licensing) • Toll roads • Increased parking costs downtown • Capital region tax Participants cautioned against creating barriers for low-income families. Universal access is important for low-income families and should be a consideration in the discussion around user fees. Some participants who were not supportive of user fees and felt they are just another way to tax residents. *"Cost recovery is an excellent idea for some services, but shouldn't be an overall approach to all City services. It can be a barrier to fair and equal access to public resources."* *"Cost recovery should not punish the 'vulnerable people.'"* *"Careful consideration should be given to cost recovery on services like transit. You do not discourage their use. Apply this to behaviours that you want to discourage."* *"I think raising property taxes is more important than raising user fees. I would not want people to be discouraged from using our libraries or recreation centres because cost is a barrier for them."* *"We're taxed enough."* *"No, fees are at a good level"*

Many policies guide City planning, which ones are most important to you?

Participants were presented with 3 pre-determined policy options that would guide budget planning and allocation choices. Respondents rated the 5 policy options indicating how closely this policy option aligned with their preferences for City spending. Five stars indicated a strong preference while 1 star indicated a weak preference. The following outlines the results.

Overall Planning Policy Preference

Rating	Description
Most Preferred	*Transportation Infrastructure:* Develop collaborative decision making processes to improve planning of transportation infrastructure.
	Improve Budgeting Processes: Improve the budgeting process to better align long-term vision and priorities.
Least Preferred	*New Funding Model:* Eliminate all property taxes and replace with a revenue model for the City of Winnipeg that grows with the city.



What do these results suggest?

The results have been aggregated (number of times ranked and value of rating stars, indicating preference) to demonstrate overall which policy option received the highest rating. The listing in the table above indicates the average rank order of policy options from most preferred: Transportation Infrastructure to least preferred: New Funding Model.

Preferred Planning Policies: Other Considerations

To supplement the results reported above, there are a number of additional key considerations arising from participant data related to policies guiding City planning.

Policy Options	Additional Considerations
Transportation Infrastructure: Develop collaborative decision making processes to improve planning of transportation infrastructure	Participants considerations included: • Collaborating and working with taxpayers and community members to understand their specific neighbourhood needs. Those that live there are the most apt to share uniqueness and user experiences that will inform the decision-making process. • To ensure a meaningful collaborative process, collaborating partners need to know their ideas and suggestions have been taken into consideration. • Some participants expressed concern that "constant collaboration" might slow down the decision-making process and increase overall costs. *"You need to know what a community needs before you build it."* *"Proper consultation with communities is needed to understand what makes those areas unique and attracts residents to them."* *"Depends on who are included as the collaborators but there certainly seems to be a need for some sort of process and plan to develop and maintain a transportation infrastructure."* *"Constant collaboration can run the risk of moving from transparency in decision making to bogging down decision making, running up costs of consultations."*
New Funding Model: Eliminate all property taxes and replace with a revenue model for the City of Winnipeg that grows with the City.	Participants were interested in and open to the idea of a new funding model, but many said they would need more information on what this looked like in order to decide if they were for or against it. *"A stable base of property tax makes sense as a foundation with other revenues added as well."* *"We need to consider new funding models but NOT eliminate all property taxes. That would seem to do away with a model that has had broad success so why get rid of it?"* *"No one likes property taxes, but it is the best way to make sure long-term that citizens invest in their city and have a say about it instead of user fees that cost everyone including the poor and there is no limit to them."* *"I would need more information about what would replace property tax before I could rate this."*

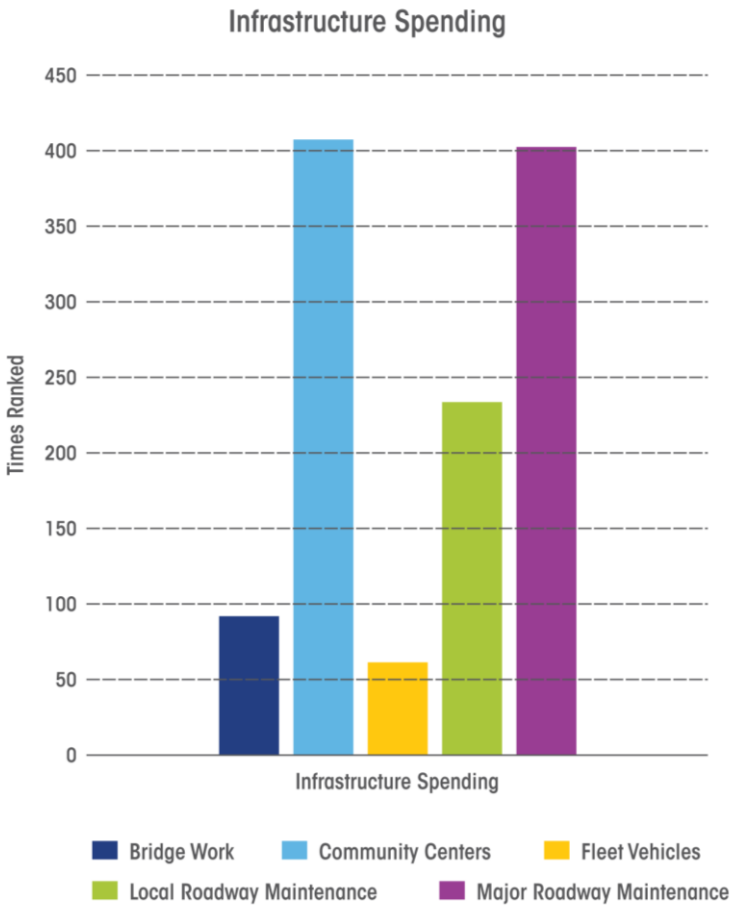
Improve Budgeting Processes: Improve the budgeting process to better align long-term vision and priorities with available revenue.	Participants considerations included: • Participants suggested that the budget should better reflect the *OurWinnipeg* plan. Priorities and directions found in the *OurWinnipeg* plan should correlate with the how funds are allocated. • The data also suggested that participants want the City to focus on aligning long-term planning with yearly budget allocations. • Participates want to see a recognition of the linkages and inter-dependent nature of City services and programs that support Winnipeg's future. Choices for services and programs should not be considered in silos. • Participants referenced the importance of having a budget conversation that included where the money is spent but ALSO how it is raised. Revenue generation is equally as important as spending allocations. *"I'd like to see the budget better reflect the City's development plan, OurWinnipeg. Suburban road projects are not a priority in these plans, and yet they continue to be funded ahead of identified priorities like rapid transit."* *"Having a long term plan allows stable investment in our future that will be more cost-effective than short-term "glitzy" expenditures."* *"Budgeting needs to be considered through the lens of a tax-paying citizen not on a timeline of an elected official. Think long term not in 4 year terms."* *Concerned about an approach to budgeting that pits multiple priorities against each other without a clear plan in place for aligning those priorities with Winnipeg long term vision and plan."*

With many choices available, where would you focus City spending?

Participants were asked indicate their top infrastructure spending priority from a list of 5 pre-determined options. The following outlines the received results.

Infrastructure Spending Options Ranking

Ranking	Description
1	Community centres and/or local amenities to support communities and neighbourhoods
2	Road construction and maintenance or major roadways
3	Road construction and maintenance of local neighbourhood roads
4	Major bridge work including feasibility studies and construction
5	Fleet and vehicles required for fire, rescue and paramedic



What do these results suggest?

The results have been aggregated (number of times ranked and ranking position (1st, 2nd, 3rd, indicating preference) to demonstrate overall which policy option received the highest ranking. The listing in the table above indicates the rank order of infrastructure spending options from most preferred: Community centres and/or local amenities to least preferred: Fleet and vehicles requires for fire, rescue & paramedic.

Infrastructure Spending Priorities: Other Considerations

Participants wanted consideration for alternative spending priorities (those not found on the pre-determined list). Three common themes of suggestions arose from the data, including:

Additional Considerations	Description
1	Considerations for including transit (encompassing existing transit, commuter rail and rapid transit options) and active transportation (bike lanes, pedestrian routes, etc.) as key options on the infrastructure-spending list. *"Bus and rapid transit is my infrastructure priority."* *"While roadways are important, "sexy" public infrastructure is important to be a livable city."* *"If we had a more densely populated with more aggressive cycling and rapid transit options, we would have less strain on roads. Lets grow smart."* *"Fill the potholes" is the Winnipeg mantra, but what about adequate bike routes, pedestrian crossing, and transit?"* *"There should also be a category for active and public transportation."*
2	Considerations for relocating or redevelopment of the railway tracks. *"Suggestion about relocating railway tracks to make the city efficient & safe."* *"I don't see rail relocation on this list, but that would be the top priority."*
3	Responders see value in all of these infrastructure-spending options and recognize the difficulty in the decision-making process. *"This is a very difficult topic. All options are extremely important and must be considered as priorities."* *"These are all important but to lesser degrees. It is not a choice we can make, one or the other."*

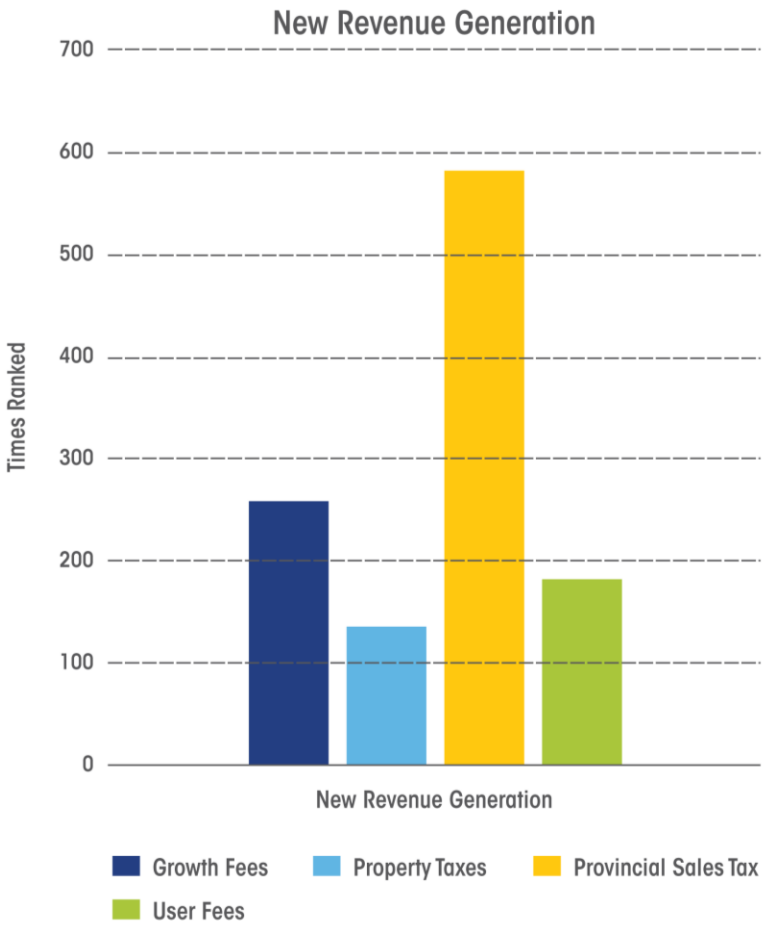
4	Participants suggested infrastructure dollars could be directed to providing services for the most vulnerable in our community specifically relating to affordable housing. *"Urge the City of Winnipeg to support the Province of Manitoba's housing commitments by using the planning, regulatory and financial tools and powers at its disposal to support at least 350 new units of affordable rental housing and 350 new units of social housing over the next three years."* *"To be a truly 'healthy' community, Winnipeg needs to care and support for their most vulnerable citizens - the homeless."* *"Develop a comprehensive plan with neighbourhood associations to tackle the lack of affordable housing for low-income people."* *"Anti-Poverty strategy that puts in place the housing first plan, in which all people have access to housing as the first step."*

What stable sources of revenue do you prefer?

Participants were asked indicate their preferred source of new revenue from a list of 4 pre-determined options. The following outlines the results.

Preferred New Revenue Sources

Ranking	Description
1	Fair share of funding from the increased provincial sales tax dedicated to infrastructure
2	Growth fees to ensure funding for growth in all communities
3	User Fees for City services
4	Increase property taxes as a source of general revenue



What do these results suggest?

The results have been aggregated (number of times ranked and ranking position (1st, 2nd, 3rd, indicating preference) to demonstrate overall which source of revenue received the highest ranking. The listing in the table above indicates the rank order of infrastructure spending options from most preferred: Fair share of funding to least preferred: increase property taxes as a general source of revenue.

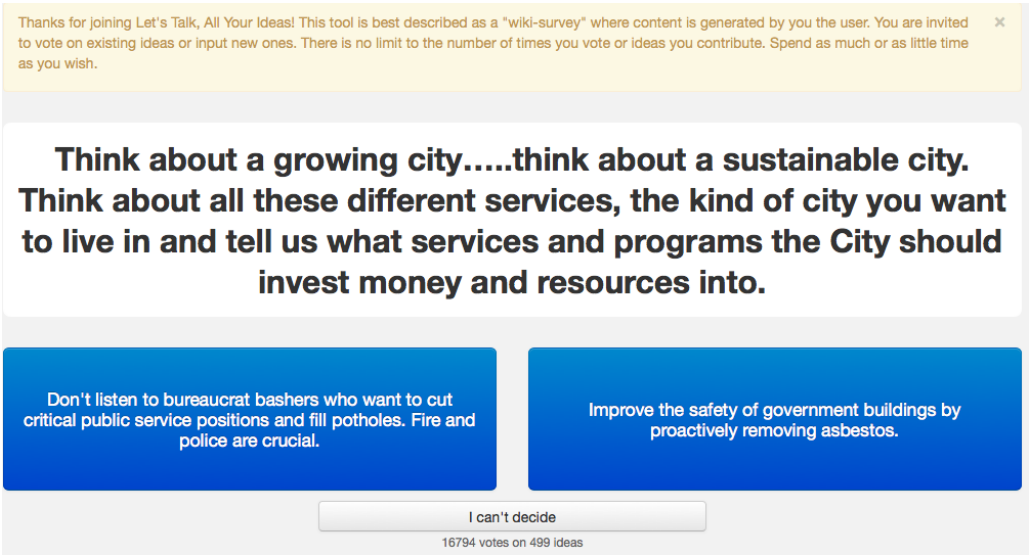
New Revenue Generation: Other Considerations

In addition to the results reported above, participants provided additional considerations regarding preferred new revenue sources.

Additional Consideration	Description
1	Participants wanted to ensure that if the City increases users fees it considers options that will not significantly impact disadvantaged populations by creating additional barriers or access to services and programs. *"I'd like to see higher or new user fees but only for certain things like garbage collection, water usage and road usage. Librairies and public transportation should be subsidized to ensure low-income can use those services."* *"User fees on transit, for libraries, recreation centres and other public services, frequently put them out of reach for those who need them the most."*
2	Participants suggested the City consider implementing growth fees (fees associated with new land development) to support the funding for new infrastructure. *"Developers should pay their share when developing outside of the core City neighbourhoods. This will help support transit, roads, lighting etc."* *"Developers should pay all infrastructure costs including indirect ones associated with their developments."* *"Not only charge developers more for projects that create sprawl, but provide incentives for infill development."* *"Development changes for new communities can address a number of Winnipeg's long term planning objectives including increasing environmental and economic sustainability and creating complete communities."*
3	Participants also recommended that the City should consider reducing expenditures, finding efficiencies and controlling costs. *"Spending cuts instead of revenue increases."* *"Where are the options to reduce spending and waste at the city? We don't need to take on more we need to do what you are supposed to do - provide basic services!!"*

ALL YOUR IDEAS: IDEAS THAT BUBBLED TO THE TOP

All Your Ideas was an online platform used to host an ideas forum, where different ideas about City services and spending were looking to win participant votes. Users were asked to vote on a variety of existing ideas or submit new ones. Participants were allowed to vote once or multiple times and submit as many new ideas as they wished.



Best known as a "wiki survey", All Your Ideas mixes survey research with crowdsourcing methodology. The best ideas, based on received votes and extrapolated wins, bubble to the top. This report includes a listing of the top 25 ideas received and their associated score.

WHAT DOES THE SCORE REFER TO? The score of an idea is the estimated chance that it will win against a randomly chosen idea. For example, a score of 100 means the idea is predicted to win every time and a score of 0 means the idea is predicted to lose every time.

BACKED BY RESEARCH All Our Ideas is a research project based at Princeton University that is dedicated to creating new ways of collecting social data. You can learn more about the theory and methods behind the project by reading this paper or watching this talk.

Question # 1: Top 25 Ideas

Think about all these different services, the kind of City you want to live in and tell us what services and programs the City should invest money and resources into?

625 IDEAS

16,794 VOTES

The following are key themes emerging in the top 25 ideas.

Services that Support Our Communities

- "Support homeless people."
- "Put more money into libraries. Especially for kids, they are our future. That is an investment."
- "Invest in smaller, more evenly distributed community centres instead of mega centres only accessible by car in the suburbs."
- "Better long-term investment in social services for the poor/homeless will correspond with less need for increased police & paramedic service."

Supporting Environmentally Sustainable Initiatives

- "Invest in improved and more accessible recycling options. Reduce waste and focus on the environmental impact of our city."
- "MORE: Transportation Demand Management - Encouraging people to drive less and walk/bike/bus/carpool more often."
- "Ensure all new suburbs are transit oriented by designing compact, mixed use development around transit-ways in Winnipeg's new communities."
- "MORE: cultivate a greenbelt and continue to enhance parks."

How Our City Grows and Expands

- "Managing urban sprawl and working with developers to ensure our city grows in a responsible fashion."
- "Establish a checklist for developers, administration and Council to ensure development conforms to regional planning documents."
- "Make developers pay for new roads, lines etc. in new suburbs. Stop making the rest of the city subsidize these suburbs through our taxes."

Idea #	Score	Idea
1	85	Plant more native grasses and perennials instead of annuals on boulevards and city flower gardens and pots.
2	84	Stop selling city owned resources for ineffective contracting out.
3	81	Support homeless people.
4	80	By-law to enforce on-leash requirement; fine owners whose dogs/cats run off leash - no more warnings for them.
5	80	Implement Truth & Reconciliation recommendations 57&61 Anti-racism education, community-controlled healing, culture & language revitalization.
6	80	Make developers pay for new roads, lines etc. in new suburbs. Stop making the rest of the city subsidize these suburbs through our taxes.
7	79	As a driver, I love the digital countdowns for pedestrian crosswalks at major intersections. More means safer for all!
8	78	There are new ways to fill potholes. There is a company in Minneapolis doing

		neat stuff, check it out.
9	77	50 years ago when I was an undergrad, rapid transit to the U of M was proposed - it's overdue!
10	77	Low rate for transit passes to encourage more use. Grant Ave #66 only runs once an hour Sunday afternoons - not practical to use.
11	77	Please do not cut resources from the libraries. So many need and enjoy this amazing facility. Must continue to encourage reading.
12	77	Permit more mixed residential and commercial development throughout the city.
13	77	Redesign transit routes, and fare structure, eliminate transfers create a one time fare or all day pass. BC transit is looking at this.
14	76	Put bike paths on middle boulevards in Downtown i.e. Portage, one lane in each direction /w 1/2 wall to separate cars and pedestrians.
15	76	Support daycares; kids are an investment.
16	76	Invest in smaller; more evenly distributed community centres instead of mega centres only accessible by car in the suburbs.
17	76	Investigate all traffic deaths, especially pedestrian, cyclist fatalities. Sentences for distracted and drunk driving.
18	75	Fix the traffic lights at St. James and Maroons intersection. They are not synchronized and are causing major traffic delays.
19	74	Invest in improved and more accessible recycling options. Reduce waste and focus on the environmental impact of our city.
20	74	We invested in center-port, Move the rail lines & yard out there. Use the existing right of ways for public transportation & bike paths.
21	73	Please do not cut resources out of libraries, enjoyed and used by so many. Need to continue encouragement and joy of reading.
22	73	Rail to trail - converting old railway corridors to active transportation corridors (like the Northeast Pioneers Greenway in East Kildonan).
23	73	Managing urban sprawl and working with developers to ensure our city grows in a responsible fashion.
24	73	Restrict the development of all new surfaces parking downtown. Increase parking rates to encourage transit use and fund further transit dev.
25	73	Put more money into libraries. Especially for kids, they are our future. That is an investment.

Question # 2: Top 25 Ideas

Where should the City invest MORE? Where should the City invest LESS?

196 IDEAS

4,415 VOTES

Idea #	Score	Idea
1	83	More pedestrian and bike networks.
2	77	Build more pedestrian bridges and more protected bike lanes. The main obstacle to more people riding is safety.
3	75	MORE: Transportation Demand Management - Encouraging people to drive less and walk/bike/bus/carpool more often.
4	74	MORE: separate pedestrian and cycle paths, both protected from vehicle traffic by barriers.
5	71	MORE: high frequency transit options.
6	70	No more new suburbs. Develop existing land and replace CP Rail yards with mixed-use residential, commercial and light industry.
7	69	Invest in more transit.
8	69	Bike lanes should be cleaned, ploughed and sanded throughout the year. We are a winter city and active transportation is possible year round.
9	69	LESS: Subsidies for suburban development - Increase development fees to reduce taxpayer costs.
10	67	LESS: helicopter, less tech surveillance. Prevention, making positive options available, & neighbourhood foot patrols are far more effective.
11	66	MORE: bike lanes, cleaned in spring and regularly through the winter.
12	65	Stop investment in sports teams. Invest in urban planners and change management. Subsidize quality grocery downtown. Buy up parking lots.
13	65	A greenbelt as part of a citywide Active Transportation network. Like Minneapolis.
14	65	MORE: money to better care for urban forest. Our trees are what sets Winnipeg apart from most other cities in Canada.
15	65	Ensure all new suburbs are transit oriented by designing compact, mixed use development around transit-ways in Winnipeg's New Communities.
16	65	MORE: enforce developers to abide by plans that stipulate incorporation of green space into new developments.
17	63	MORE: cultivate a greenbelt and continue to enhance parks.
18	62	MORE: tickets for people who text while operating a moving vehicle. They endanger pedestrians, cyclists, other drivers and themselves.
19	62	MORE: to eradicate homelessness in Winnipeg.
20	60	MORE: buses on the road. Invest in bus frequency to create functional transit system that competes with the car.
21	58	Better long-term investment in social services for the poor/homeless will correspond with less need for increased police & paramedic service.

22	56	Synchronize the traffic lights to reduce C02 Every time a car stops and has to get moving again, it releases tons of C02 Let cars keep moving.
23	55	MORE: programs to support access to healthy food for all.
24	55	MORE: farmers markets and smaller grocery outlets. Tax big box megacorp retailers, and require them to fund attached transit terminals.
25	54	Establish a checklist for developers, administration and Council to ensure development conforms to regional planning documents.

FUTURE BUDGET CONSULTATION RECOMMENDATIONS

This consultation was a first step for this Administration in engaging the public in the budgeting process. The City is committed to building and enhancing the consultation process for future budgets. Participants were asked:

This #letstalkwpg conversation is the first time this City Administration has stepped into a conversation with citizen about priorities and preferences to build a strong Winnipeg.

What should we do to make future conversations meaningful for you?

A number of themes from the comments, suggestions and observations were shared by participants and are outlined below.

What worked well?

Participants felt that online engagement was a great way to involve the whole City in this conversation and they liked the ease and convenience of being able to provide their input at home, work or on their mobile device. Using social media as a way to reach people and spread awareness about the project is very important in this age of technology. Participants also suggested it was that important to hear from a variety of community members and tax payers when engaging in this type of topic.

What could be improved and enhanced?

Participants felt that there were improvements to the engagement process that could be made in future consultations. These ideas were as follows:

- Give the public more notice that consultation is happening
- Advertise the engagement project through means such as the CBC radio, as not everyone uses social media and the internet as their news source
- A longer timeframe for engagement, a 3 week period was not sufficient
- The timing of this engagement project could be improved as the holiday season is not the ideal time to launch this type of process
- Face to face engagement opportunities would be welcomed and appreciated
- Enlist a committee of community stakeholders from government, business, labour and community groups that work on these issues daily to advise the consultant and the City's community engagement efforts on the budget
- Utilize community champions to help raise project awareness and involve their neighbours and colleagues in the conversation

To support the recommendations found in this report, the Measure Up Scorecard developed for the 2014 budget consultation process "Our Budget, Forward" is outlined below. It was created from the input of members of Council, citizens and the Public Service through interviews, surveys and workshops in the planning of the Our Budget, Forward conversation.

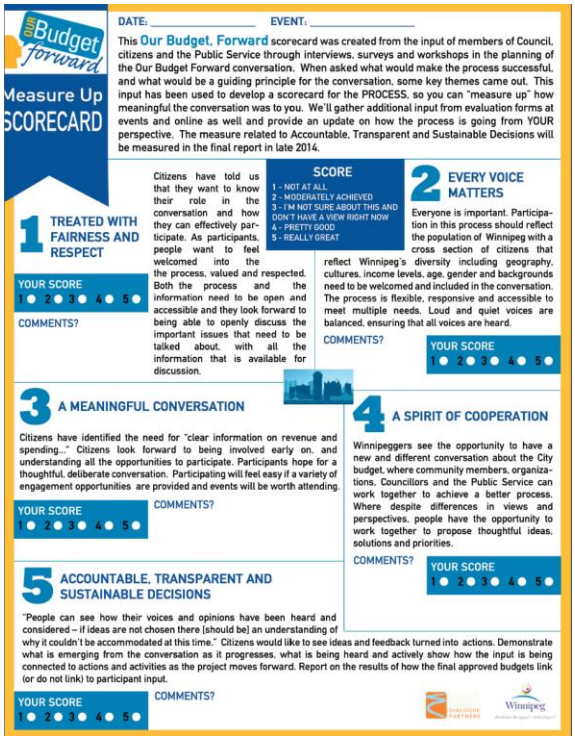
These principles included:

Treated with fairness and respect *Citizens have told us that they want to know their role in the conversation and how they can effectively participate. As participants, people want to feel welcomed into the process, valued and respected. Both the process and the information need to be open and accessible and they look forward to being able to openly discuss the important issues that need to be talked about, with all the information "on the table" for discussion.*

Every voice matters: *Everyone is important. Participation in this process should reflect the population of Winnipeg with a cross section of citizens that reflect Winnipeg's diversity including geography, cultures, income levels, age, gender and backgrounds be welcomed and included in the conversation. The process is flexible, responsive and accessible to meet multiple needs. Loud and quiet voices are balanced, ensuring that all voices are heard.*

A meaningful conversation *Citizens have identified the need for "clear information on revenue and spending..." Citizens look forward to being involved early on, and understanding all the opportunities to participate. Participants hope for more than a "one time conversation" but instead look forward to a thoughtful, deliberate conversation that happens over time. Participating will feel easy; a variety of engagement opportunities should be provided and events will be worth attending.*

A spirit of cooperation *Winnipeggers see the opportunity to have a new and different conversation about the City budget, where community members, organizations, Councillors and the Public Service can work together to achieve a better process. Where despite differences in views and perspectives, people have the opportunity to work together to propose thoughtful ideas, solutions and priorities.*


Our Budget Forward

Measure Up SCORECARD

DATE: _____ EVENT: _____

This Our Budget, Forward scorecard was created from the input of members of Council, citizens and the Public Service through interviews, surveys and workshops in the planning of the Our Budget Forward conversation. When asked what would make the process successful, and what would be a guiding principle for the conversation, some key themes came out. This input has been used to develop a scorecard for the PROCESS, so you can "measure up" how meaningful the conversation was to you. We'll gather additional input from evaluation forms at events and online as well and provide an update on how the process is going from YOUR perspective. The measure related to Accountable, Transparent and Sustainable Decisions will be measured in the final report in late 2014.

SCORE
1 - NOT AT ALL
2 - MODERATELY ACHIEVED
3 - I'M NOT SURE ABOUT THIS AND DON'T HAVE A VIEW RIGHT NOW
4 - PRETTY GOOD
5 - REALLY GREAT

1 TREATED WITH FAIRNESS AND RESPECT

Citizens have told us that they want to know their role in the conversation and how they can effectively participate. As participants, people want to feel welcomed into the the process, valued and respected. Both the process and the information need to be open and accessible and they look forward to being able to openly discuss the important issues that need to be talked about, with all the information that is available for discussion.

YOUR SCORE 1 2 3 4 5

COMMENTS?

2 EVERY VOICE MATTERS

Everyone is important. Participation in this process should reflect the population of Winnipeg with a cross section of citizens that reflect Winnipeg's diversity including geography, cultures, income levels, age, gender and backgrounds need to be welcomed and included in the conversation. The process is flexible, responsive and accessible to meet multiple needs. Loud and quiet voices are balanced, ensuring that all voices are heard.

COMMENTS?

YOUR SCORE 1 2 3 4 5

3 A MEANINGFUL CONVERSATION

Citizens have identified the need for "clear information on revenue and spending..." Citizens look forward to being involved early on, and understanding all the opportunities to participate. Participants hope for a thoughtful, deliberate conversation. Participating will feel easy if a variety of engagement opportunities are provided and events will be worth attending.

YOUR SCORE 1 2 3 4 5

COMMENTS?

4 A SPIRIT OF COOPERATION

Winnipeggers see the opportunity to have a new and different conversation about the City budget, where community members, organizations, Councillors and the Public Service can work together to achieve a better process. Where despite differences in views and perspectives, people have the opportunity to work together to propose thoughtful ideas, solutions and priorities.

COMMENTS?

YOUR SCORE 1 2 3 4 5

5 ACCOUNTABLE, TRANSPARENT AND SUSTAINABLE DECISIONS

"People can see how their voices and opinions have been heard and considered – if ideas are not chosen there [should be] an understanding of why it couldn't be accommodated at this time." Citizens would like to see ideas and feedback turned into actions. Demonstrate what is emerging from the conversation as it progresses, what is being heard and actively show how the input is being connected to actions and activities as the project moves forward. Report on the results of how the final approved budgets link (or do not link) to participant input.

YOUR SCORE 1 2 3 4 5

COMMENTS?

Accountable, transparent and sustainable decisions *"People can see how their voices and opinions have been heard and considered – if ideas are not chosen there [should be] an understanding of why it couldn't be accommodated at this time". Citizens would like to see ideas and feedback turned into actions. Demonstrate what is emerging from the conversation as it progresses, what is being heard and actively show how the input is being connected to actions and activities as the project moves forward. Report on the results of how the final approved budgets link (or do not link) to participant input.*