



# Community Trends and Performance Report

Volume 1 for 2021 Budget



Photo: Mike Peters, courtesy Tourism Winnipeg

July 2020



# City of Winnipeg

## Community Trends and Performance Report

**Volume 1 for 2021 Budget**

Winnipeg, Manitoba, Canada

***The City of Winnipeg  
Winnipeg, Manitoba***

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# Vision

To be a vibrant and healthy city which places its highest priority in quality of life for all its citizens.

# Corporate Mission

Working together to achieve affordable, responsive and innovative public service.





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# Overview





# Reader's Guide

The City of Winnipeg regularly produces community and demographic information as well as performance measurement information, which has been included as part of the budget since 2010.

This 'Community Trends and Performance Report' combines this information and publishes it as budget 'Volume 1'. This budget Volume 1 is produced early in the budget process to provide context and timely information for the City of Winnipeg Council and the Public in support of the upcoming budget update process.

This volume includes the following information:

1. An outline of the City of Winnipeg organization, governance and administrative structure;
2. An overview of the City of Winnipeg's budget process and strategic framework, with highlights from *OurWinnipeg* and the City's Multi-Year Budget Policy and Financial Management Plan;
3. Community and Financial Trends related to socio-economic and financial information such as population, demographics, housing, revenue and expenditure data; and
4. Performance Measures and Citizen Survey Results
  - a. Performance Measures for City of Winnipeg services grouped by Standing Policy Committee, and organization-wide information; and
  - b. Citizen Survey determines satisfaction with the various services the City of Winnipeg provides.



# City of Winnipeg Council



**Mayor Brian Bowman**



**Matt Allard**  
ST. BONIFACE



**Jeff Browaty**  
NORTH KILDONAN



**Markus Chambers**  
ST. NORBERT -  
SEINE RIVER



**Ross Eadie**  
MYNARSKI



**Scott Gillingham**  
ST. JAMES



**Cindy Gilroy**  
DANIEL MCINTYRE



**Kevin Klein**  
CHARLESWOOD -  
TUXEDO - WESTWOOD



**Janice Lukes**  
WAVERLEY WEST



**Brian Mayes**  
ST. VITAL



**Shawn Nason**  
TRANSCONA



**John Orlikow**  
RIVER HEIGHTS-FORT  
GARRY



**Sherri Rollins**  
FORT ROUGE - EAST  
FORT GARRY



**Vivian Santos**  
POINT DOUGLAS



**Jason Schreyer**  
ELMWOOD-EAST  
KILDONAN

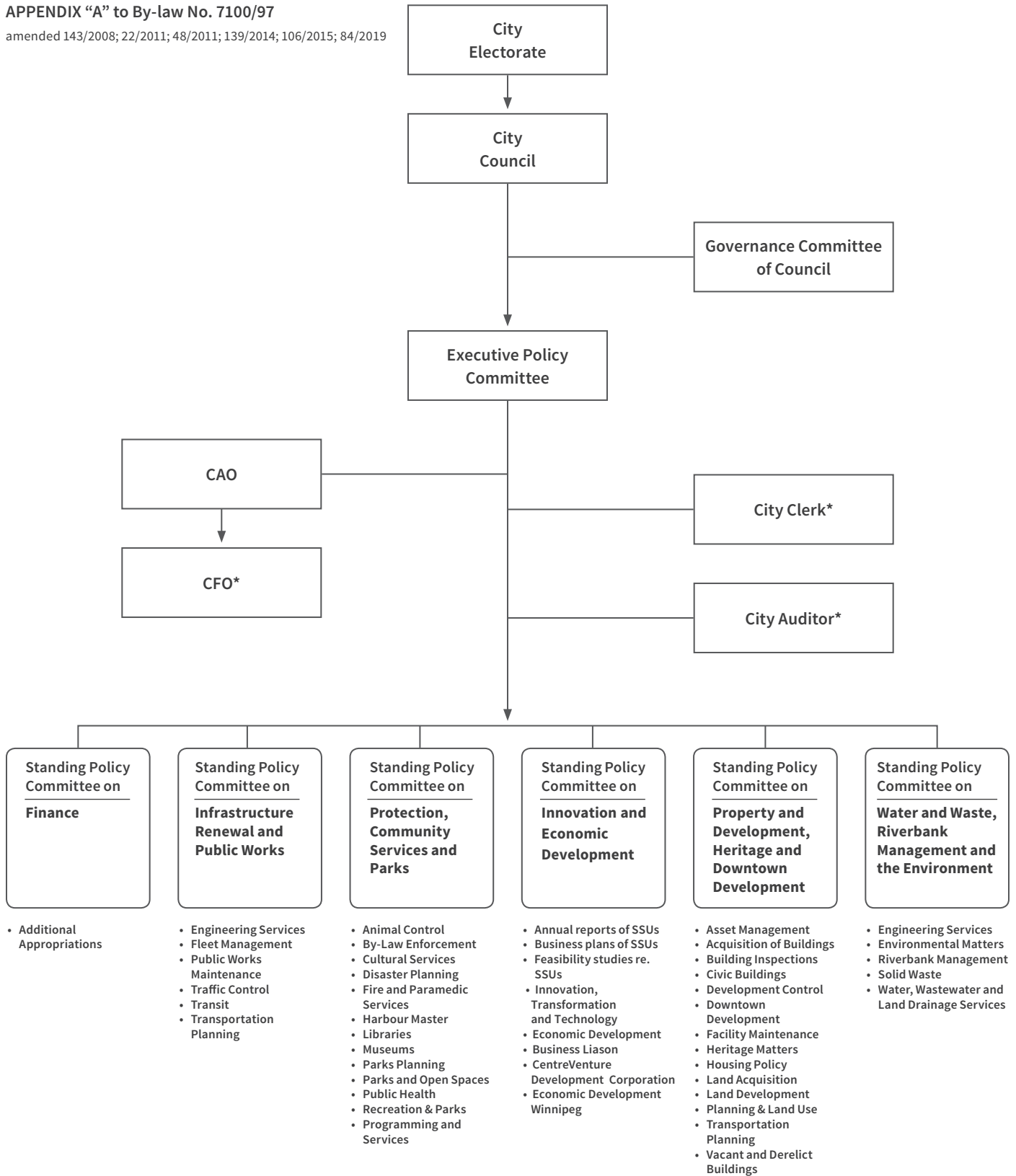


**Devi Sharma**  
OLD KILDONAN

# City of Winnipeg Organization

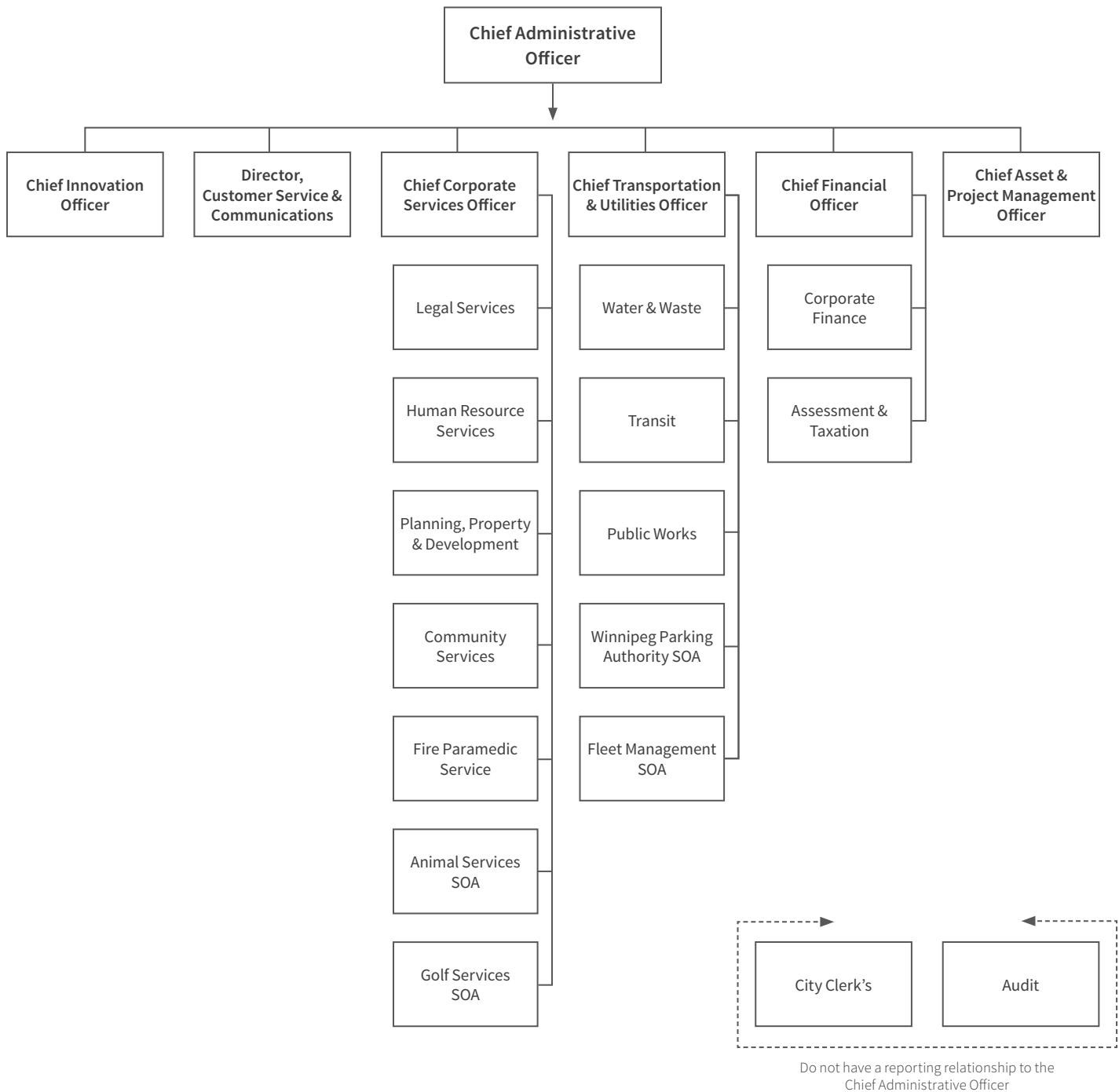
## APPENDIX “A” to By-law No. 7100/97

amended 143/2008; 22/2011; 48/2011; 139/2014; 106/2015; 84/2019



\* CFO, City Auditor and City Clerk have statutory reporting relationships to City Council

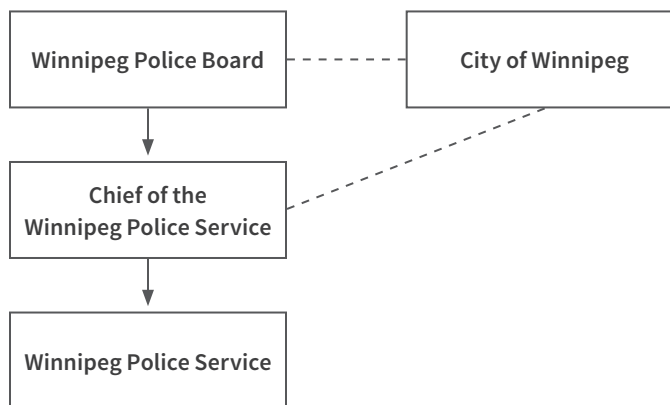
# City of Winnipeg Public Service



**Notes:**

1. Museums is managed by City Clerks.
2. Street Lighting is included in Public Works.
3. Office of Policy and Strategic Initiatives supports the Executive Policy Committee.
4. Mayor's Office and Council are reflected in the organizational chart consistent with By-law 7100/97.

# City of Winnipeg Police Service



## Notes:

1. The purpose of a police board is to provide:
  - (a) civilian governance respecting the enforcement of law, the maintenance of the public peace and the prevention of crime in the municipality; and
  - (b) the administrative direction and organization required to provide an adequate and effective police service in the municipality.It receives its authority from the Police Services Act – Manitoba and a City of Winnipeg by-law (148/2012).
2. Both the Winnipeg Police Board (Board) and the Chief of Police have working relationships with the City of Winnipeg in respect of administrative matters such as financial, human resource and asset management.
3. The Board provides an annual report as information to the Standing Policy Committee on Protection, Community Services and Parks; and quarterly financial reports to the Standing Policy Committee on Finance.

# Executive Summary

The Community Trends and Performance Report is the first volume of the City's 2021 Budget. This budget volume is created to provide context to decision makers and report service performance as part of the 2021 budget update process.

On March 20, 2020 Winnipeg Council has adopted a multi-year budget policy. The guiding directive of the multi-year budget process is that, over the period of the four year budget cycle, the City shall maintain a balanced budget. This is first time that the City of Winnipeg is undertaking year two of a balanced multi-year budget. 2021 budget is intended to be an update year for changes due to legislative requirements, new Council direction, significant cost or revenue driver changes and to account for the incremental operational impact of approved capital projects.

The impact of the pandemic on municipal finances has been significant. While the City of Winnipeg has been able to mitigate the short-term impact through the use of numerous levers identified in the COVID-19 Cash Flow Management Plan, the long-term impact to the financial picture cannot be determined at this time. As those impacts become known, some of the assumptions underlying budget projections may require adjustment that Council will ultimately consider.

Performance measurement provides the necessary data to identify needs and improve processes and priorities as well as highlight some of the city's accomplishments. As the performance measurement results presented are drawn from 2018 data for Municipal Benchmarking Network Canada (MBNC) measures and from 2019 for other measures, they do not reflect the impact of COVID-19 on city services. On the other hand, responses to the citizen satisfaction survey may have been impacted by COVID-19. Citizen satisfaction survey question wording was adjusted, where relevant, to ask citizens to reflect on their typical behavior and use of services.

As part of the 2020 Citizen Survey, 97% of Winnipeggers believe the quality of life in their city is good or very good. In addition, 90% of Winnipeggers are satisfied with the overall level of services provided, and 78% of those surveyed believe they receive good to very good value for their tax dollars. Overall, the citizen survey results are positive, indicating comprehensive service management and service delivery to Winnipeggers. The citizen survey was conducted by Prairie Research Associates; the survey methodology is described on page 3-5. The detailed annual survey results are available on the City's website at [http://winnipeg.ca/finance/documents\\_page.stm#Surveys](http://winnipeg.ca/finance/documents_page.stm#Surveys).

Departments also track numerous service level statistics which, although not easily compared with other municipalities, allow tracking of year over year trends to aid in identification of areas for improvement. Service level statistics reported in Volume 1 are also included in Volume 2 –Budget for ease of reference when reviewing that document.

As the City embarks on a “new normal”, future budget challenges include:

- Finding new long-term growth revenue sources to address operational deficits beyond the 2020 to 2023 multi-year budget;
- Funding a significant infrastructure deficit estimated at \$6.9 billion from 2018 to 2027;
- The capping of provincial capital and operating funding levels;
- Anticipated increases in demand for City services due to population growth;



- External factors that could influence city operations such as borrowing rates, regulatory requirements, inflation rate, results of collective bargaining, and
- Economic and financial impacts of the COVID-19 pandemic.

To continue moving forward, Winnipeg is in the process of reviewing OurWinnipeg, the long-term planning blueprint to guide future growth and development. Developing a city-wide strategic plan is also in process. The City also continues to monitor its fiscal and policy framework, including the Financial Management Plan, Investment Policy, Transit Master Plan, Winnipeg Fire Paramedic Service Strategic Direction, and other planning documents. These policies and plans will help shape future budgets of the City.

# Budget Process

The City has produced a four-year (2020 to 2023) balanced budget. A multi-year budget policy was also adopted on March 20, 2020. In years two to four of the multi-year budget, Council must review the operating budget projection and capital forecast previously approved for that year, make adjustments, if any, and adopt as the budget for that year. For more information, refer to the [Multi-Year Budget Policy](#).

## Performance Measurement

- Departments report and analyze performance measures to assess performance against previous years, other municipalities, targets, and citizen satisfaction.
- The results of this process as well as economic, financial and demographic trends are published in budget Volume 1 Community Trends and Performance Report.

## Public Consultation

- An annual citizen survey is undertaken.
- Further public consultation is done during the Committee Review.

## Budget Guidelines

- The Chief Financial Officer issues the Budget Guidelines, launching the annual budget process.
- The operating budget submission is comprised of four years; the budget year and three projection years. The capital budget submission is comprised of six years; the budget year and a five year capital forecast.

## Budget Development

- The previous year's adopted budget, adjusted to reflect recent City Council approvals and any new developments, forms the starting point for budget development.
- Budgets are updated by the departments and submitted for administrative review and corporate compilation.
- The Executive Policy Committee has responsibility for budget development.

## Table Preliminary Budgets

- The Preliminary Operating and Capital Budgets are tabled at a meeting of Executive Policy Committee.

## Committee Review

- The Executive Policy Committee refers the preliminary operating and capital budget to the City's Standing Policy Committees and the Winnipeg Police Board for review and recommendations. Each Committee reviews the part of the budget related to its jurisdiction:
  - Infrastructure Renewal and Public Works,
  - Water and Waste, Riverbank Management and the Environment,
  - Property and Development, Heritage and Downtown Development,
  - Protection, Community Services and Parks,
  - Innovation and Economic Development, and
  - The Winnipeg Police Board.
- The Committees hear presentations by departments. Members of the public and interest groups may also make presentations at these meetings.
- The Executive Policy Committee also hears from delegations from the public and reviews the recommendations from the Standing Policy Committees and Winnipeg Police Board. Recommendations are finalized by the Executive Policy Committee and forwarded to Council.

## Council Approval

- Council debates, amends, and adopts the operating and capital budget forwarded from the Executive Policy Committee.
- Council then passes a by-law to set the mill rate for the operating tax-supported budget.
- Council also gives first reading of a borrowing by-law to externally finance the capital program, if required. In accordance with legislation, approval of the borrowing is then requested of the Provincial Minister of Finance. Once authorization is received from the Minister, Council gives second and third readings of the by-law before it is passed.
- Council must adopt the operating budget no later than March 31 each year, and the capital budget and five-year forecast by December 31 each year, as required by "*The City of Winnipeg Charter*".

### **Budget Amendments**

#### **Operating Budget Amendment Process:**

From time to time during the year, it may be necessary to amend the operating budget to accommodate new or existing programming. New programming must be approved by Council. The Standing Policy Committee on Finance is the body authorized to approve the addition of budgeted amounts to existing programming. The Public Service has some authority.

#### **Capital Budget Amendment Process:**

From time to time during the year, it may be necessary to amend the capital budget. Any new capital project, whether funded by surpluses from other projects or by new funding, must be approved by Council. Any required additional borrowing authority must be approved by the Minister of Finance of the Province of Manitoba and enacted through a by-law of Council. The Standing Policy Committee on Finance may approve transfers of budgets between existing capital projects. If the transfer is smaller than \$100,000 or 25% of the budget being increased (whichever is the lesser), the transfer can be approved by the Chief Financial Officer.

# City of Winnipeg Fund Structure

General Revenue	General Capital	Utilities	Special Operating Agencies	Reserves
<ul style="list-style-type: none"> <li>•Police Service</li> <li>•Public Works</li> <li>•Fire Paramedic Service</li> <li>•Community Services</li> <li>•Planning, Property and Development</li> <li>•Waste and Waste - Solid Waste Collection</li> <li>•Street Lighting</li> <li>•Innovation, Transformation and Technology</li> <li>•Human Resource Services</li> <li>•Customer Service and Communications</li> <li>•Assessment and Taxation</li> <li>•Corporate Finance</li> <li>•Legal Services</li> <li>•Chief Administrative Office</li> <li>•Council</li> <li>•Mayor's Office</li> <li>•Audit</li> <li>•City Clerks</li> <li>•Office of Policy and Strategic Initiatives</li> <li>•Museums</li> </ul>	<ul style="list-style-type: none"> <li>•Same departments as the General Revenue Fund</li> </ul>	<ul style="list-style-type: none"> <li>•Transit</li> <li>•Waterworks</li> <li>•Sewage Disposal</li> <li>•Solid Waste Disposal</li> <li>•Municipal Accommodations</li> <li>•Land Drainage and Flood Control</li> </ul>	<ul style="list-style-type: none"> <li>•Animal Services</li> <li>•Golf Services</li> <li>•Fleet Management</li> <li>•Parking Authority</li> </ul>	<ul style="list-style-type: none"> <li>•Examples:</li> <li>•Destination Marketing</li> <li>•Environmental Projects</li> <li>•Financial Stabilization</li> <li>•Local Street Renewal</li> <li>•Regional Street Renewal</li> <li>•Southwest Rapid Transitway (Stage 2) &amp; Pembina Highway Underpass</li> <li>•Water Main Renewal</li> </ul>



# Strategic Framework

The City of Winnipeg's vision and corporate mission are:

## **Vision**

To be a vibrant and healthy city which places its highest priority on quality of life.

## **Corporate Mission**

Working together to achieve affordable, responsive and innovative public service.

## OurWinnipeg

**OurWinnipeg**, which was adopted by Council in 2011, is Winnipeg's 25-year blueprint that under The City of Winnipeg Charter, section 224, states:

Council must, by by-law, adopt a development plan, in this Part referred to as "Plan Winnipeg", which must set out

- (a) the city's long-term plans and policies respecting
  - (i) its purposes,
  - (ii) its physical, social, environmental and economic objectives, and
  - (iii) sustainable land uses and development;
- (b) measures for implementing the plan; and
- (c) such other matters as the minister or council considers necessary or advisable

The Charter also requires that a comprehensive review commence at least once within five-years after its adoption. The most recent review was initiated in 2016 and it is anticipated that an updated draft will be considered by Council in late 2020. The City's development plan must also be aligned with the forthcoming capital region plan under development by the Winnipeg Metropolitan Region.

**OurWinnipeg** guides and informs, but does not replace, more detailed planning on specific topics or for specific areas. As part of the OurWinnipeg initiative, the City of Winnipeg has developed detailed Direction Strategies (Sustainable Transportation, Sustainable Water and Waste, and A Sustainable Winnipeg), which add additional detail in key planning areas. The **OurWinnipeg** Plan should be read with the Direction Strategies – **Complete Communities** in particular - as companion documents.

## OurWinnipeg (2011) Vision and Structure



### A City that Works

Citizens choose cities where they can prosper and where they can enjoy a high quality of life. A well-run city is an important starting point. The “basics” matter: public safety, water quality, wastewater infrastructure, and public amenities and facilities are the essentials to keeping people healthy. But quality of life goes beyond the basics. Our communities need to support various lifestyles, providing a range of options for living, working and playing. A variety of housing styles for residents to choose from are required, as are transportation choices for residents and businesses alike. The whole system has to work together efficiently and sustainably.

### A Sustainable City

Sustainability is part of how the City does business, reflected in policies and programs that respect and value the natural and built environments – protecting our city’s natural areas and heritage resources. We act as a corporate role model for social, environmental and economic sustainability, and measure and report progress in key corporate and community sustainability areas.

### Quality of Life

Beyond providing a “City that Works” and planning for sustainability, our city needs to offer a high quality of life in order to be competitive. Three important aspects of quality of life are access to opportunity, the maintenance of vital healthy neighbourhoods, and being a creative city with vibrant arts and culture. All of these areas include social aspects that are critical to the overall well-being of our city.

The City is committed to collaborating within its mandate with other governments and service providers in these areas. In some cases, further intergovernmental discussion or strategic planning is required to move forward on the directions included in the plan.

## OurWinnipeg Direction Strategies

The **Complete Communities Direction Strategy** is a detailed land-use and development plan (secondary plan), adopted as a By-law by City Council in 2011. **Complete Communities** is a secondary plan that accompanies **OurWinnipeg** in guiding land use and development for Winnipeg. Its primary focus is to describe Winnipeg's physical characteristics and lay out a framework for the city's future physical growth and development.

Three other strategies were endorsed by City Council in 2011. Although these strategies have not been adopted as By-law, they remain important policy documents as Winnipeg changes and grows.

The **Sustainable Water & Waste Direction Strategy** promotes actions required to protect public health and safety, ensure the purity and reliability of our water supply and maintain or enhance the quality of our built and natural environments.

The **Sustainable Transportation Direction Strategy** provides a vision for transportation in Winnipeg for the next 25 years. Its emphasis is on moving people, goods and services in a way that is sustainable. This strategy formed the basis for the development of the Transportation Master Plan, which was subsequently approved by Council in November 2011.

**A Sustainable Winnipeg** is an integrated community sustainability strategy that outlines a plan of action, proposes a system of sustainability indicators and measures.

### ***Annual OurWinnipeg Report to the Community***

Every year, prior to the initiation of the five year review and post adoption of the updated plan, the City provides an update on *OurWinnipeg* related activities connected to key areas of the plan. This report includes an overview of recent City and community activities, programs, projects and initiatives. The initiatives and results captured in the annual report are a testament to the collaboration of the many thousands of Winnipeg citizens and organizations who continue taking steps towards making the *OurWinnipeg* vision and policy direction a reality.

Over time, this report will evolve to include a more comprehensive set of data and evidence, recognition of trends and highlighted changes and whether priority shifts are warranted based on desired community outcomes over which the City has control or influence. In this respect it is essential that the City's budget reflect investments that are aligned with guiding policy direction and resulting priorities. To that end, the Multi-Year Budget Policy clause 4.2a states:

“In preparing the draft operating budget projections and capital budget forecasts, the Public Service shall take into account the strategic priorities identified by Council and outlined in *OurWinnipeg* and its associated implementation strategies, as well as corporate and departmental strategic plans.”



## OurWinnipeg Review

Recent years have brought renewed population growth, economic development, and opportunity to Winnipeg. These changes have brought great entrepreneurial, scientific, and cultural achievement, and the beginnings of what will be a transformative Journey of Reconciliation with Indigenous peoples. The changes have also brought distinct signals about the need for resilience, globally and locally.

Today's Winnipeg is a vibrant, growing city. As Winnipeg's population continues to climb toward a million strong – the city's population is estimated to reach over 819,200 by 2024. We're welcoming new citizens and businesses, and embracing sustainability opportunities.

As Winnipeg competes on a global scale, we need to continue to offer the sustainability advantages and the quality of life that current residents expect and prospective citizens will value. We are in a cycle of strong growth, the pace of which we haven't seen for decades.

Today, as a city, we face a number of questions:

- How do we accommodate growth and change that benefits all Winnipeggers?
- How do we leverage physical growth to enhance the liveability, affordability, health and resilience of our city?
- As our population grows and as climate change and human rights issues elevate in profile, how will Winnipeg take the lead in ensuring that sustainable development is the focus of our governance moving forward?

The review of OurWinnipeg currently underway will seek to address these questions and respond with affirmed policy to direct the City organization accordingly moving forward in a way that secures a high and sustainable quality of life now, and in the future.

For more information on OurWinnipeg, please visit: <http://winnipeg.ca/interhom/CityHall/OurWinnipeg/>

**Service-Based Budget Alignment to OurWinnipeg Policy Directions**

Service-Based Budget Alignment to OurWinnipeg Policy Directions		OurWinnipeg Policy Direction																	
		A City that Works - City Building		A City that Works - Safety and Security						A Sustainable City			Quality of Life			Direction Strategies			
		Key Directions for Entire City	Key Directions for Areas	Collaborate to Make Safe Communities	Emergency Preparedness, Response & Recovery	Prosperity	Housing	Recreation	Libraries	Sustainability	Environment	Heritage	Opportunity	Vitality	Creativity	A Sustainable Winnipeg	Complete Communities	Sustainable Water and Waste	Sustainable Transportation
Standing Policy Committee	Service Area																		
Infrastructure Renewal and Public Works	Roadway Construction and Maintenance	●	●	●		●		●		●	●		●		●	●		●	
	Transportation Planning and Traffic Management	●	●	●			●		●						●	●		●	
	Roadway Snow Removal and Ice Control			●	●				●	●					●	●		●	
	Public Transit	●	●	●		●			●	●		●			●	●		●	
	City Beautification		●	●		●							●	●	●	●			
Water and Waste, Riverbank Management and the Environment	Water	●				●			●	●					●			●	
	Wastewater	●							●	●					●			●	
	Land Drainage and Flood Control	●			●				●	●					●	●		●	
	Solid Waste Collection	●		●					●	●					●			●	
	Solid Waste Disposal	●		●					●	●					●			●	
	Recycling and Waste Diversion	●		●			●		●	●					●			●	
Property and Development, Heritage and Downtown Development	City Planning	●	●	●		●	●		●		●	●	●		●	●	●	●	
	Neighbourhood Revitalization		●	●		●	●	●	●		●	●			●	●		●	
	Development Approvals, Bldg Permits and Inspections	●	●	●		●	●		●		●	●			●	●		●	
	Heritage Conservation	●	●				●		●		●	●	●		●	●		●	
	Property Asset Management	●	●			●								●	●			●	
	Cemeteries										●	●							
Protection, Community Services and Parks / Winnipeg Police Board	Police Response			●											●	●			
	Crime Prevention			●		●		●							●	●			
	Traffic Safety and Enforcement			●											●	●		●	
	Fire and Rescue Response			●	●										●	●			
	Fire and Injury Prevention			●	●		●								●	●			
	Medical Response			●	●										●	●			
	Emergency Management			●	●										●	●			
	Recreation	●	●					●				●	●	●	●				
	Parks and Urban Forestry	●	●					●	●	●		●	●		●	●		●	
	Community Liveability			●			●				●	●	●		●	●			
	Libraries					●		●	●			●	●	●					
	Arts, Entertainment and Culture		●								●	●	●		●	●			
Insect Control			●						●					●	●				
Innovation and Economic Development	Innovation, Transformation and Technology				●	●		●				●						●	
	Economic Development	●	●			●			●		●		●		●	●			
	Animal Services (SOA)			●									●						
	Golf Services (SOA)							●				●	●		●	●			
	Winnipeg Fleet Management (SOA)					●				●					●		●		
	Winnipeg Parking Authority (SOA)	●	●			●									●	●			



# Policies, Strategies and Plans

In addition to OurWinnipeg, the City of Winnipeg has a number of over-arching policies, strategies and plans which guide the budget.

## Multi-year Budget Policy

This is the guiding directive of the multi-year budget process, that over the period of the four year budget cycle, the City shall maintain a balanced budget. The City of Winnipeg Charter requires that the City adopt a balanced operating budget for the current year (estimated expenditures for a fiscal year do not exceed the estimated revenue for the year). The Charter also states that the capital budget of the City for each fiscal year and each five year capital forecast shall include estimates of the amount needed to acquire or construct each of the works proposed in the budget or forecast, and the anticipated sources of the amount needed for each of those works. In adopting the annual operating and capital budgets in years two to four of the budget cycle, Council must review the operating budget projection and capital budget forecast previously approved for that year, make adjustments to them (if any) and adopt them as the budget for that year. Council may consider adjusting the approved operating projections and capital forecasts for reasons including:

- a) Legislative changes;
- b) New Council direction;
- c) Cost or revenue driver changes; or
- d) Incremental operating impact of approved capital projects

City Council has the responsibility for overall budgetary policy and direction, strategic considerations as well as amendment of this Policy. Only City Council has authority to approve the annual operating and capital budgets as well as operating budget projections and capital budget forecasts.

## Financial Management Plan

The Financial Management Plan is the City of Winnipeg's strategy for guiding financial decision-making, meeting long-term obligations, and improving its economic position and financial stability. The Plan sets forth the guidelines against which current and future financial performance can be measured, and assists the City in planning fiscal strategy with a sustainable, long-term approach

(<http://winnipeg.ca/finance/files/fmp.pdf>). The following section provides an assessment of progress against the Financial Management Plan goals.

## Debt Strategy

Leading practices incorporate the following concepts:

- Debt Capacity: the ability to sustain debt service costs over the long term.
- Affordability: the ability to pay debt service costs as well as life-cycle costs to maintain the asset.
- Flexibility: the ability to respond, in the short term, to emerging capital needs.

Credit rating agencies are supportive of long-range planning, as well as debt management ratios as they result in a greater awareness of debt affordability. The Government Finance Officers Association of the United States and Canada recommends that governments should define specific debt limits or acceptable ranges for debt.

Recommended ratios for operations funded by general taxation have been set with a modest amount of room for growth from the forecasted peak. Utilities are generally capital intensive and, therefore, may have higher ratios. The recommended limits for utilities will allow flexibility as the capital program unfolds for major water and sewer projects. <http://winnipeg.ca/finance/files/debtstrategy.pdf>

## Debt Management Policy

The Debt Management Policy sets forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued and the types of debt and structural features that may be incorporated. For the purposes of this policy, debt means debentures issued external to the City.

Adherence to a debt policy helps to ensure that a government maintains a sound debt position and that credit quality is protected. Advantages of a debt management policy are as follows:

- Enhances the quality of decisions by imposing order and discipline, and promoting consistency and continuity in decision making,
- Rationalizes the decision-making process,
- Identifies objectives for staff to implement,
- Demonstrates a commitment to long-term financial planning objectives, and
- Is regarded positively by the credit rating agencies in reviewing credit quality.

The Debt Management Policy brings together in one document the existing rules, regulations, and current practices relating to external debt. The policy summarizes the City's legal authority, restrictions, and responsibilities relating to external debt, which flow from The City of Winnipeg Charter, and addresses other areas related to debt management. The Debt Management Policy undergoes periodic review with updates submitted to Council for adoption. [http://winnipeg.ca/finance/files/approved\\_debt\\_management\\_policy.pdf](http://winnipeg.ca/finance/files/approved_debt_management_policy.pdf)

## Investment Policy

The Investment Policy provides the City with an approved framework for managing investments. It provides direction and accountability for the Corporate Finance Department in the execution and management of investment transactions and includes:

- A definition of short, medium and long-term investments;
- Legal Authorization and delegated authority for investment of funds;
- Types of investments;
- Performance measurement;
- Reporting requirements for the investment portfolios; and,
- Credit risk and liquidity requirements.

The guiding principle of this Policy is to incorporate industry leading practices to ensure the safety of principal and liquidity of the investment portfolio. Other objectives of the investment portfolio are to prudently manage The City of Winnipeg's surplus cash position and reserve monies within the context of the following:

- Safety of principal;
- Risk/return nature of the investments;
- Liquidity of the investment; and
- The duration and sensitivity to interest rates of the investment portfolio.

***Safety of principal is the overriding consideration in investment decisions.***

[https://winnipeg.ca/finance/files/approved\\_investment\\_policy.pdf](https://winnipeg.ca/finance/files/approved_investment_policy.pdf)

## Materials Management Policy

The Materials Management Policy provides governance of materials management functions, including the delegation of authority related to procurement in relation to the Council adopted Materials Management Policy.

<http://winnipeg.ca/finance/findata/matmgt/policy/policy.pdf>

## Asset Management Policy

The Asset Management Policy is a comprehensive approach to managing the City's assets to meet well-defined levels of service at the lowest total cost of ownership within an acceptable level of risk in accordance with the Council adopted Asset Management Policy.

<http://winnipeg.ca/Infrastructure/pdfs/FI-011AssetManagementPolicy.pdf>

## City Asset Management Plan

The City Asset Management Plan summarizes the inventory, overall replacement value, age, and condition of all the City's major asset groups and presents this information in a format that compares the data across various service areas. It also outlines the funding deficit and strategies associated with meeting level of service targets for existing and new infrastructure.

<https://www.winnipeg.ca/infrastructure/pdfs/City-Asset-Management-Plan-2018.pdf>

## State of the Infrastructure Report

The State of the Infrastructure Report is a high-level summary of the City Asset Management Plan, reporting on 13 major infrastructure elements that the City manages in order to deliver services. The amalgamation of each department's spending plans and needs over the next ten years was used to calculate the City's infrastructure deficit. Total capital investment needs for each department were based on a 10-year horizon and included both existing and new infrastructure.

<https://www.winnipeg.ca/infrastructure/pdfs/State-of-Infrastructure-Report-2018.pdf>

## City Infrastructure Plan

The City of Winnipeg's Infrastructure Plan captures the City's 10-year capital investment priorities. It encompasses all civic services and proposed capital projects with a cost of over \$5 million. This cost threshold applies to 45 projects with a combined total of \$5.8 billion in proposed capital investments, capturing approximately 50 percent of the City's total capital asset needs from 2020 – 2029. The Infrastructure Plan presents a prioritized listing of capital investments that represent the most value to the City based on a cost benefits points ration that takes into account the total capital costs and assessed benefit to the City.

<https://www.winnipeg.ca/infrastructure/pdfs/Infrastructure-Plan-2020.pdf>

# Financial Management Plan Update

City Council adopted its new Financial Management Plan on March 20, 2020. The Plan sets forth the guidelines against which current and future financial performance can be measured, and assists the City in planning fiscal strategy with a sustainable long-term approach. *OurWinnipeg* requires periodic review and reporting on the Financial Management Plan, which provides financial strategies and targets with a view to long term financial health and sustainability. The following provides a progress report on the recently approved Financial Management Plan goals.

The measures reported against the financial management plan goals in this update have not taken into account the long-term impacts of the COVID-19 pandemic. The 2021 budget update process will consider the effect of the pandemic to the City's budget and financial plans.

The following are some measures the City has put in place in response to the COVID-19 pandemic that may impact 2020 and future reporting periods:

- Waiver of penalties on unpaid 2020 property and business taxes for 3 months past the due date
- Elimination of the 7.5% penalty for the month of August for business taxes and September for real and personal property taxes
- Waiver of the Tax Installment Payment Plan (TIPP) fee from April 1, 2020 to September 30, 2020 and the late payment or rejection fee if payments are returned for non-sufficient funds during the period April 1, 2020 to September 30, 2020
- Implementation of discretionary spending restrictions
- Lay off of some temporary and non-permanent staff within the Community Services and Transit departments resulting from service changes
- Freeze on vehicle purchases, hiring, and senior management salary increases
- Replace \$18.412 million of 2020 cash to capital funding with debt funding
- Transfer a maximum of \$8 million from the Land Operating Reserve to the General Revenue Fund in 2020
- Increase the emergency operating line of credit from \$75 million to \$150 million.



## **Goal #1: Ensure a sustainable revenue structure**

**Target:** A revenue structure that keeps pace with inflation adjusted for growth

The measurement adopted by Council for this goal was the increase in operating revenue should be, at a minimum, inflation adjusted for population growth.

Between 2018 and 2019 inflation adjusted for population growth, was 3.7%. The increase in City operating revenues for this same period was 3.1% while the total consolidated revenue increased by almost 12%. During this period:

- Municipal taxes were maintained at the 2.33% increase in 2019 with Council's long term plan to improve local and regional streets, bridges and payments for Stage 2 of the Southwest Rapid Transitway continuing;
- Majority of fees and charges were kept to inflationary increases only;
- Utility rates were kept at an affordable level for citizens while staying competitive with other municipalities; and
- Provincial funding for operations was not increased.

Though revenues currently exceed inflation adjusted for population growth, new long term growth revenue sources are still required for the City to be able to continue providing the level of services its citizens expect and to maintain a sustainable revenue structure to avoid future years' operational deficits (refer to Community and Financial Trends page 2-32).

The recommendation in the 2020 Adopted Budget to establish a transformative fund is an example of ways that the City is identifying new ways to fund infrastructure and operations.

The transformative fund (planned to be established by Council in 2020) will look at new ways of funding City projects through innovative ideas such as repurposing golf courses and sale of assets.

The City also continues to negotiate and advocate for long-term, inflation-adjusted, dedicated funding from the other levels of government.

## Goal #2 Support a sustainable and competitive tax environment

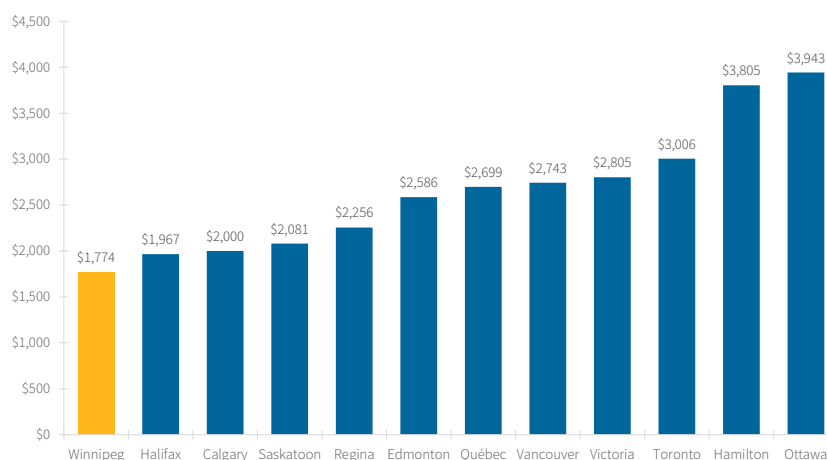
**Target:** A stable and competitive taxation system

Council will measure this goal by assessing that taxation levels adopted through multi-year budgets meet service requirements.

In 2020, the City approved a 4-year balanced multi-year operating budget and a 6-year balanced capital budget with tax increase of 2.33% dedicated to infrastructure funding. The balancing of both the operating and capital budgets over multi-years indicates that taxation levels are able to meet current service requirements. Based on dedicated tax increases for infrastructure and projected growth in the tax base, current taxation levels are expected to grow at an average of 3.5% in comparison to 2.6% for current service costs from 2020 to 2023.

The 2018 State of the Infrastructure Report does identify an infrastructure deficit of \$6.9 billion for infrastructure needs over a 10 year period ending in 2027. These projects do reflect additional service requirements in future years so the City will need to consider other funding sources for these projects in future year's budgets, if current taxation levels are to be maintained.

### 2019 Municipal Property Tax Comparison for an Average Home



Source: Cities Assessment and Taxation Websites and various other media sources

### Goal #3: Support Economic Growth

**Target:** Increase assessment base

Council will measure this goal by assessing if there has been growth in the assessment base.

Based on the data below, the City's property assessment base has been growing annually from 2008 to 2020.



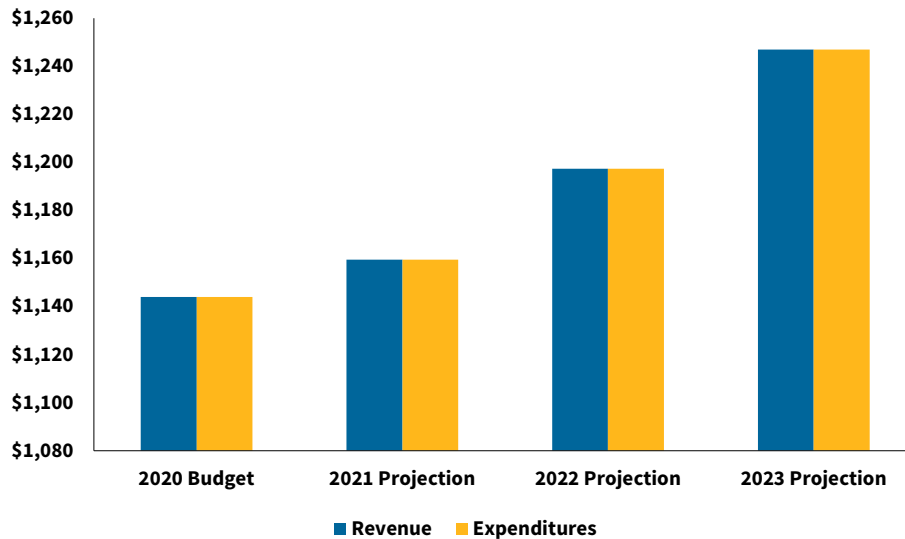
## Goal #4: Support long-term financial planning

**Target:** Transition to multi-year balanced tax supported operating budgets

Council will measure this goal through the successful adoption of a multi-year balanced budget.

On June 21, 2018 Council directed the Public Service to initiate a process to implement a multi-year budget approach effective for the 2020 budget year, with a particular focus on addressing the structural deficit in tax-supported City operations. On March 20, 2020, Council adopted the 2020 – 2023 Operating and Capital Budget, which includes City’s first four year balanced operating budget. The City is also in the process of developing a city-wide strategic plan.

**Comparison of Tax Supported Revenue vs Expense  
2020 – 2023 Adopted Budget  
(in Millions \$)**



## Goal #5: Build, maintain and enhance infrastructure

**Target:** Continue to implement leading practices for asset management

Council will measure this goal through the reduction of the infrastructure deficit.

According to the City's first State of the Infrastructure Report, published in 2018, Winnipeg's infrastructure deficit over 10 years (2018 to 2027) is currently estimated at \$6.9 billion.

To meet this goal, the Public Service has continued to develop and mature the City's Asset Management Program through the use of strategic documents such as the City Asset Management Plan, 2018 State of the Infrastructure Report and most recently, the 2020 Infrastructure Plan. Providing detailed information about the City's infrastructure as a whole, including the state of existing assets, the assignment of value to needed improvements on existing and future assets, the remaining service life of current assets, and the introduction of service usage and importance has never been performed on this scale within the city. It has also allowed the City to prioritize capital investments across all service areas.

Along with having these documents publicly available on the [City's Infrastructure Planning Office website](#), an interactive Infrastructure Element map was also developed to make information within the city's main service areas easily accessible.

As part of the Public Service's on-going continuous improvement efforts, quality reviews and training for both the Investment Planning and Project Management processes have been completed. A review of our asset management policy, administrative standard and Strategic Asset Management Plan are being conducted to ensure alignment with our core business functions and organizational objectives.

In particular, our asset management program has made significant strides in aligning with our capital budget process knowing the two operate most effectively as a fully integrated system. This will allow for improved long-term decision making related to capital infrastructure requirements and associated operational budget impacts.

One of the final elements needed to complete the City's Asset Management Framework will be to establish well defined Risk and Level of Service Models for effective planning and prioritization of infrastructure investments. This is an attempt to better understand the services that are most important to our citizens and balancing the level of expected service with affordability. A pilot program for one of the city's departments is planned to commence in 2020 with the intent to create a future level of service framework within all departments.

One of the drivers to balance the tax supported operating budget for 2020 to 2023 is the reduction in capital investments. To mitigate the impact to the capital program, the following measures will be implemented: review the City's building asset footprint, repurpose City owned golf lands, reduce the number of City owned and leased fleet vehicles overtime, develop a wading pool and splash pad strategy, and develop a library and recreation facility investment strategy. All of these measures will be considered in transforming service delivery as well as improving the infrastructure deficit.

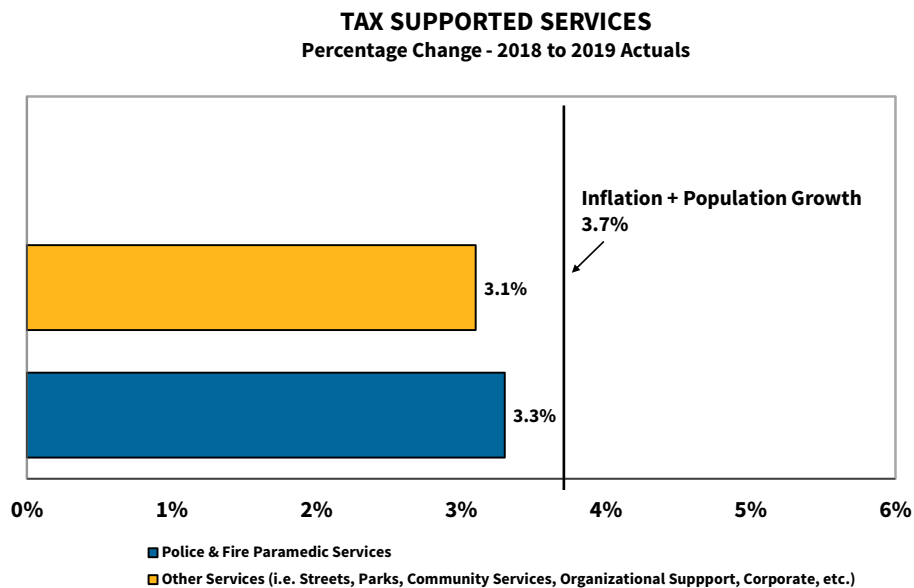
Changes in the City's infrastructure deficit will be identified in future reporting.

## Goal #6: Manage expenditures

**Target:** Operating expenditure increases should not exceed inflation adjusted for population growth

Council will measure this goal by confirming that increases in operating expenditures over the prior year do not exceed inflation adjusted for population growth.

Operating expenditure increases from 2018 related to City services for police, fire and emergency medical services were 3.3% and for other tax supported services were 3.1% compared to inflation adjusted for growth for this period, which was 3.7%.



## Goal #7: Manage debt

**Target:** That debt issuance and outstanding debt is in accordance with the debt management policy and debt strategy

The measurement adopted by Council for this goal is to ensure Net Debt as a percentage of revenue, debt servicing as a % of revenue, and debt per capita remains within Debt Strategy Limits.

Measuring net debt as a percentage of operating revenue speaks to the organization's ability to service debt. Debt servicing as a percentage of revenue is a measure of affordability and speaks to the cost of servicing the City's consolidated debt position from a historical and current perspective.

To manage debt responsibly and transparently, on October 28, 2015, City Council approved an updated Debt Strategy for the City. The following table provides the City Council-approved limits and the debt metrics as at December 31, 2019. It is anticipated that these actual ratios will increase in the next several years as the City undertakes planned increases in capital investment.

Debt Metrics	Maximum	As at December 31, 2019
Debt as a % of revenue		
City	<b>90.0%</b>	64.2%
Tax-supported and other funds	<b>80.0%</b>	56.6%
Utilities and other	<b>220.0%</b>	64.1%
Debt-servicing as a % of revenue		
City	<b>11.0%</b>	4.3%
Tax-supported and other funds	<b>10.0%</b>	4.6%
Utilities and other	<b>20.0%</b>	3.1%
Debt per capita		
City	<b>\$ 2,800</b>	\$ 1,799
Tax-supported and other funds	<b>\$ 1,500</b>	\$ 1,016
Utilities and other	<b>\$ 1,500</b>	\$ 677

Note: "City" includes "tax-supported and other funds", "Utilities and Other" and consolidated entities. "Tax-supported and other funds" includes Municipal Accommodations and Fleet Management. "Utilities and Other" includes Transit System, Waterworks System, Sewage Disposal System and Solid Waste Disposal.

Source: City of Winnipeg 2019 Annual Financial Report

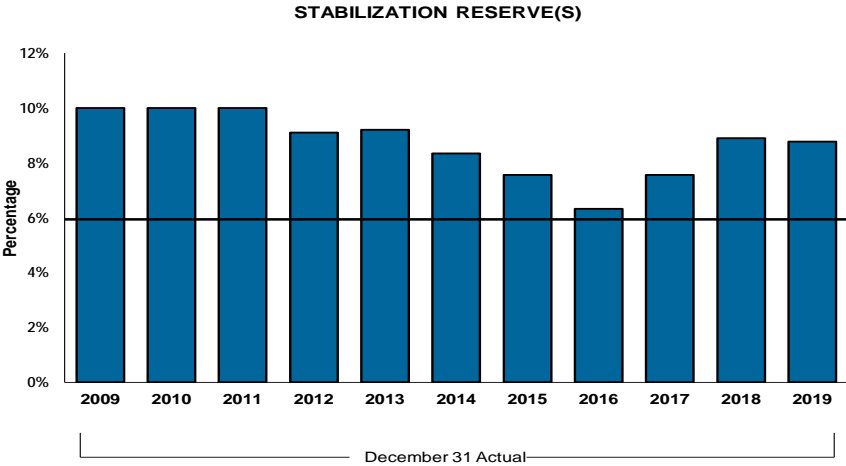
# Goal #8 Ensure adequate reserves and liquidity

**Target:** Reserve balances maintained at Council approved levels

The measurement adopted by Council for this goal is that reserve balances are maintained at Council approved levels.

Maintaining adequate reserves provides the City with the ability to respond to unexpected events and extraordinary situations, maintain stable taxes, and ensure sufficient funds are available for major capital projects. Liquidity also ensures the City’s ability to respond to unexpected events and is an important factor in credit rating determination as it is an indicator of the City’s ability to service its financial obligations.

On March 23, 2015, Council approved a change in the level for the Financial Stabilization Reserve Fund (FSR) from 8% to 6% of tax supported expenditures. The ending balance in the FSR in 2019 is above target level at 9.5% of tax supported expenditures.



On March 20, 2020, City Council amended the purpose of the FSR to allow transfers between the FSR and General Revenue Fund, subject to maintaining the required annual minimum balance in the FSR in order to ensure that the tax supported operating budget is balanced.

In addition to reserves, liquid assets and the City’s uncommitted credit facilities are both contributing factors towards liquidity. As of December 31, 2019 City liquidity is at 61%, well above its target of 30% (See chart on page 3-144). The City will continue to monitor its reserve and liquidity positions against future requirements to ensure adequate balances are maintained.







# Community and Financial Trends

**Selected Statistics on Local Demography, Development,  
and Municipal Finance**

Economic Research · June 2020

## Community and Financial Trends Preface

As part of the City of Winnipeg's budget documentation, a document outlining recent trends in the city's population, demographic, community, and financial changes is produced. This is done to provide the public with current and historical information on the people that live here and the state of our municipal finances, while also informing the City of Winnipeg's Public Service to help guide the development of fiscal policy in terms of revenue generation and expenditure. Understanding our community and its needs are crucial in guiding the development and delivery of municipal services.

What is different this year is that at the time of this report's writing, the entire world is experiencing an unprecedented disruption due to the global health pandemic caused by Coronavirus disease 2019 (COVID-19). COVID-19 is an infectious disease discovered in December 2019 that is easily spread from person to person, and is known to cause respiratory infections.<sup>1</sup> This disease spread rapidly across the world in the months following its discovery, prompting most countries to adopt drastic measures to limit the spread of the disease including closing borders, quarantining cities, cancelling international flights, and encouraging social distancing behaviors that would reduce human interaction for several months.

These actions undertaken by governments across the world have had a significant impact on the global economy. Across Canada, public health orders beginning towards the end of March 2020 required many non-essential businesses to close down across the country, leading to significant disturbances in local labour markets and economies.

As this report is being written, all Canadian provinces are in varying states of emergencies, many non-essential businesses are closed, and people are being actively encouraged to stay at home as much as possible and to not gather with people outside their household. While it is too early to draw conclusions on what impact COVID-19 will have, even early on it is clear that these measures will have a significant impact on the global and local economy.

It is anticipated that the current and lasting effects of COVID-19 will have a real impact on the world, and also right here in Winnipeg. It is not yet clear the scope and magnitude this pandemic will have on global development in years to come, but it can be assumed that some of the trends that we've observed historically may be disrupted or altered, at the very least for this year and perhaps the next.

As such, this report will aim to cover similar content as it has in years past, with added content in some sections that will speculate on how COVID-19 may impact that particular topic over the short term. While these comments will not be definitive given the evolving nature of the global epidemic, it is hoped that they will provide some perspective on how our community and its needs may potentially change both during the health and economic crisis and after, once recovery begins.

<sup>1</sup> World Health Organization. April 17, 2020. *Q&A on Coronaviruses (COVID-19)*. Accessed April 27, 2020.

# Community Trends

## Population

### Population Growth

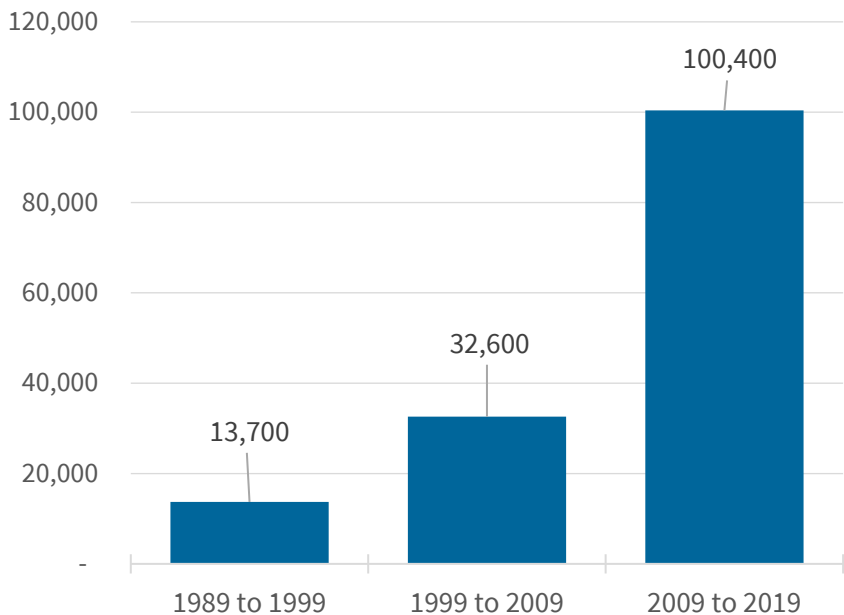
Prior to the 1990s, Winnipeg had historically seen strong population growth in most decades following the Second World War. However, the growth in population from 1989 to 1999 slowed down significantly to the point where Winnipeg was growing by an average of only 1,000 people per year. Historically, the 1990s represented one of the slowest-growth decades in the City's history.

This trend reversed beginning in the early 2000s primarily due to an increase in international migration, and population growth resumed at regular rates. By the end of the 2010s, Winnipeg had experienced the second largest growth in population in a decade, with population estimated to have grown by over 100,000 people from 2009 to 2019.

The figure on the right compares the three most recent decades of population growth in Winnipeg and demonstrates the significant difference in growth between the 1990s and 2010s.

The figure on the following page shows the estimated growth of Winnipeg's population beginning in 1879. The estimated population at the end of each decade is reported in the data labels (in thousands). Based on this data, it is estimated that the City of Winnipeg experienced the largest decade of growth from 1949 to 1959, growing by an estimated 105,000 people over the course of 10 years. By comparison, Winnipeg grew by an estimated 100,400 people from 2010 to 2019, representing the second largest decade of growth in Winnipeg's history.

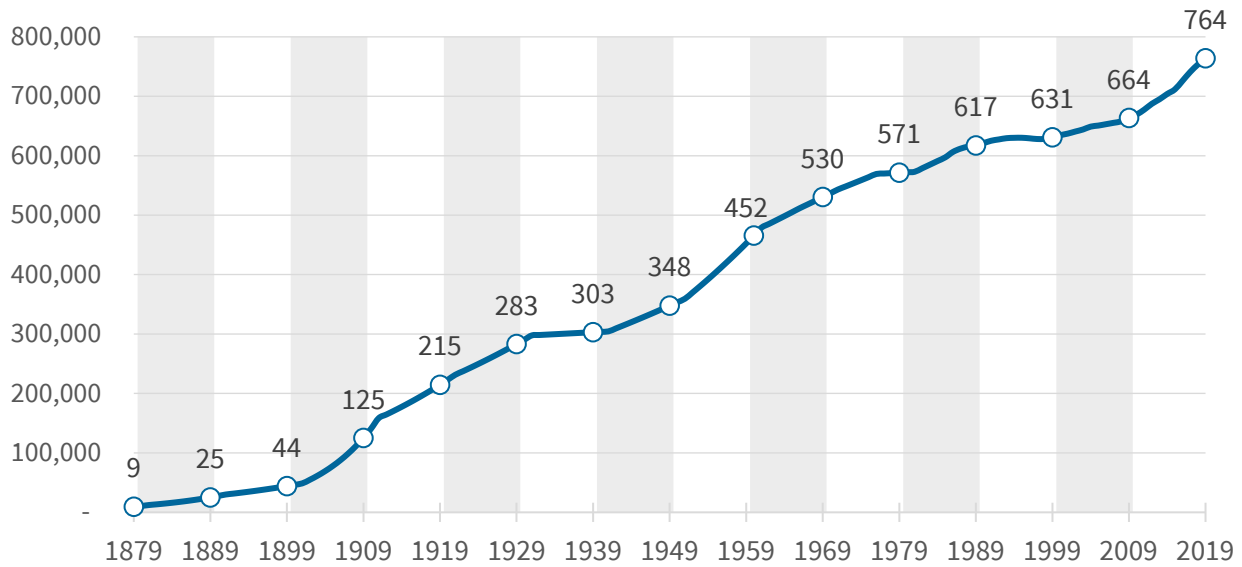
City of Winnipeg Recent Population Growth



Source: Statistics Canada, Table 17-10-0142-01, Population Estimates, July 1, by census subdivisions, 2016 boundaries; Manitoba Bureau of Statistics; City of Winnipeg Calculations.

Note: Population growth by decade is calculated using the previous year of the given decade as the base year. (E.g. growth for 1990 to 1999 compares population in 1989 to population in 1999).

## City of Winnipeg Population Estimates - 1879 to 2019

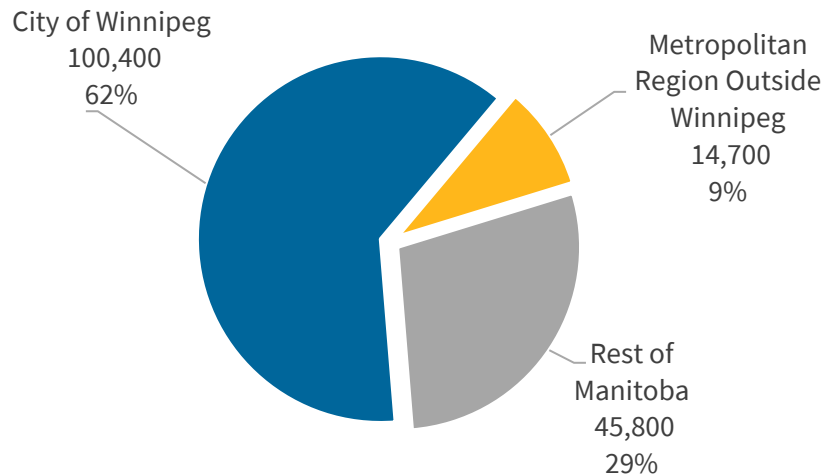


Source: Statistics Canada, Table 17-10-0142-01, Population Estimates, July 1, by census subdivisions, 2016 boundaries; Manitoba Bureau of Statistics; City of Winnipeg Calculations.

While Winnipeg has grown significantly over the past decade, it has also been the primary centre of population growth within the province of Manitoba.

The chart on the right shows that while Manitoba grew by around 161,000 people from 2009 to 2019, the majority of this growth (62 per cent) was concentrated within the City of Winnipeg. Another 9 per cent of this growth occurred within the metropolitan area surrounding Winnipeg, and the remaining 29 per cent of growth occurred across the rest of the province.

## Distribution of Manitoba's Population Growth - 2009 to 2019

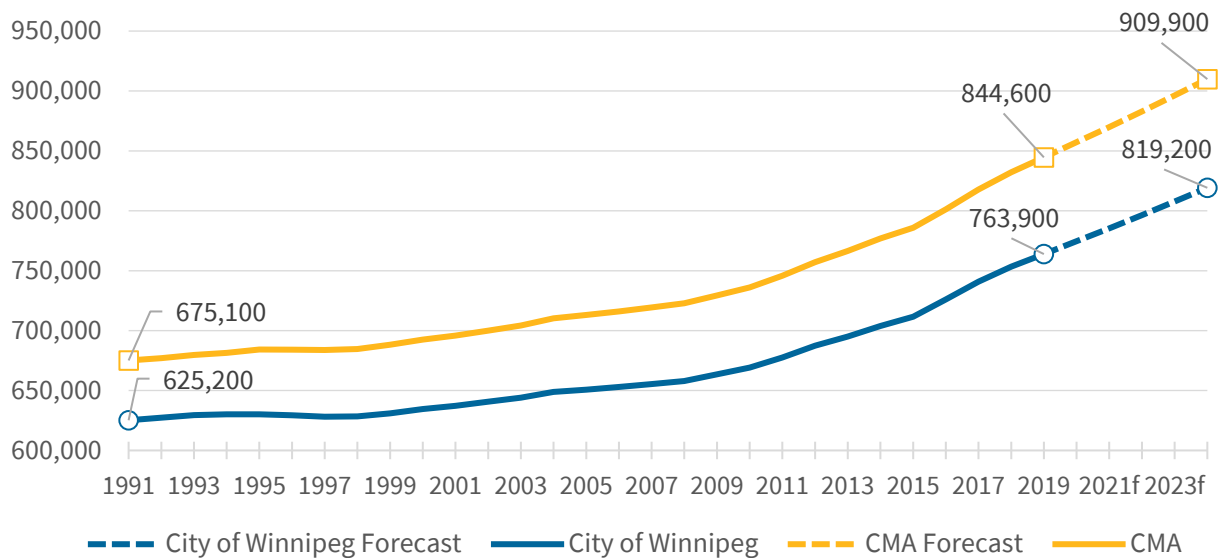


Source: Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries; Statistics Canada, Table 17-10-0005-01, Population estimates on July 1<sup>st</sup>, by age and sex

In the short term over the next 5 years, the City of Winnipeg’s population is forecasted to increase by over 55,000 people, growing from 763,900 in 2019 to 819,200 in 2024. This represents a compound annual growth rate of 1.4 per cent which is slightly less than the forecasted rate for the Metropolitan Area of 1.5 per cent.

Overall, the Province of Manitoba is expected to add 83,600 people over the same time period, representing a compounded growth rate of 1.2 per cent. Keeping in-line with what has been observed over the past decade, 66 per cent of Manitoba’s population growth is expected to take place within the City of Winnipeg.

### City of Winnipeg and Census Metropolitan Area (CMA) Population Forecast



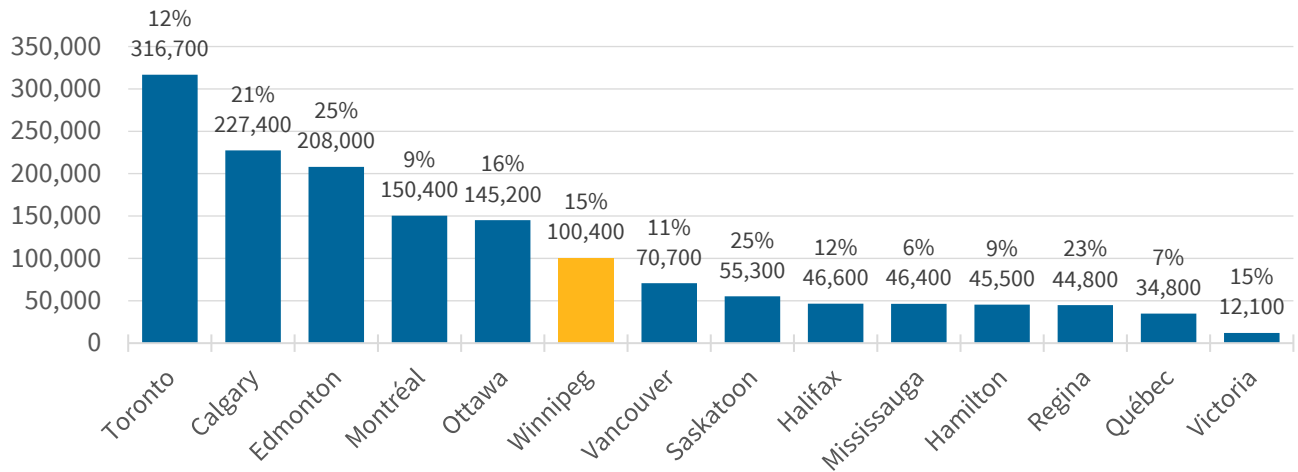
Source: Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries; Conference Board of Canada, Metropolitan Outlook 1 Data – Winter 2020  
 Note: Forecast was produced prior to the COVID-19 pandemic.

### Population Growth Summary by Region

Region	2019 Population	2024f Population	Average Annual Growth	Compounded Annual Growth Rate
City of Winnipeg	763,900	819,200	11,060	1.4%
Winnipeg Census Metropolitan Area (CMA)	844,600	909,900	13,060	1.5%
Manitoba	1,369,500	1,453,100	16,720	1.2%

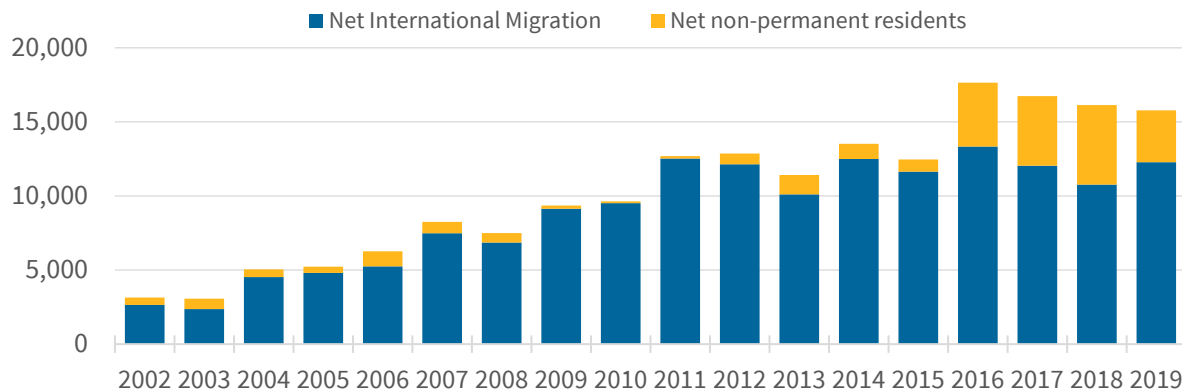
While Winnipeg has shown strong population growth over the last decade, this trend was observed among many other major Canadian cities as well. The graph below shows the total population growth across major Canadian municipalities from 2009 to 2019 along with the percentage growth displayed above each bar. While Winnipeg's total population grew more than many other municipalities such as the City of Vancouver, City of Saskatoon, Halifax Regional Municipality, and the City of Hamilton, other municipalities such as the City of Toronto, City of Calgary, City of Edmonton, and City of Ottawa have grown more.

### Population Growth Across Major Canadian Municipalities, 2009 to 2019



Source: Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries. Please note that these population growth figures represent population growth across city municipalities, not Census Metropolitan Areas (CMA).

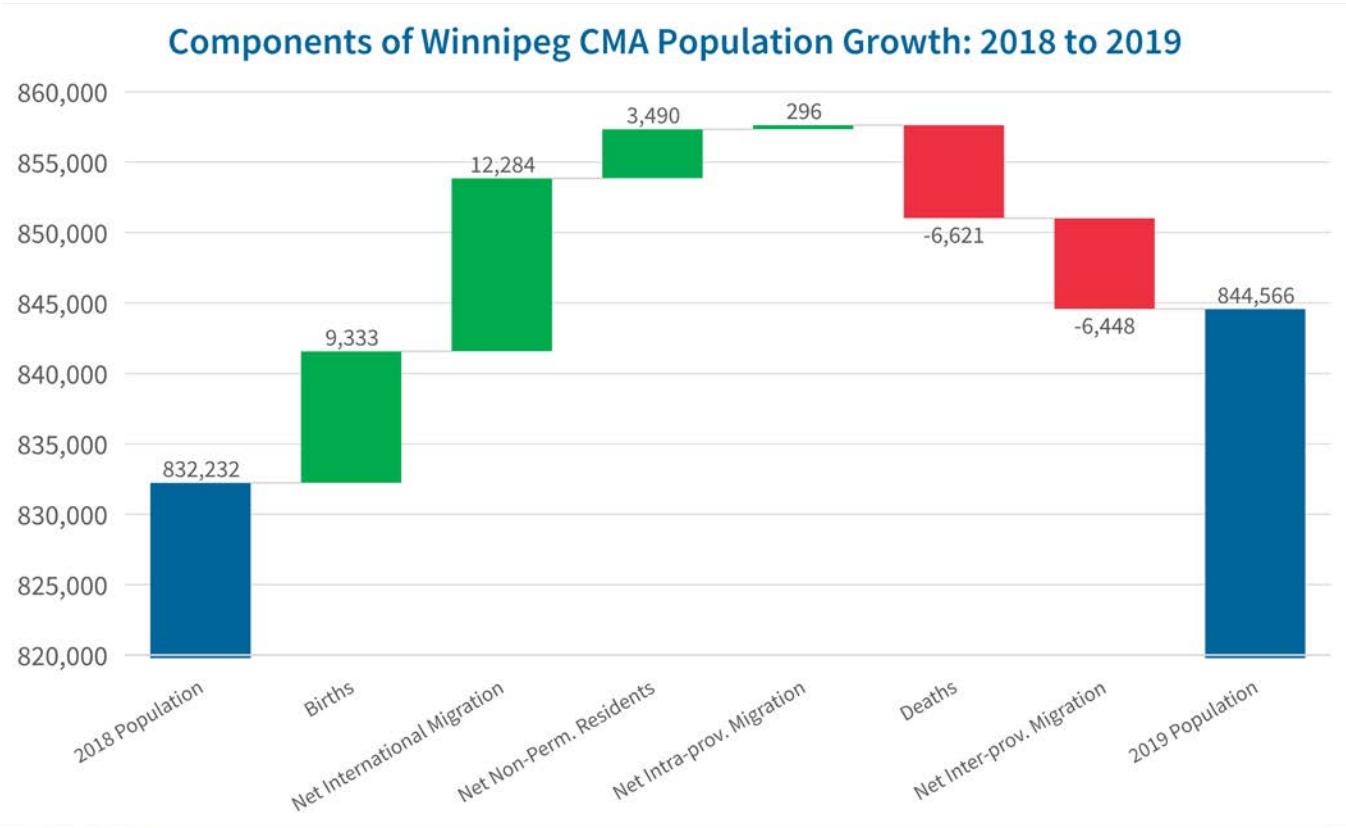
### International Migration by Year for the Winnipeg CMA



Source: Statistics Canada, Table 17-10-0079-01, Components of population growth by census metropolitan area, age group and sex, annual, based on the SGC 2011 (inactive); Statistics Canada, Table 17-10-0136-01, Components of population change by census metropolitan area and census agglomeration, 2016 boundaries

Like most Canadian cities, Winnipeg’s population growth is primarily driven by international immigration which has steadily increased since the early 2000s as evidenced in the figure above. A significant component of this is under the Provincial Nominee Program (PNP). Of those immigrating to Manitoba under the Provincial Nominee Program, approximately 71 per cent intend on settling in Winnipeg.<sup>2</sup> As international immigration drives population growth, this in turn, has an influence on major trends.

Another important trend to highlight is how Winnipeg’s population tends to grow on a yearly basis. The waterfall chart below shows how Winnipeg grew from 2018 to 2019. Overall, 37 per cent of our growth in population came from births and 48 per cent came from net international migrants. With respect to population loss, 51 per cent was due to deaths and 49 per cent was due to people leaving Winnipeg for other provinces.



Source: Statistics Canada, Table 17-10-0136-01, Components of population change by census metropolitan area and census agglomeration, 2016 boundaries

The above chart demonstrates that Winnipeg experiences significant net population loss from individuals moving to other provinces in Canada (net interprovincial migration). In fact, from 2018 to

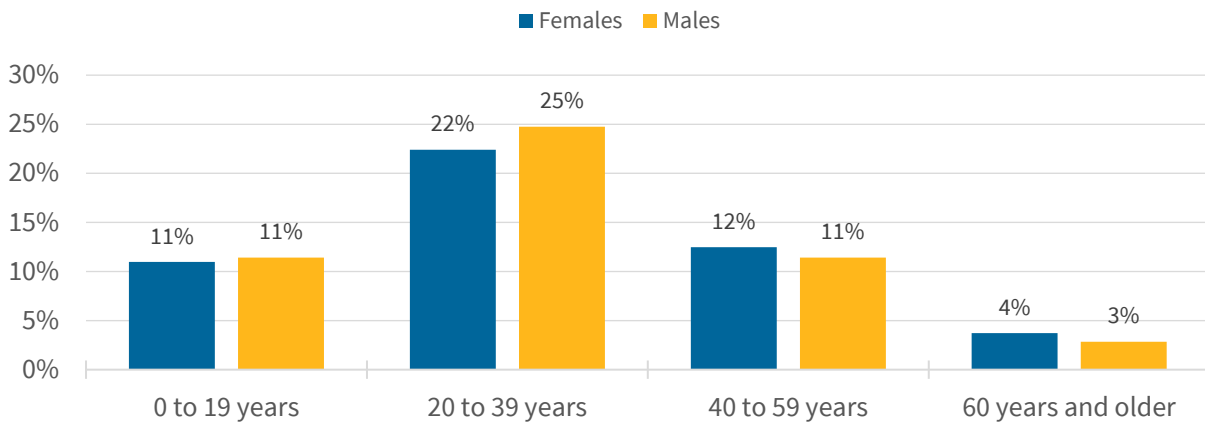
<sup>2</sup> Province of Manitoba, Immigrate Manitoba. 2018. MPNP Annual Report – 2018. *Intended Destination in Manitoba*. Accessed April 28, 2020.



2019, Winnipeg had the largest net loss in population from interprovincial migration out of all 35 Census Metropolitan Areas in Canada.<sup>3</sup>

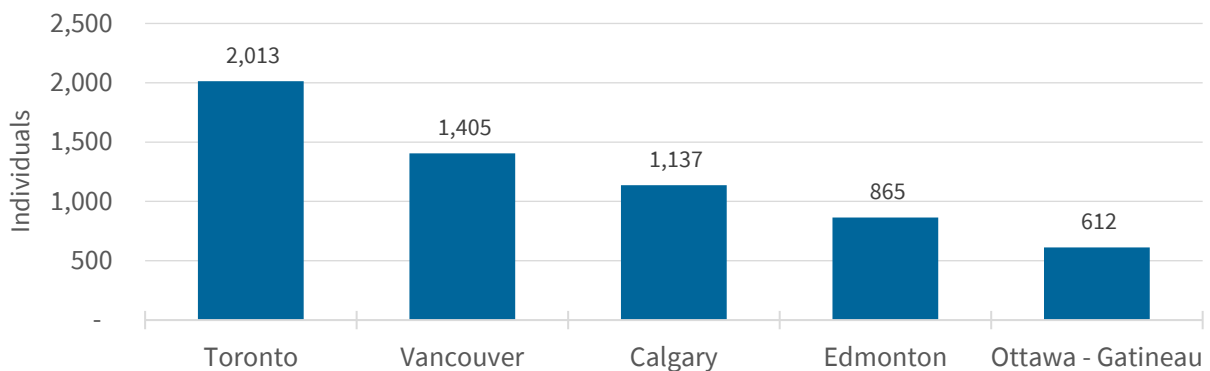
Further analysis shown in the following figures illustrates that largest group of individuals leaving Winnipeg for other provinces are those aged 20 to 39, and the split across genders is roughly the same. Further, the primary cities that Winnipeggers move to outside of Manitoba are Toronto, Vancouver, Calgary, Edmonton, and Ottawa in that order.

### Age and Gender Distribution of Individuals Migrating from Winnipeg to Other Provinces, 2018 to 2019



Source: Statistics Canada, Table 17-10-0136-01, Components of population change by census metropolitan area and census agglomeration, 2016 boundaries

### Top 5 Census Metropolitan Areas for Interprovincial Out-migrants leaving Winnipeg for other provinces, 2017 to 2018



Source: Statistics Canada, Table 17-10-0141-01, Interprovincial and intraprovincial migrants, by census metropolitan area and census agglomeration of origin and destination, 2016 boundaries

Note: 2017/2018 is the latest data available for this table at this time.

<sup>3</sup> Statistics Canada, Table 17-10-0136-01, Components of population change by census metropolitan area and census agglomeration, 2016 boundaries.

# Population Growth: Implications of COVID-19

Like many major Canadian cities, Winnipeg has experienced significant growth in population, much of which is due to international migration. For municipalities, a growing population has an affect on city planning and finances. Population growth leads to the demand for housing and employment lands, which in turn requires cities to expand their infrastructure to accommodate new dwelling units and workplaces, and to also increase the provision of public goods such as safety and transportation services to maintain existing levels of service.

With much of Winnipeg’s population growth being driven by international migration, the world-wide closure of international borders, cancelation of international flights, stay-at-home orders, and social distancing measures may have a real impact on this source of growth. For the short term, international migrants destined for Winnipeg may have to stay within their country until the pandemic subsides, borders reopen, and international travel is once again permitted. Further, an increase in unemployment may mean that demand for labour from international migration may reduced. This has the potential to reduce the growth in Winnipeg’s population in the near-term, and it is too early to speculate on the long-term implications of COVID-19 on population growth.

In a May 2020 publication from RBC Economics, the authors note that while Ottawa had set a target of 370,000 new permanent residents from immigration for 2020, the impact of COVID-19 on immigration trends based on data as of March could mean the target falls short by 170,000, or 46 per cent, by the end of the year.<sup>4</sup> In 2019, there were over 12,000 net international migrants that moved to the Winnipeg CMA, so if a 46 per cent reduction was experienced locally, that would mean net international migration to Winnipeg could be reduced by around 5,500 individuals, resulting in net growth from international migrants of approximately 6,500 by the end of 2020.

On the other side of the spectrum, the figures above have shown that people leaving Winnipeg for other provinces puts significant downward pressure on local population growth. The effects of the COVID-19 pandemic may temporarily limit the outflow of locals leaving Winnipeg for other jurisdictions in the short-term.

With respect to births and deaths, there are a variety of factors that COVID-19 may influence that affect these components of population growth. Uncertainty among people in regards to their income and employment status may alter the timing of family planning ultimately affecting the birth rate, while a reduction in car travel, stay-at-home orders, and COVID-19 itself may affect the death rate.

## Potential Effect of COVID-19 on City of Winnipeg Population Growth

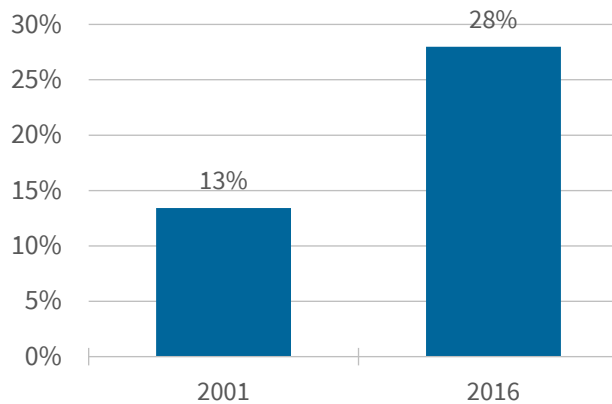
Variable	Potential Effect
Births	Uncertain
Deaths	Uncertain
International in-migration	Temporary Decrease
Intra-provincial out-migration	Temporary Decrease

<sup>4</sup> Source: Royal Bank of Canada (RBC) Economics. May 29, 2020. *COVID-19 Derails Canadian Immigration*. Accessed May 29, 2020.

## Demographics

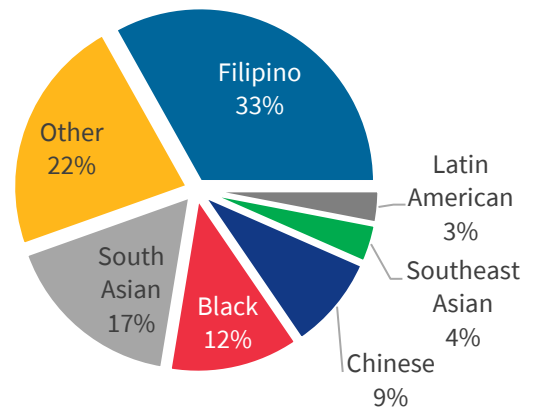
One of the results of international migration is that the proportion of Winnipeg's population that is composed of visible minorities has risen significantly. In 2001, 13 per cent of Winnipeg's population belonged to a visible minority group and by 2016, this value had risen to 28 per cent, now representing over 193,000 people.<sup>5</sup> The largest group of visible minorities in Winnipeg is the Filipino community, which totaled over 73,000 people in 2016.

### Population that is Visible Minority, 2001 and 2016



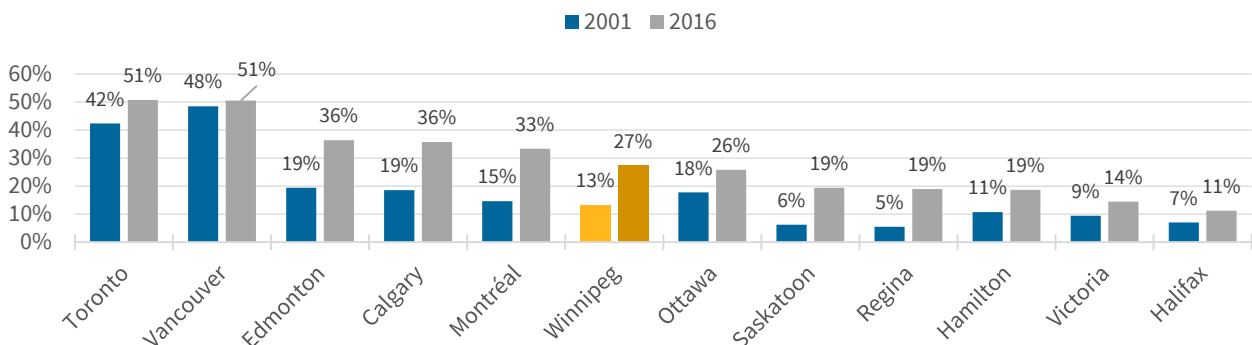
Source: Statistics Canada, 2001 and 2016 Census of Population.  
 Note: Data is representative of city (CY) municipal boundaries.

### Distribution of Visible Minorities - 2016



This trend is not unique to Winnipeg as many cities in Canada have seen a significant increase in the proportion of the population that is visible minority. The chart below shows what proportion of the population was visible minority in 2001 and in 2016 across major cities in Canada.

### Percent of Population that is Visible Minority across Canada - 2001 vs. 2016

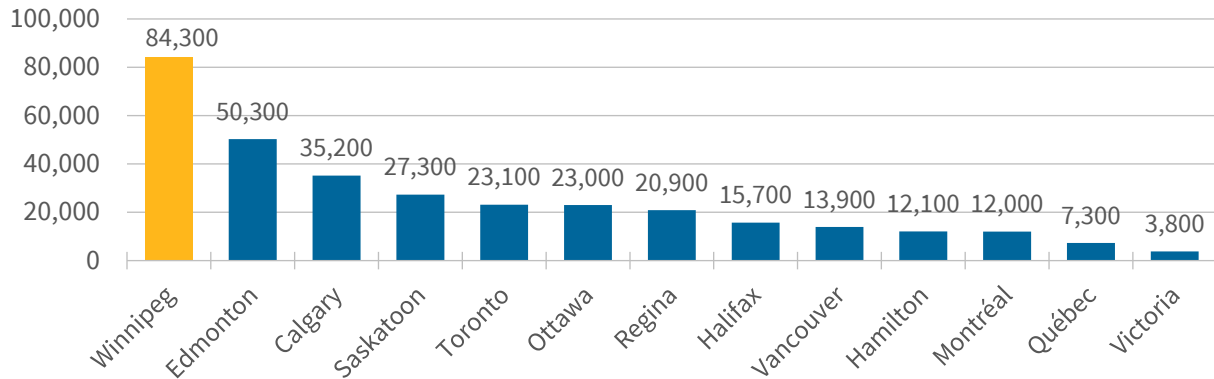


Source: Statistics Canada, 2001 and 2016 Census of Population.

<sup>5</sup> Source: Statistics Canada 2001 and 2016 Census of Population. Data representative of city (CY) municipal boundaries.

With respect to Indigenous peoples, Winnipeg has the largest Indigenous population in Canada out of all major cities. In 2016, over 84,000 people identified as Indigenous representing over 12 per cent of Winnipeg’s overall population.<sup>6</sup>

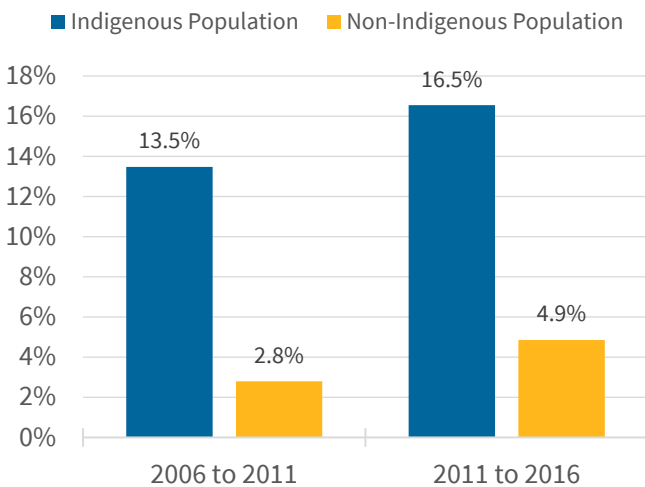
### Indigenous Populations across Canada - 2016



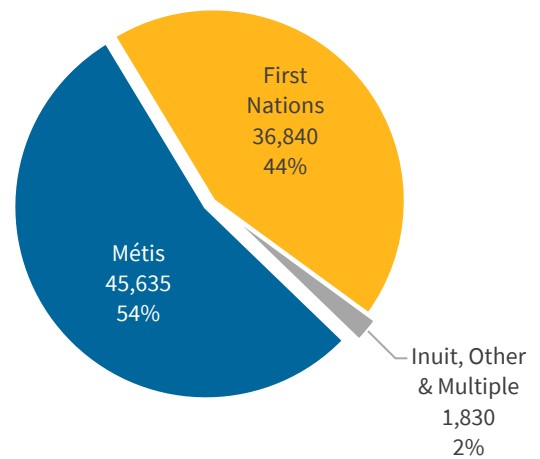
Source: Statistics Canada, 2016 Census of Population.

Furthermore, the Indigenous population in Winnipeg is growing significantly faster than the non-Indigenous population, and this is illustrated in the chart below on the left. For example, between 2011 and 2016, the Indigenous population grew by 16.5 per cent while the non-Indigenous population grew by 4.9 per cent.<sup>7</sup> In terms of their identity, as at the 2016 census, 54 per cent of Winnipeg’s Indigenous population identified as Métis, 44 per cent identified as First Nations, and 2 per cent identified as Inuk (Inuit) or other/multiple.<sup>8</sup>

### Winnipeg Population Change by Group



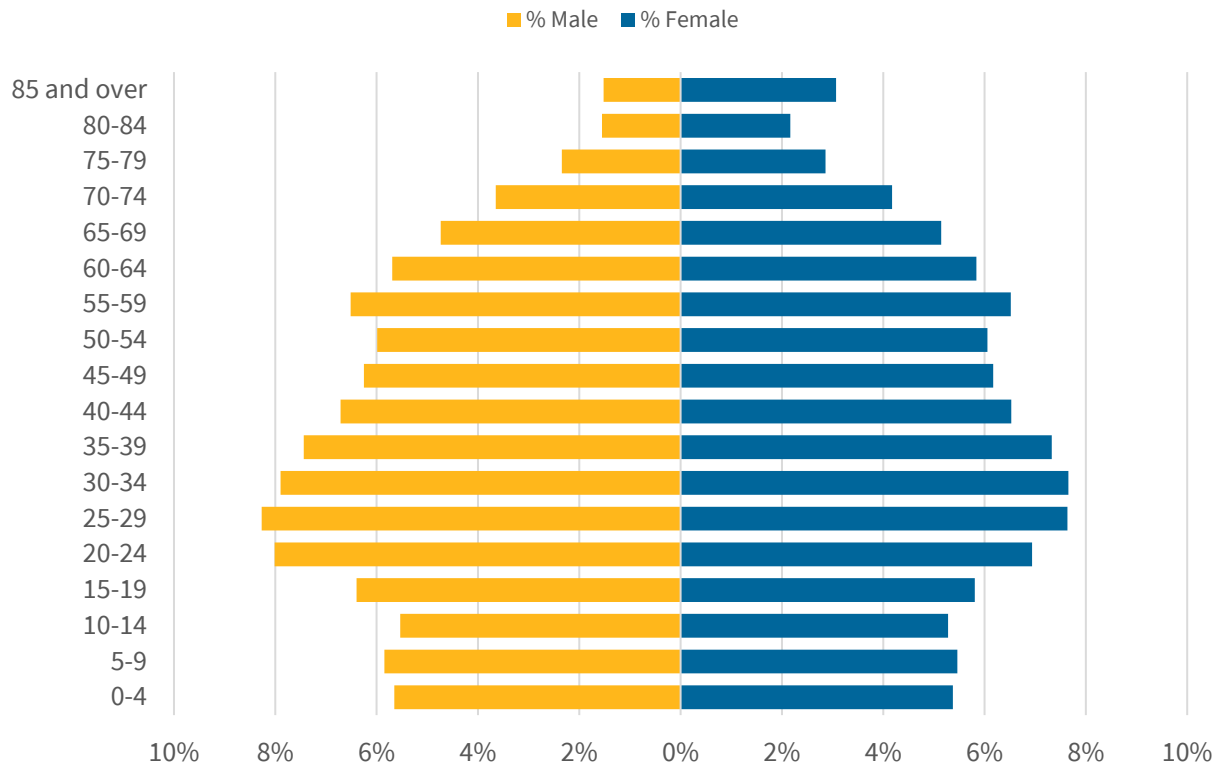
### Distribution of Indigenous Population by Identity - 2016



Source: Statistics Canada, 2011 and 2016 Census of Population.

<sup>6</sup> Source: Statistics Canada 2016 Census of Population  
<sup>7</sup> Source: Statistics Canada 2006, 2011, and 2016 Census of Population  
<sup>8</sup> Source: Statistics Canada 2016 Census of Population

## City of Winnipeg Population Pyramid - 2019



Source: Statistics Canada, Demography Division, customized for City data.

Immigrants have changed the demographic profile of our population in more ways than simply the percentage of visible minorities; it has also changed the overall age distribution of our population. In the late 1990s there were concerns that the largest share of our population at the time, baby boomers, would leave the workforce and be replaced by a smaller share of people of younger age; however, as a result of immigration, this concern has been alleviated.

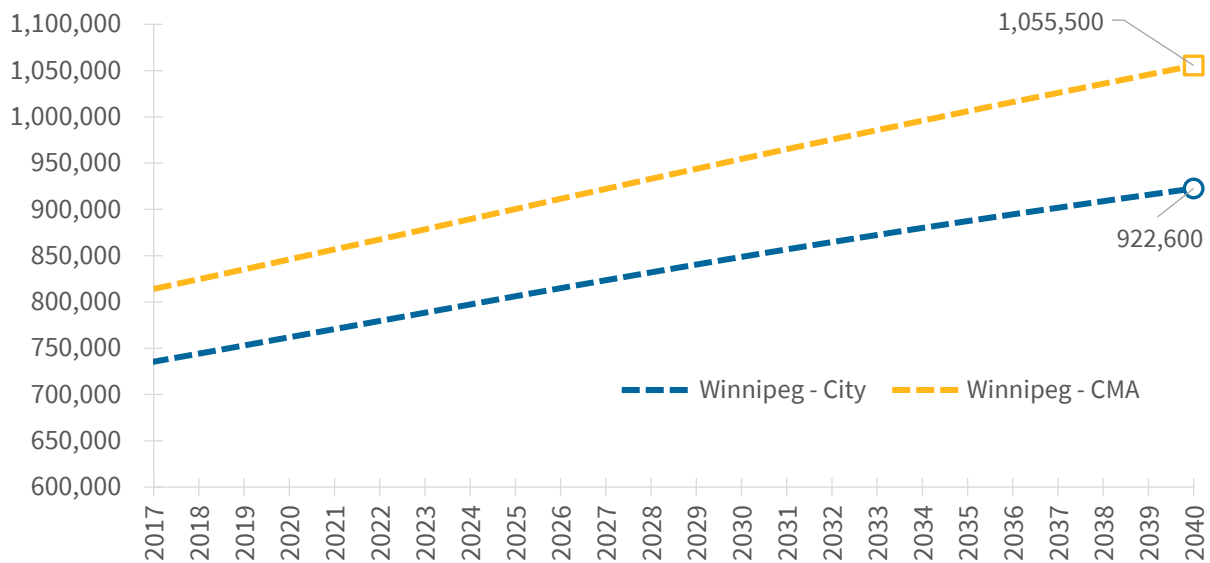
Indeed, the largest share of population is now those between the ages 25 to 29 at 8 per cent which currently reflects over 60,000 individuals.<sup>9</sup> The table on the following page provides a detailed breakdown on the distribution of Winnipeg's population by age and gender in 2019.

<sup>9</sup> Source: Statistics Canada, Demography Division, customized for City data

### Expected Population Growth over the next: <sup>10</sup>

Region	10 Years (2015-2025)	25 Years (2015-2040)
Winnipeg CMA	117,900	272,900
City of Winnipeg	96,900	204,200
Rest of CMA	20,900	59,500

### City of Winnipeg – Long Run Population Forecast



Source: City of Winnipeg 2016 Population Forecast

Note: Forecast was produced prior to the COVID-19 pandemic.

As a consequence of strong population growth from 2015 to 2040, over the 25 year forecast completed in 2016, the City of Winnipeg census metropolitan area is expected to increase its population to just over 1 million; an increase of 272,900. 75% of the CMA growth is expected to be within the City of Winnipeg, or 204,200 additional people from 2015 to 2040.

<sup>10</sup> Source: City of Winnipeg 2016 Population Forecast

### City of Winnipeg Population by Age – 2019 <sup>11</sup>

Age	Total	Females	Males
0-4	42,110	20,764	21,346
5-9	43,175	21,097	22,078
10-14	41,296	20,390	20,906
15-19	46,586	22,431	24,155
20-24	57,064	26,795	30,269
25-29	60,723	29,498	31,225
30-34	59,386	29,562	29,824
35-39	56,393	28,297	28,096
40-44	50,561	25,213	25,348
45-49	47,433	23,828	23,605
50-54	46,015	23,395	22,620
55-59	49,770	25,174	24,596
60-64	44,045	22,549	21,496
65-69	37,747	19,865	17,882
70-74	29,904	16,124	13,780
75-79	19,907	11,052	8,855
80-84	14,216	8,362	5,854
85 and over	17,591	11,851	5,740
<b>Total</b>	<b>763,922</b>	<b>386,247</b>	<b>377,675</b>

## Demographics: Implications of COVID-19

The demographics of a city are largely a function of its existing population. As such, it is not anticipated that the COVID-19 pandemic will have a significant influence on the demographic composition of Winnipeg's population.

One minor influence to consider is the impact of reduced international migration. Individuals coming from abroad to live in Winnipeg will increase its diversity, and based on their younger age, tend to bring down the average age in Winnipeg. A temporary reduction in international in-migrants may lead to a slower rate of population diversification, though if immigration resumes at regular rates shortly after the pandemic subsides, the effect would likely be insignificant.

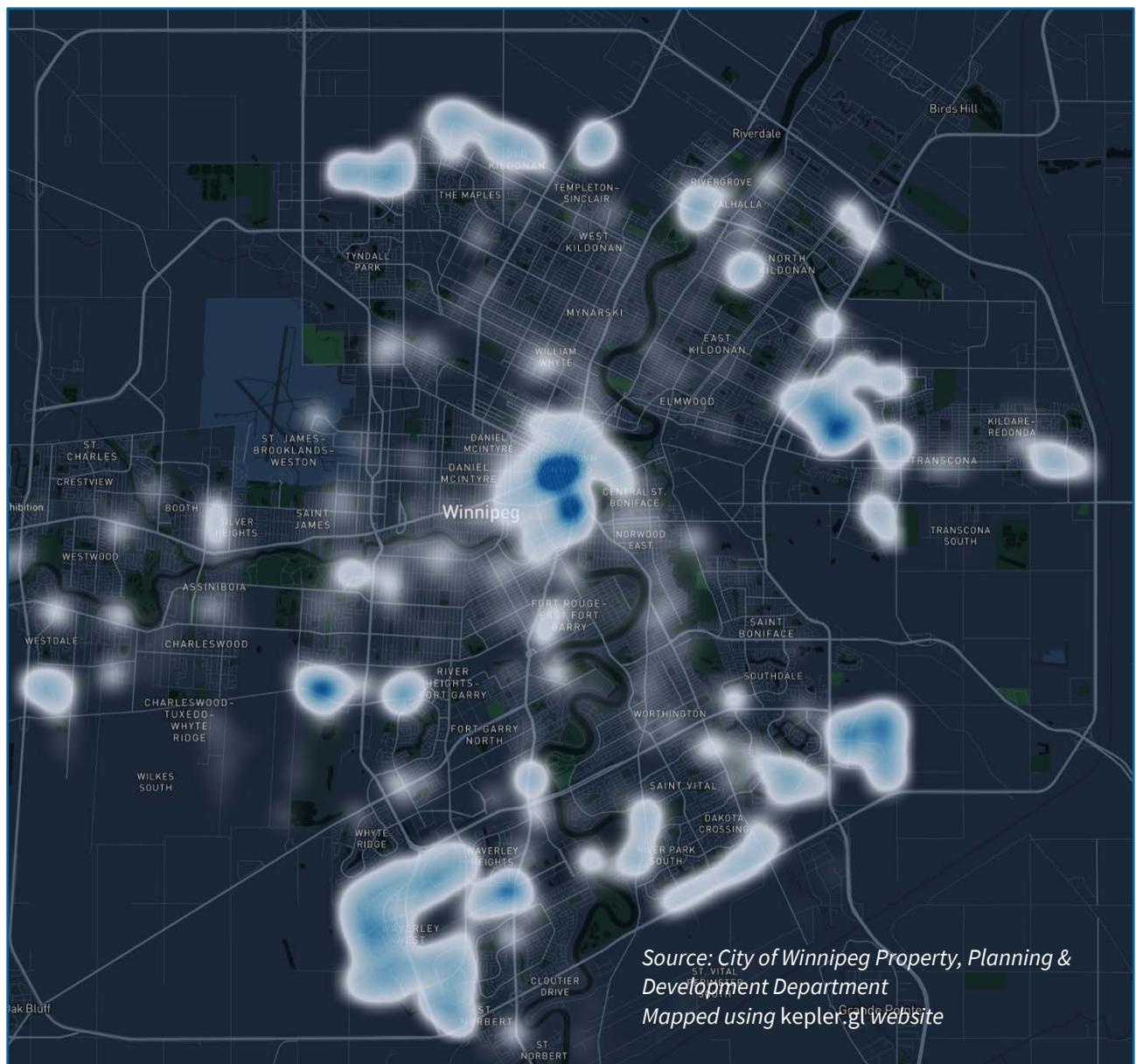
<sup>11</sup> Source: Statistics Canada, Demography Division, customized for City data

# Residential Housing and Commercial Market

## A Decade of Investment

Over the last decade, the City of Winnipeg has experienced substantial levels of building construction investment. It is estimated that between 2010 and 2019, over \$16 billion has been invested in the local building stock, from new structures, renovations, and additions. The two heatmaps below visualize where and how much residential and non-residential investment has occurred over the last ten years. For residential building investment which has totalled approximately \$8.7 billion since 2010, the majority of investment has taken place in downtown, Osborne, South Tuxedo, and greenfield

### Residential Building Investment: Heatmap of Total Construction Value From 2010 to 2019 (Darker Blue = More Dollars of Investment)

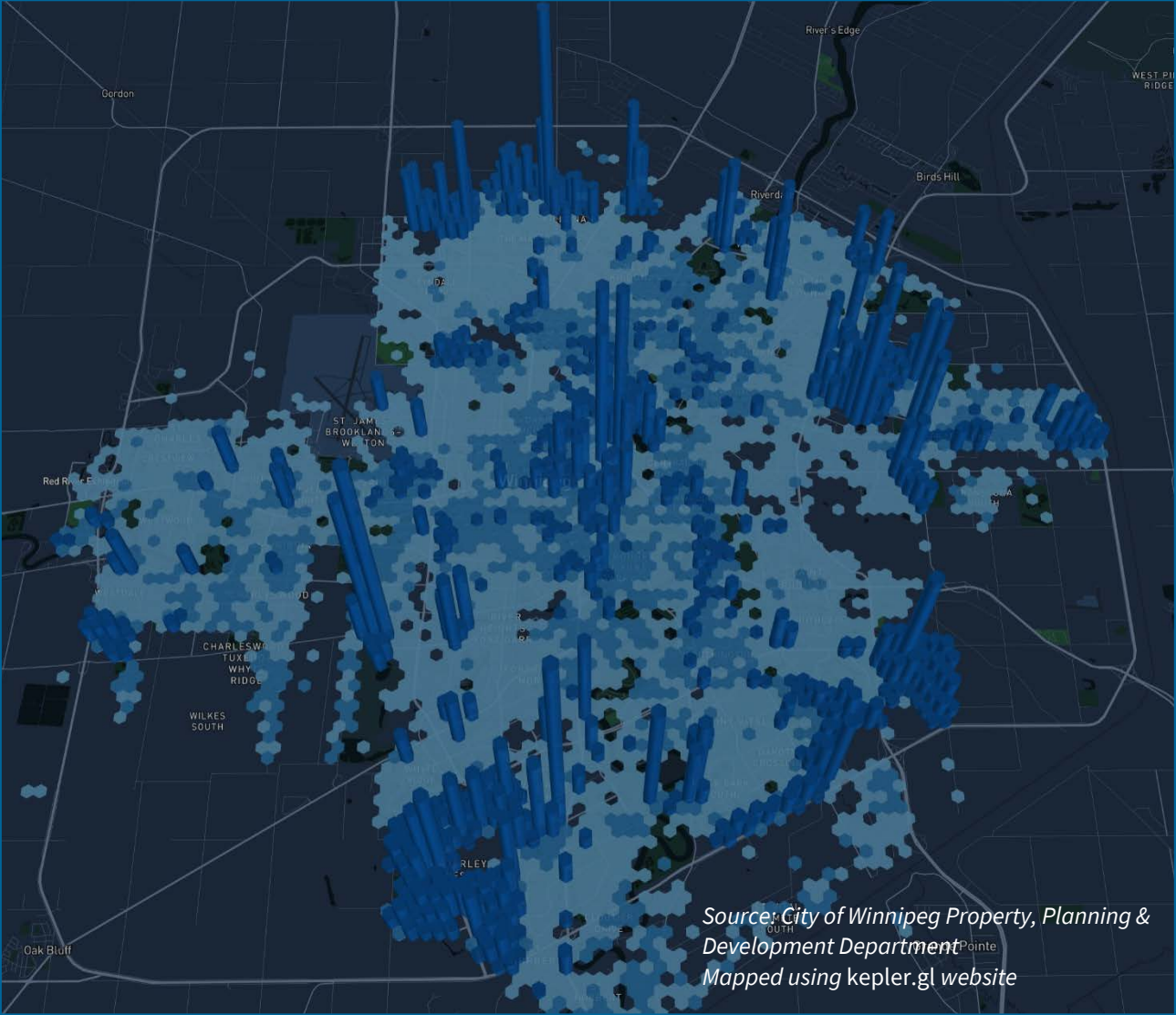




developments like Waverley West. While some of the residential investment has been in new and emerging communities further from Winnipeg’s downtown, the map below makes it clear that downtown has also seen very strong residential investment over the last decade.

The hexbin map below visualizes the total amount of dwelling units added (in 0.25 km<sup>2</sup> blocks) between 2010 and 2019. The darker and taller the block, the more units that have been added to that specific area over the last ten years.

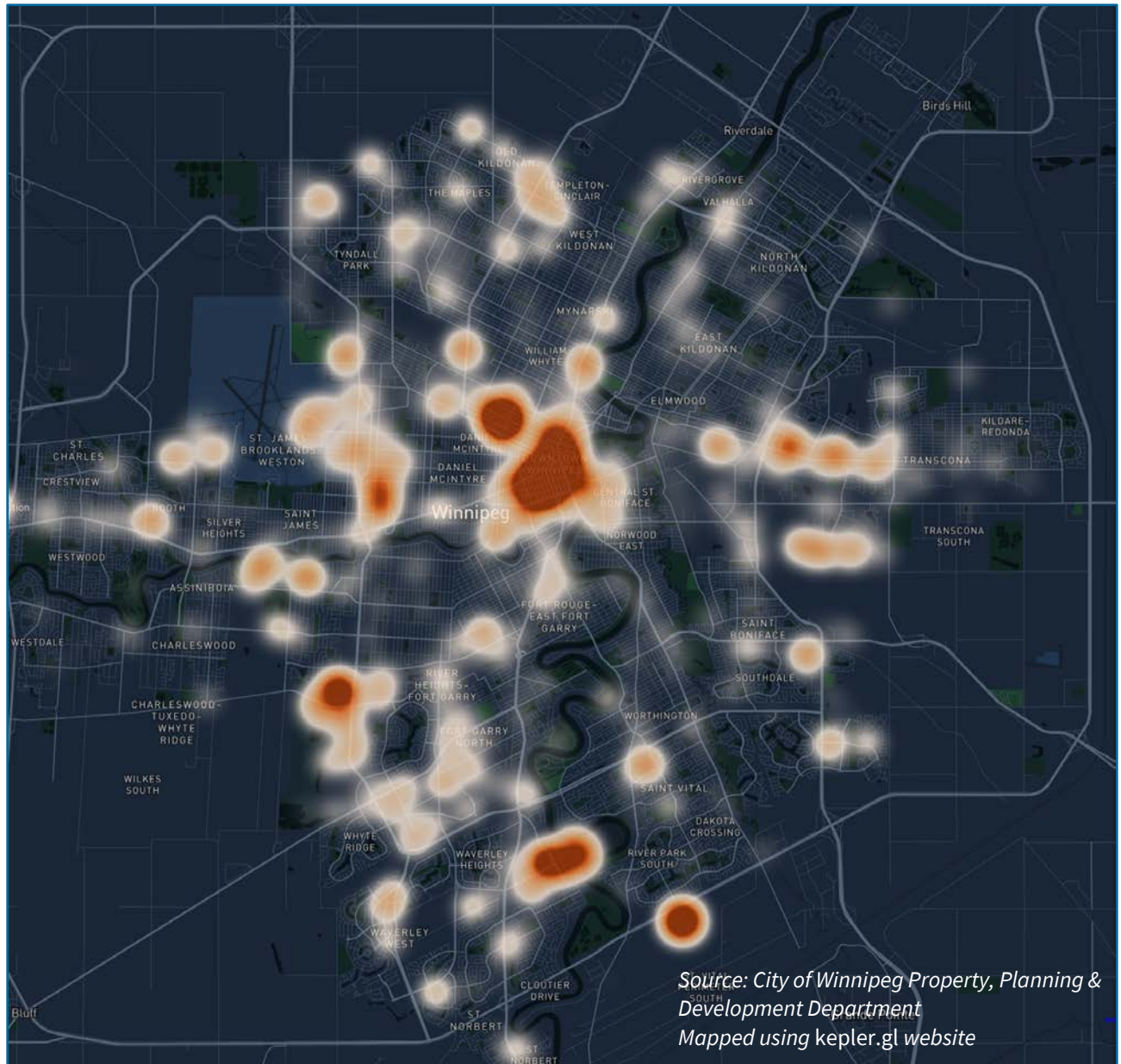
**Volume of New Residential Dwelling Units: Hexbin Map of Dwelling Units Added From 2010 to 2019 (Darker Blue & Taller = More Units Added)**



The above map shows that the number of units added strongly correlates with the dollar volume of investment. Moreover, both new and emerging communities and the downtown area have seen significant increases in dwelling units added over the last ten years.

For non-residential building investment that has totalled an estimated \$7.8 billion since 2010, a slightly different pattern emerges. Over the last decade, the majority of non-residential construction has been concentrated in downtown Winnipeg, Health Sciences Centre, South Tuxedo, the University of Manitoba, Kildonan Crossing, the airport, and the Polo Park area.

**Non-Residential Building Investment: Heatmap of Total Construction Value from 2010 to 2019 (Darker Orange = More Dollars of Investment)**



## Investment Across Canada in 2019

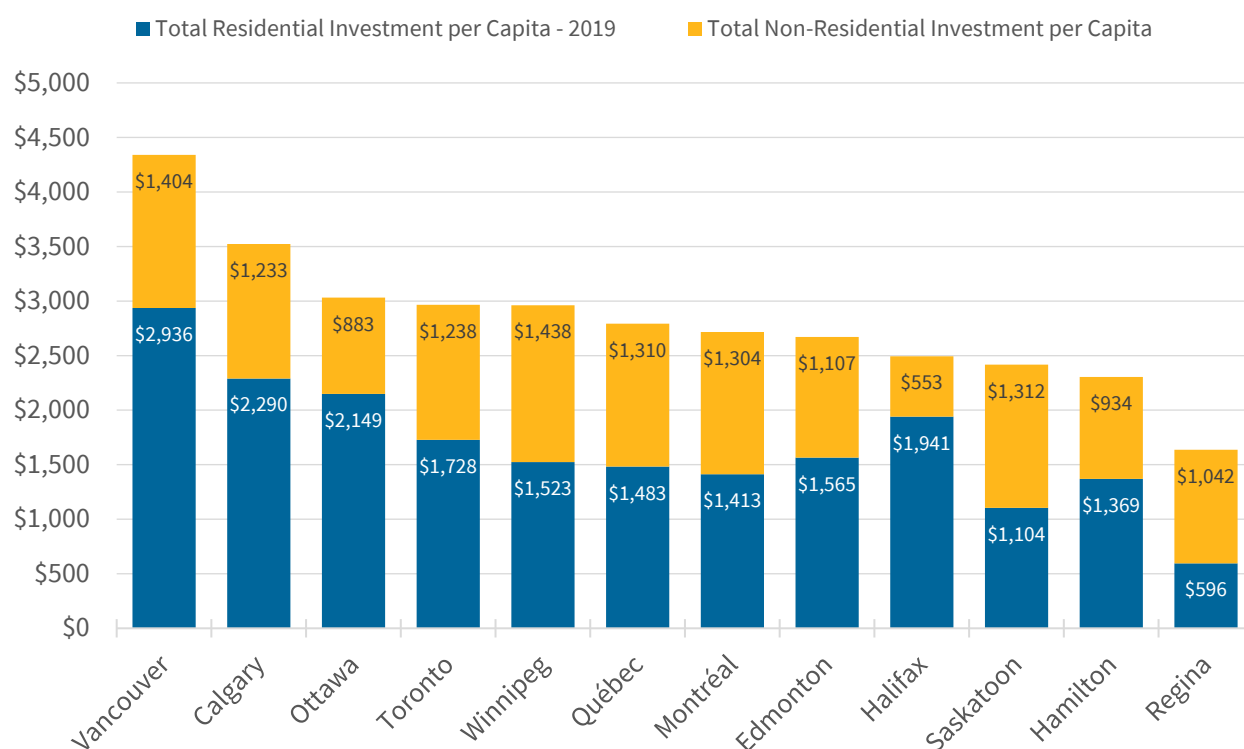
In 2019, investment in building construction totalled approximately \$2.1 billion in the City of Winnipeg, the highest on record.<sup>12</sup>

While data for other municipalities is not available, comparisons can be made at the Census Metropolitan Area (CMA) level. Per-capita analysis in the graph below shows that for 2019, the Winnipeg CMA ranked fifth highest out of 12 major metropolitan regions in Canada for total building investment per capita, at \$2,961 per person.

In more detail, Winnipeg ranked 7 out of 12 on residential investment at \$1,523 per person, and was ranked first for non-residential investment at \$1,438 per person.

In recent years, Winnipeg has continued to see significant investment in both residential and non-residential development, much of which may be a result of a growing population which drives the demand for residential, employment, commercial, recreational, and educational space.

### Per-Capita Investment in Building Construction by CMA - 2019



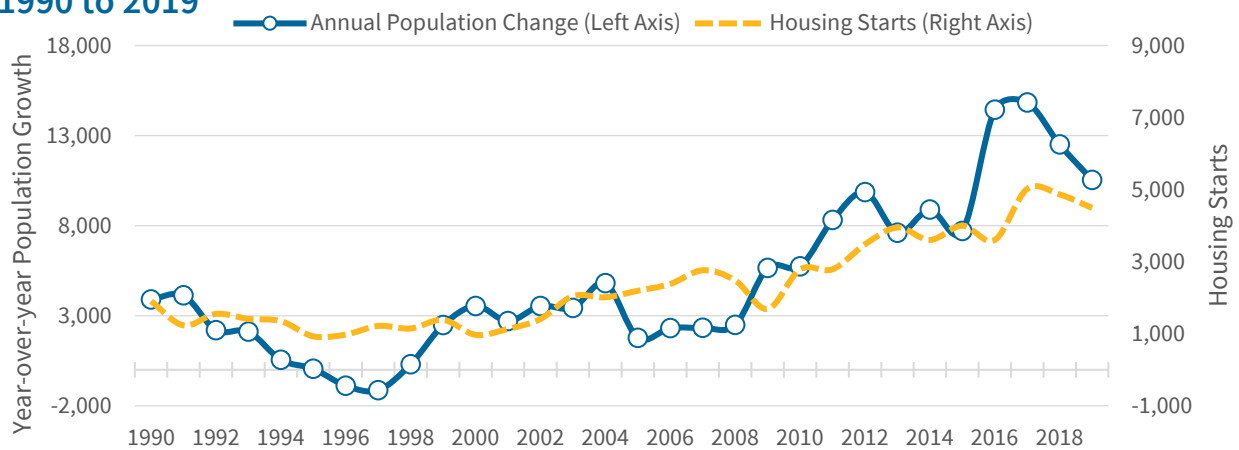
Source: Statistics Canada, Table 34-10-0066-01, Building permits, by type of structure and type of work; Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries

<sup>12</sup> Source: City of Winnipeg Property, Planning, and Development Department

## Housing Starts

As population increases in our city, so does the demand for dwellings which are referred to as housing starts. The following chart compares yearly population growth (left axis) to the volume of housing starts (right axis) in the City of Winnipeg.

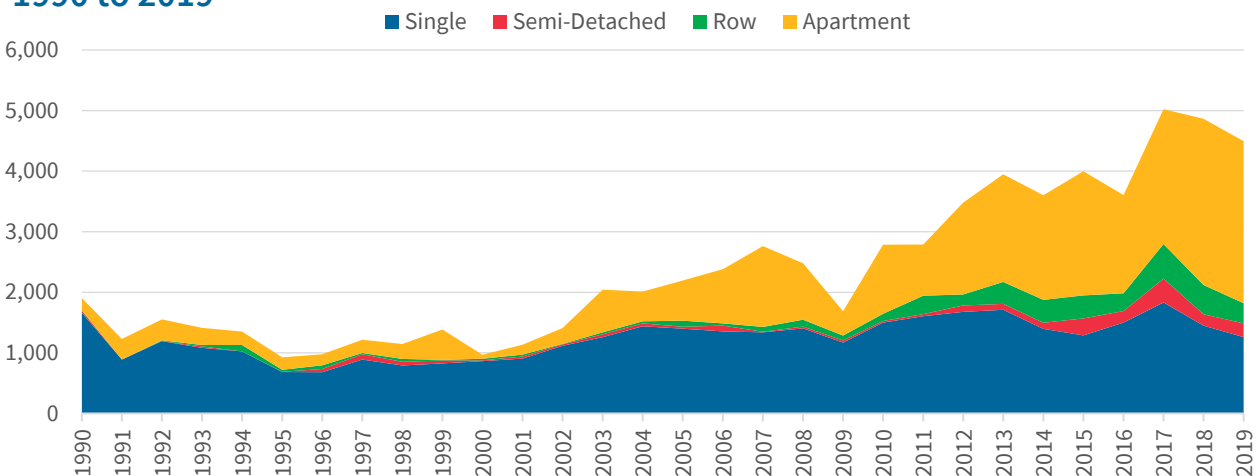
### Winnipeg Population Growth versus Housing Starts 1990 to 2019



Source: Canadian Mortgage and Housing Corporation (CMHC) Starts and Completions Survey; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries

It's also important to note that while the volume of housing starts has been increasing to meet the growth in population, the type of dwellings constructed has also changed. Compared to the early 1990s, the proportion of housing that was built that were multi-residential units has significantly increased; in 1990, multi-residential units accounted for 13 per cent of housing starts and in 2019, they accounted for 72 per cent.

### Winnipeg Housing Starts by Type 1990 to 2019



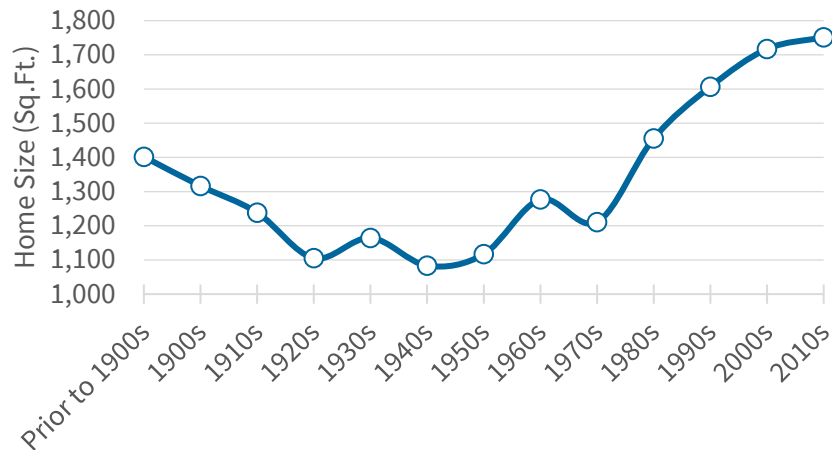
Source: Canadian Mortgage and Housing Corporation (CMHC) Starts and Completions Survey

## Housing Characteristics

Over the course of Winnipeg’s history, as population has changed so too has housing growth and preferences. For example, peak dwelling construction occurred from the 1950s to the 1980s. The first two peaks in the 1950s and 1960s were influenced by the Greatest Generation, or by soldiers returning from the Second World War and then ten years after purchasing their homes. The next big wave occurred in the 1970s and 1980s when The Greatest Generations’ children, the baby-boomers, purchased their homes.

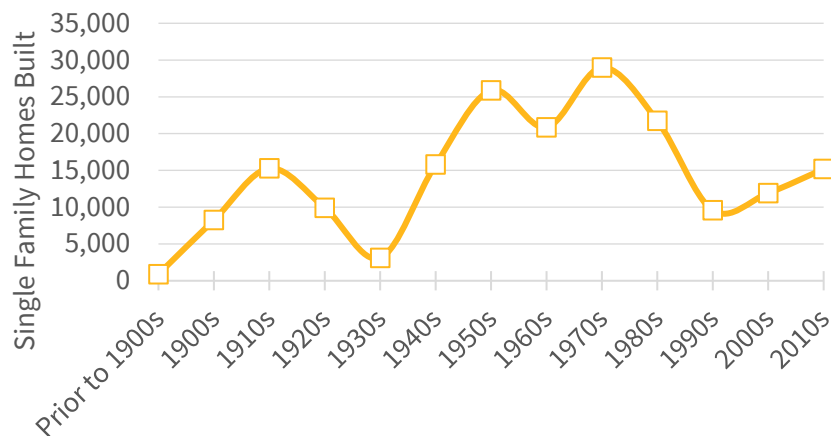
Generations influence not only the number of homes, but also the type – in other words, their household preference. Societies’ preferences are influenced by prevailing tastes and affordability, and this can be seen by studying living area size over Winnipeg’s past. For example, for homes in Winnipeg’s housing stock that still exist and were built in the 1910s, their size averaged 1,238 square feet and in the 1940s, they averaged 1,083 square feet. These two decades contained some of the smallest home builds in Winnipeg’s history, coinciding with the same time periods as the First World War and Second World War, respectively. Over time, as population and preferences have changed, the average size of a single-detached home has increased from about 1,083 square feet in the 1940s to nearly 1,751 square feet in the 2010s, an increase of over 62 per cent. Trends across decades in both housing size and housing construction volume are shown in the charts to the right.

### Average Single Family House Size by Decade Built



Source: City of Winnipeg Assessment Parcels via Open Data Portal; City of Winnipeg Calculations

### Single Family House Construction by Decade Built

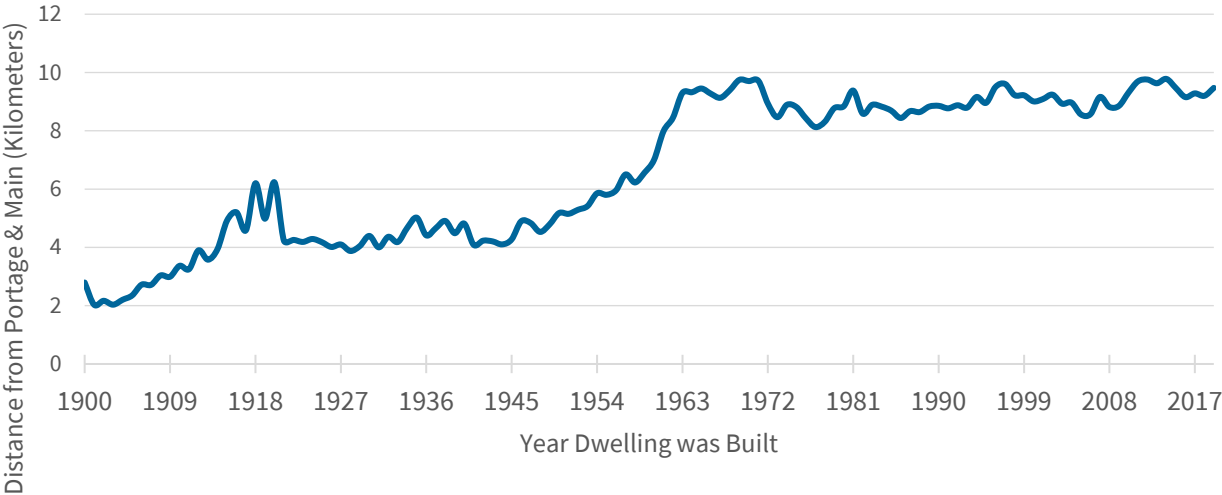


Source: City of Winnipeg Assessment Parcels via Open Data Portal; City of Winnipeg Calculations

While the volume and type of housing being built in Winnipeg has evolved over time, so has the location where the development takes place. The chart below shows how the average distance from downtown for all dwelling units built in a given year has changed since 1900 (using the Portage and Main intersection as a reference point).

This chart shows that for homes built from the 1900s to the 1950s, their average distance from Portage and Main was around 2 to 6 kilometers. From the 1950s to the 1970s, a significant outward shift occurred and the average distance from downtown for these dwellings increased from 6 to 9 kilometers from downtown. Since the mid-1970s, the average distance from downtown for dwelling construction has remained relatively stable, and typically occurs between 8 to 10 kilometers from downtown.

### Average Dwelling Distance from Portage and Main by Year Built 1900 to 2019



Source: City of Winnipeg Assessment Parcels via Open Data Portal; City of Winnipeg calculations

### Housing Prices

On the subject of housing prices, Winnipeg continues to be one of the most affordable major housing markets in Canada for both single-family detached homes and condominium dwellings.

According to RBC Economic Research’s March 2019 Housing Trends and Affordability report, as of the fourth quarter of 2018 Winnipeg was ranked as the fifth most affordable housing market in Canada, and the third most affordable major city housing market.<sup>13</sup> In the table below, RBC’s Q4 2018 housing affordability measure provided for various dwelling categories. This measurement shows the proportion of median pre-tax household income required to service the cost of mortgage payments, utilities, and property taxes based on the average market price of a home in that city. It illustrates that in Winnipeg, it would take approximately 33 per cent of a median household’s pre-tax income to service an average single-family detached home’s mortgage payment, property tax payment, and utility bill.

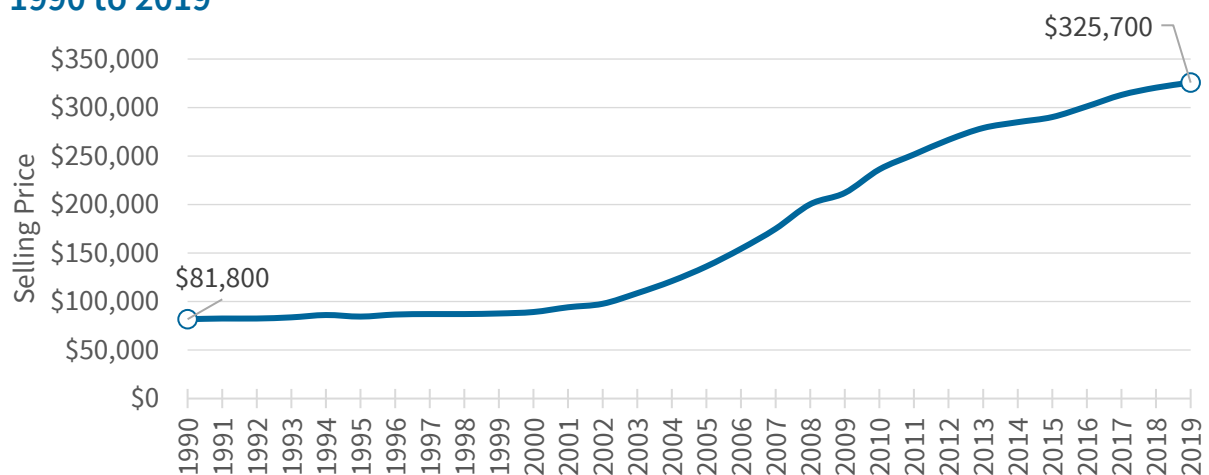
<sup>13</sup> Source: Royal Bank of Canada (RBC) Economics. March 2019. *Housing Trends and Affordability, March 2019*.

## RBC Housing Affordability (Q4, 2018) <sup>14</sup>

Market	Aggregate of all categories	Single-family Detached	Condominium Apartment
Québec	29.1%	30.9%	22.4%
Regina	29.5%	30.7%	23.0%
<b>Winnipeg</b>	<b>31.6%</b>	<b>33.3%</b>	<b>22.7%</b>
Halifax	31.9%	33.2%	33.3%
Saskatoon	33.4%	35.4%	20.0%
Edmonton	34.8%	37.5%	23.3%
Calgary	40.3%	44.4%	25.4%
Ottawa	40.6%	45.0%	27.2%
Montréal area	44.5%	45.7%	35.7%
Victoria	60.0%	65.9%	39.0%
Toronto area	66.1%	79.1%	42.0%
Vancouver area	84.7%	115.5%	52.5%

While Winnipeg's housing market continues to remain stable and affordable, like most other cities in Canada, Winnipeg experienced significant housing price increases throughout the mid-2000s and 2010s. The chart below shows how the average selling price of a home (excluding condos and apartment dwellings) has changed in Winnipeg from 1990 to 2019. <sup>15</sup> Compared to 1990, in 2019 the average selling price of a home in Winnipeg has increased 298 per cent.

## Winnipeg Average Home Selling Price 1990 to 2019



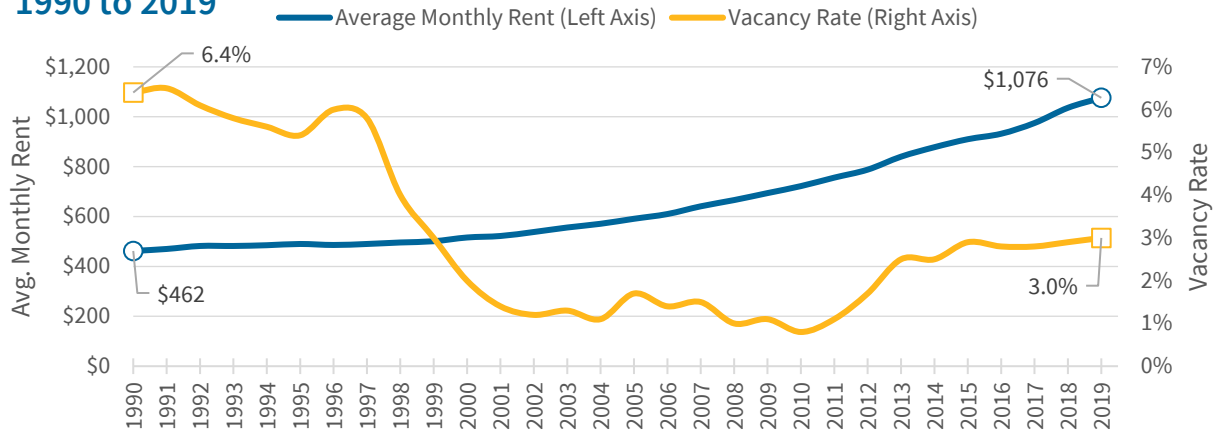
Source: Winnipeg Realtors and the Canadian Real Estate Association; City of Winnipeg calculations

Note: Excludes condo sales.

<sup>14</sup> Source: Royal Bank of Canada (RBC) Economics. March 2019. *Housing Trends and Affordability, March 2019*.

<sup>15</sup> Source: Winnipeg Realtors, the Canadian Real Estate Association, and City of Winnipeg calculations Note: Includes single family (attached and detached), mobile, duplex, and townhouse dwellings.

## Winnipeg's Rental market: Average Rent and Vacancies 1990 to 2019

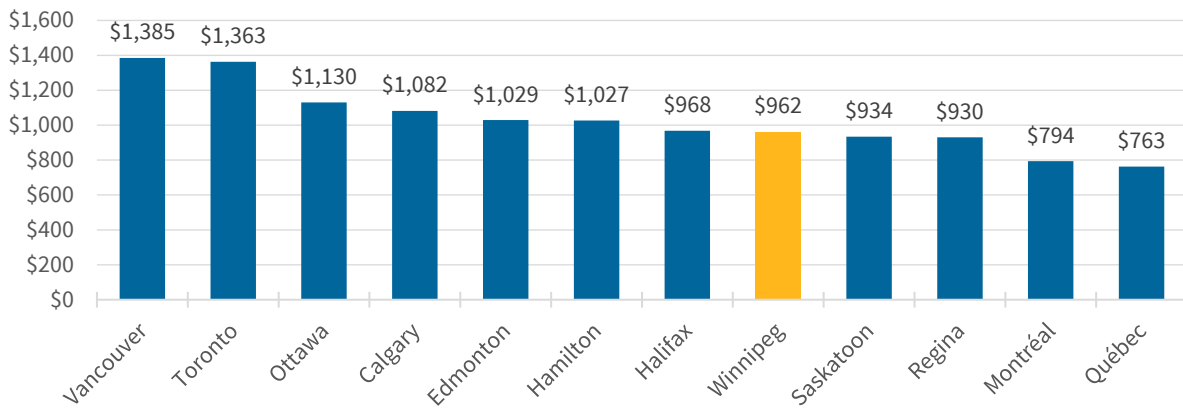


Source: Canadian Mortgage and Housing Corporation (CMHC) Rental Market Survey. Data is representative of total units.

On the subject of residential rental units, vacancy rates in Winnipeg remain low at 3 per cent and average monthly rent was \$1,076 in 2019. Trends in Winnipeg's rental prices and vacancy rates are shown in the graph above.

When comparing Winnipeg's rental market at a national level, the average rents of one-bedroom apartments in Winnipeg ranked in the lower half in 2019, and was comparable to most cities across Canada excluding Toronto, Vancouver, and cities in Quebec.<sup>16</sup>

## Average Monthly Rent Across Canada One Bedroom Units, 2019



Source: Statistics Canada, Table 34-10-0133-01, Canada Mortgage and Housing Corporation, average rents for areas with a population of 10,000 and over.

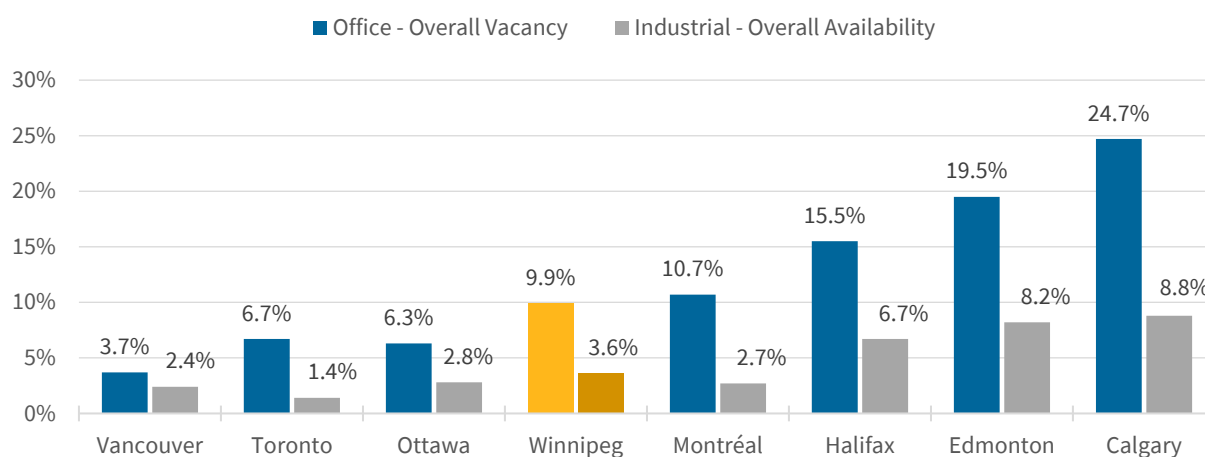
<sup>16</sup> Source: Statistics Canada, Canada Mortgage and Housing Corporation, average rents for areas with a population of 10,000 and over. Values represent the combined average rent of one and two bedroom apartments in apartment structures of six units and over, for Census Metropolitan Areas.



## Commercial Market

Concerning commercial vacancy rates, Winnipeg has among the lowest overall office vacancy rates and industrial space availability rates in Canada.<sup>17</sup> Compared to a Canadian average office vacancy rate of 12.1 per cent and industrial availability rate of 4.6 per cent, Winnipeg's overall office vacancy and industrial availability rates in the fourth quarter of 2019 were 9.9 per cent and 3.6 per cent, respectively. The graph below compares Winnipeg to other major office and industrial markets in Canada.

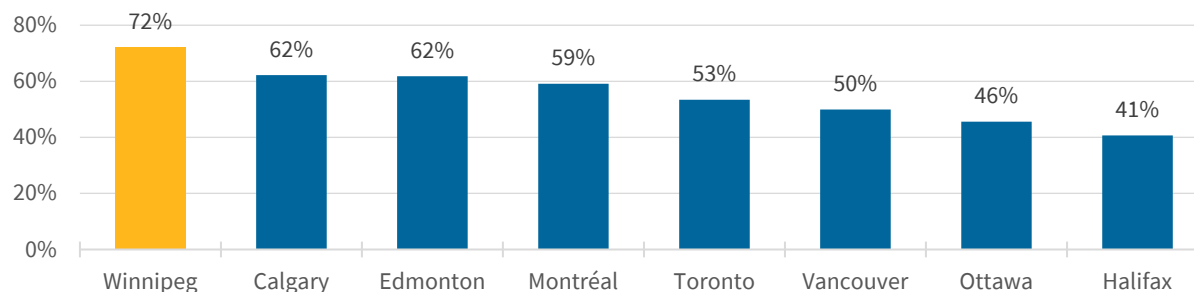
### Office and Industrial Vacancy Rates across Canada - Q4 2019



Source: CBRE, Canada Q4 2019 Quarterly Statistics

One interesting feature of Winnipeg's commercial office market is that a very high proportion of office space is concentrated in the downtown area. The chart below shows that according to CBRE, of most major cities in Canada, Winnipeg has the highest proportion of commercial office space in downtown versus the suburban areas; 72 per cent of the existing office space in Winnipeg is centrally located.<sup>18</sup>

### Proportion of Commercial Office Space located Downtown - Q4 2019



Source: CBRE, Canada Q4 2019 Quarterly Statistics

<sup>17</sup> Source: CBRE. 2019. Canada Q4 2019 Quarterly Statistics

<sup>18</sup> Source: CBRE. 2019. Canada Q4 2019 Quarterly Statistics. Net rentable area used as comparison unit.

# Housing and Commercial Market: Impacts of COVID-19

It is still too early to have an accurate understanding of the effect COVID-19 will have on Winnipeg’s real estate market, though some speculation can be made based on preliminary information.

On the residential side, social distancing measures will likely result in a lower volume of homes being listed for sale while these public health measures are in place. While a lower supply of homes for sale on the market would put upward pressure on prices if demand remained the same, it is probable that there are fewer home buyers looking to move over the course of the pandemic. At a national level, the Canada Mortgage and Housing Corporation forecasts that housing prices in Canada could, on average, decline by 9 per cent to 18 per cent over the short term due to the high level of Canadian household indebtedness prior to COVID-19 and higher unemployment caused by the pandemic.<sup>19</sup> Whether or not this will hold true for the local market in Winnipeg remains to be seen as Winnipeg’s housing price-to-income ratios are much smaller compared to other major markets like Toronto and Vancouver.

Uncertainty surrounding many individual’s employment or income status, business closures, and reductions in intra-provincial travel are sure to reduce the amount of people looking to move dwellings during the pandemic. As such, when a reduced supply is met with reduced demand, it is uncertain what effect this will have on price as it will depend on which force is larger in magnitude. The effect on home prices will only become apparent towards the end of 2020. It is also likely that if COVID-19 were to lead to slower housing activity in the short term, once the pandemic has subsided and an effective vaccine or treatment developed, activity should resume in proportion to the speed at which the general economy recovers. Temporarily, it is expected that while housing construction is considered an essential business and can continue to operate, potentially lower population growth and a global economic slowdown could depress housing starts temporarily.

On the commercial and industrial market side, similar global macroeconomic headwinds could slow the development of non-residential real estate in Winnipeg in the interim. For vacancy rates, COVID-19 may have a lasting impact on office workers desire to work from home, and may lead some firms to reduce their overall need for office space thereby reducing their expenses. On the industrial side, some may advocate for moving manufacturing activities closer to local markets which could reduce industrial availability, but conversely a global economic downturn could simultaneously reduce demand for industrial space. The overall effect this will have on societal preferences for office and industrial space are uncertain at this time.

## Potential Effect of COVID-19 on City of Winnipeg Housing and Commercial Market

Variable	Potential Effect
Housing Prices	Uncertain
Housing Starts	Temporary Decrease
New Commercial Construction Starts	Temporary Decrease
Office Vacancy Rates	Uncertain
Industrial Availability Rates	Uncertain

<sup>19</sup> Source: Canada Mortgage and Housing Corporation (CMHC). May 19, 2020. *Supporting Financial Stability During the COVID-19 Pandemic*. Speaking Notes for Evan Siddall to the Standing Committee on Finance, Ottawa, Ontario.

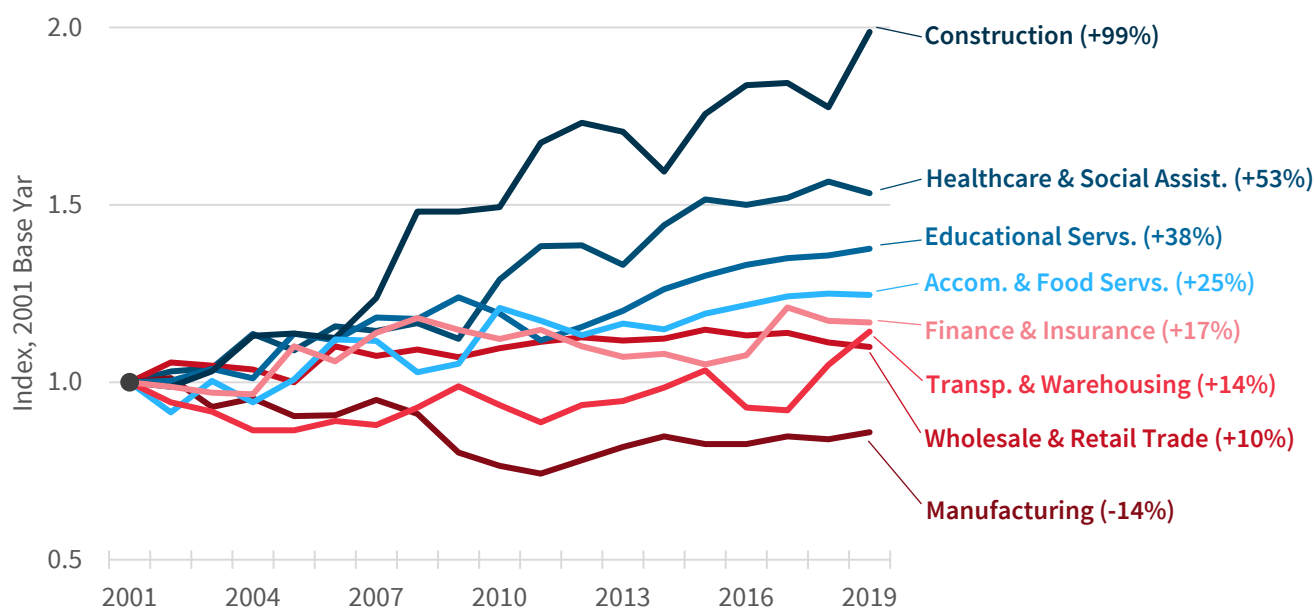
# Economic Trends

## Labour Force

Winnipeg’s economy is highly diverse, with many types of industries being well represented in the City. The table below summarizes the most current employment by sector in the Winnipeg CMA.

Sector	Employment – 2019	Distribution (%)
Health care and social assistance	69,900	16%
Wholesale and retail trade	60,800	14%
Manufacturing	43,400	10%
Educational services	36,200	8%
Construction	31,800	7%
Accommodation and food services	30,900	7%
Transportation and warehousing	30,400	7%
Finance, insurance, real estate, rental and leasing	27,700	6%
Public administration	27,200	6%
Professional, scientific and technical services	23,800	5%
Other services (except public administration)	18,800	4%
Business, building and other support services	17,900	4%
Information, culture and recreation	17,300	4%
Utilities	4,700	1%
Agriculture	3,000	1%
Forestry, fishing, mining, quarrying, oil and gas	1,000	<1%
<b>Total Employment, Winnipeg CMA</b>	<b>444,800</b>	<b>100%</b>

## Indexed Change in Employment, Winnipeg’s 8 Largest Industries 2001 to 2019

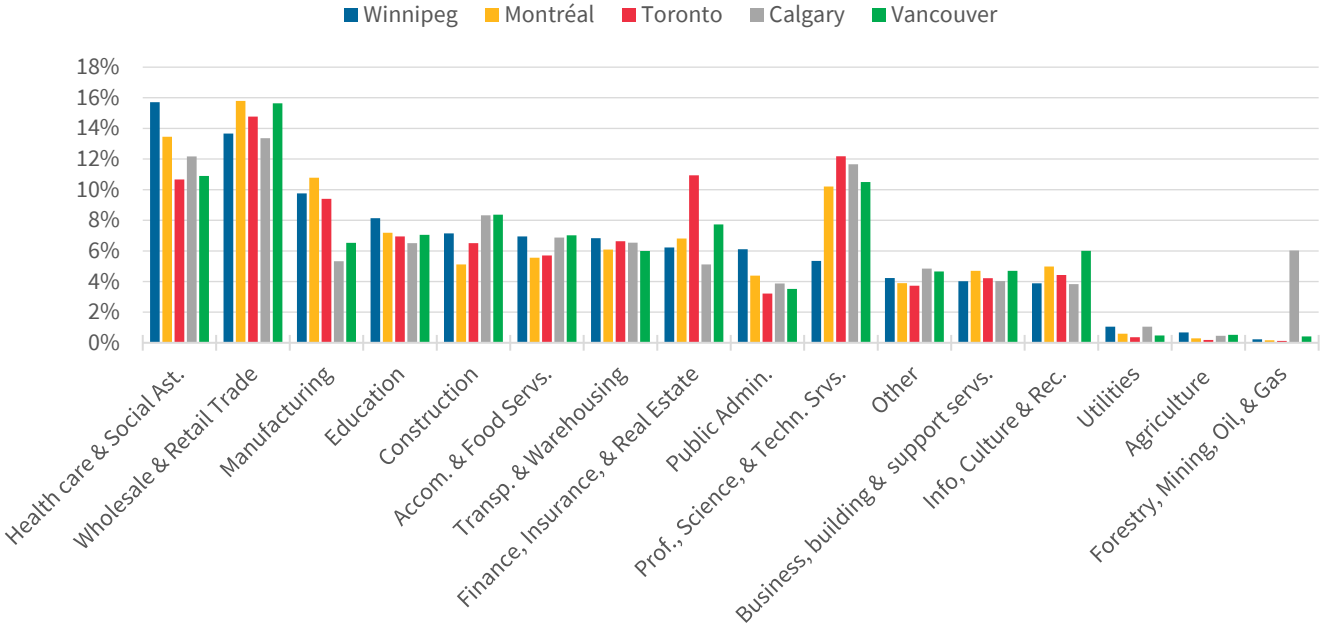


Source: Statistics Canada, Table 14-10-0098-01, Employment by industry, annual, census metropolitan areas

The chart above shows how employment has changed in Winnipeg’s 8 largest industries since 2001. Overall, total employment in Winnipeg has increased by 22 per cent since 2001 (not shown). In contrast, employment in the construction industry has nearly doubled, expanding by 99 per cent. The second largest expansion in employment has occurred in the healthcare and social assistance industry.

Of the 16 major industries, all but two have experienced an increase in employment since 2001. The largest industry to experience a decline in employed is the manufacturing industry, which has experienced a decline of approximately 7,100 jobs since 2001 (-14%). The other industry to experience loss in the Winnipeg CMA is the agricultural industry, which has experienced a decline of 200 jobs (-6%), though this value is marginal and it is not known if this loss is statistically significant.

### Distribution of Employment Across Select Cities, 2019



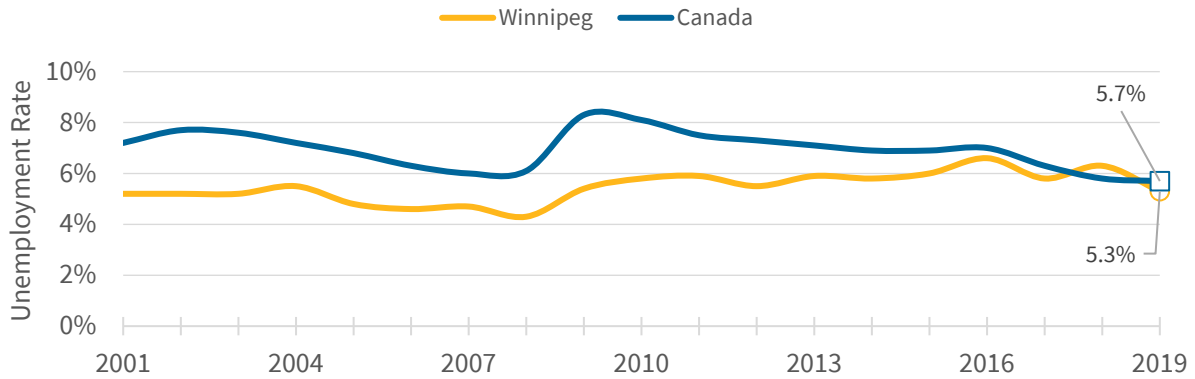
Source: Statistics Canada, Table 14-10-0098-01, Employment by industry, annual, census metropolitan areas

The graph above compares the distribution of employment across all industries in Winnipeg versus select Canadian cities. Overall, the distribution of employment in Winnipeg looks very similar to most other cities, with a few exceptions:

1. Winnipeg’s employment in healthcare and social assistance is higher, and represents 16% of the workforce versus a 12% average in the cities listed above
2. Winnipeg’s employment in Professional, Scientific, and Technical services is significantly less, and represents only 5% of employment whereas it represents an average of 11% in the cities above.

Over the last 2 decades, Winnipeg's unemployment rate has tended to remain below national rates, but in recent years has begun trending upwards slightly while the national rate has trended downwards. For a brief period in 2018, the local rate of unemployment was higher than the national rate (6.3% versus 5.8%, respectively), but in 2019 Winnipeg's unemployment rate once again dipped below the national rate.

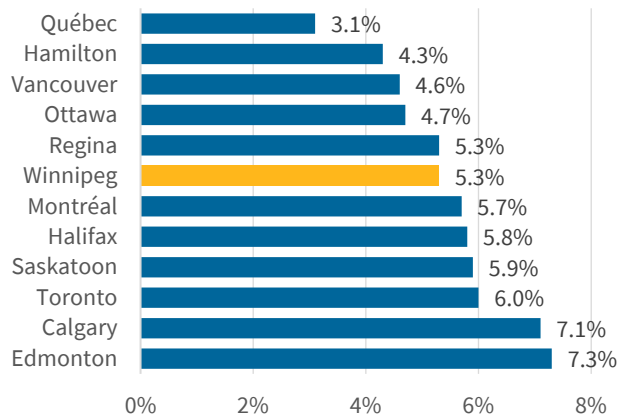
## Unemployment Rates in Winnipeg (CMA) and Canada 2001 to 2019



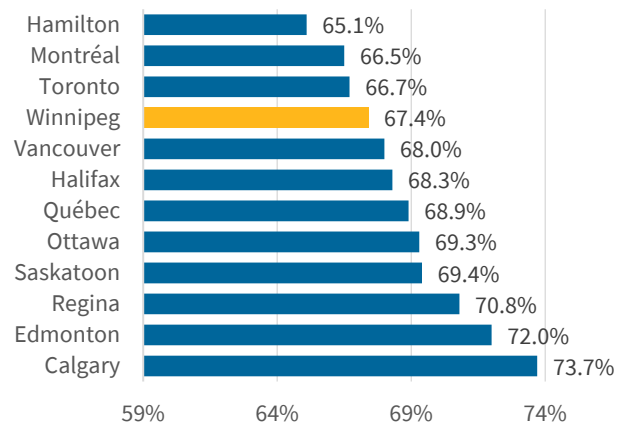
Source: Statistics Canada, Table 14-10-0096-01, Labour force characteristics by census metropolitan area, annual; Statistics Canada, Table 14-10-0090-01, Labour force characteristics by province, territory and economic region, annual

The participation rate in Winnipeg, which indicates what percentage of the working-age population is either employed or looking for work, declined from 68.2 per cent in 2018 to 67.4 per cent in 2019, but still remains in-line with most other major Canadian cities. The charts below compare the participation and unemployment rates across major Canadian cities for 2019.

### Unemployment Rates, 2019



### Participation Rates, 2019



Source: Statistics Canada, Table 14-10-0096-01, Labour force characteristics by census metropolitan area. Data is representative of those aged 15 years and over.

## Gross Domestic Product (GDP)

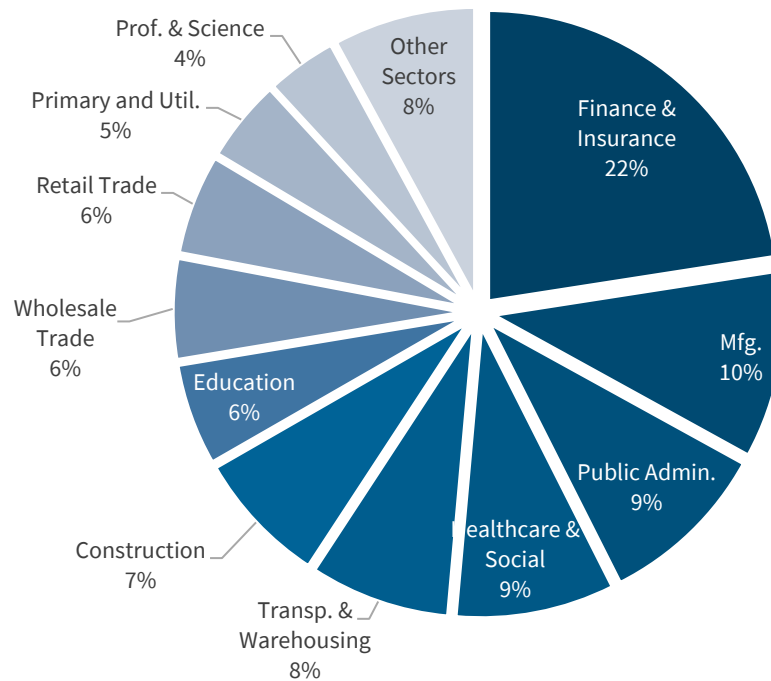
In 2019, Winnipeg CMA's real gross domestic product (GDP) totalled \$43.8 billion.<sup>20</sup> This represents a real growth rate of 1.9 per cent compared to the previous year. The pie chart on the right shows the composition of

Winnipeg's GDP by industry. Overall, the Finance and Insurance sector is the biggest contributor to Winnipeg's GDP at 22 per cent, followed by manufacturing, public administration, healthcare, and social assistance, and transportation and warehousing.

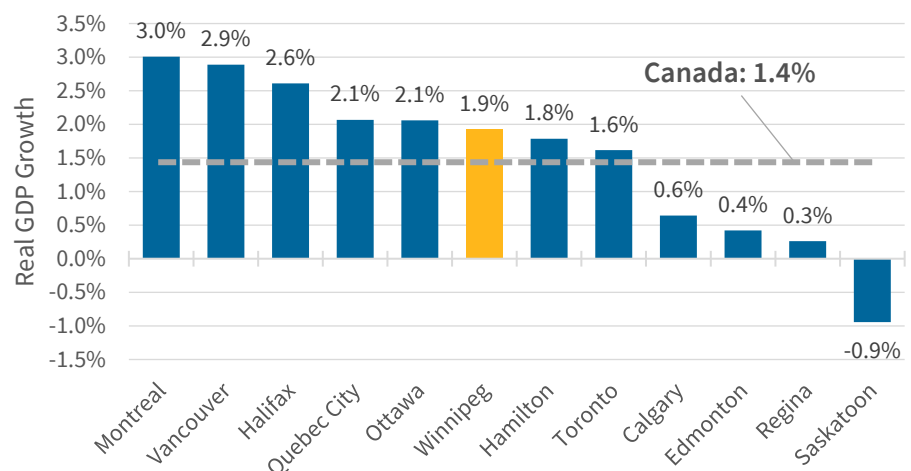
Compared to other Canadian cities, Winnipeg's GDP growth of 1.9 per cent from 2018 to 2019 was in the middle, and above Canada's overall growth of 1.4 per cent.

In normal years, this section would also include information on the latest GDP forecast for Winnipeg but as explained in the section below, this has been omitted due to the uncertainty generated by the COVID-19 pandemic.

**Composition of Winnipeg CMA's GDP, 2019**



**Real GDP Growth Across Canada, 2018 to 2019**



Source: Conference Board of Canada, Metropolitan Outlook 1 – Winter 2020

<sup>20</sup> Source: Conference Board of Canada, Metropolitan Outlook 1 – Winter 2020. Values are for the Winnipeg Census Metropolitan Area (CMA).

## Winnipeg's Economy: Potential Effects of COVID-19

The effect of the COVID-19 pandemic on the global, Canadian, and Winnipeg regional economy has been and will continue to be significant. In Manitoba, many businesses scaled back their operations or ceased entirely towards the end of March 2020, and while efforts are being made to re-open the economy in controlled steps in a way that aims to minimize the risk of a second wave, the economic damage has already been dealt.

As of the first week of May 2020, over 7.5 million Canadians have applied for the Canada Emergency Response Benefit (CERB), which is a weekly payment of \$500 for up to 16 weeks provided by the Federal Government to individuals who have stopped working because of reasons related to COVID-19.<sup>21</sup> This in and of itself is a strong indicator of a significant reduction in business activity which will translate to temporarily higher unemployment rates and lower output for many industries.

In the Bank of Canada's April 2020 Monetary Policy report, the Central Bank notes that COVID-19 will cause a sharp and sudden contraction in global economic activity and that a sharp reduction in oil prices will add additional severity to the inevitable economic downturn in Canada.<sup>22</sup> Further, the Bank notes that there are many unknowns on how the pandemic will develop and what the full effect will be over the next few months leading to significant uncertainty when trying to predict the pandemic's affect on economic output, inflation, and time to recovery.

While many organizations including the City of Winnipeg continue to produce economic forecasts to estimate the short-run impact the pandemic will have, these forecasts continue to be updated as new information becomes available. This means that any forecasts that would be provided in this iteration of *Community Trends* would be outdated by the time it was published. Therefore a qualitative commentary is provided instead: it is clear that COVID-19 will cause significant negative short-run effects on our local economy, leading to lower employment rates as economic activity declines and lower participation rates as individuals who cannot find employment drop out of the labour force; this will no doubt cause a decline in GDP.

Finally, the speed at which the economy recovers is also unknown and will be dependant on a variety of factors. It is likely that COVID-19 will prevent a full economic recovery and return to pre-pandemic levels until an effective vaccine or preventative method can be developed and widely distributed. Over the long term, it is possible that the pandemic may have significant long-term implications on both the local and global economy. No matter the case, COVID-19 will have a significant impact but it is too early to speculate until more data becomes available in the coming months.

### Potential Effect of COVID-19 on City of Winnipeg Regional Economy

Variable	Potential Effect
GDP Growth	Temporary Decrease
Employment Rate	Temporary Decrease
Participation Rate	Temporary Decrease

<sup>21</sup> Source: Government of Canada, Employment Insurance Benefits website. 2020. *Canada Emergency Response Benefit Statistics*. Data as of May 5, 2020. Website accessed May 7, 2020.

<sup>22</sup> Source: Bank of Canada. 2020. *Monetary Policy Report, April 2020*

# Financial Trends

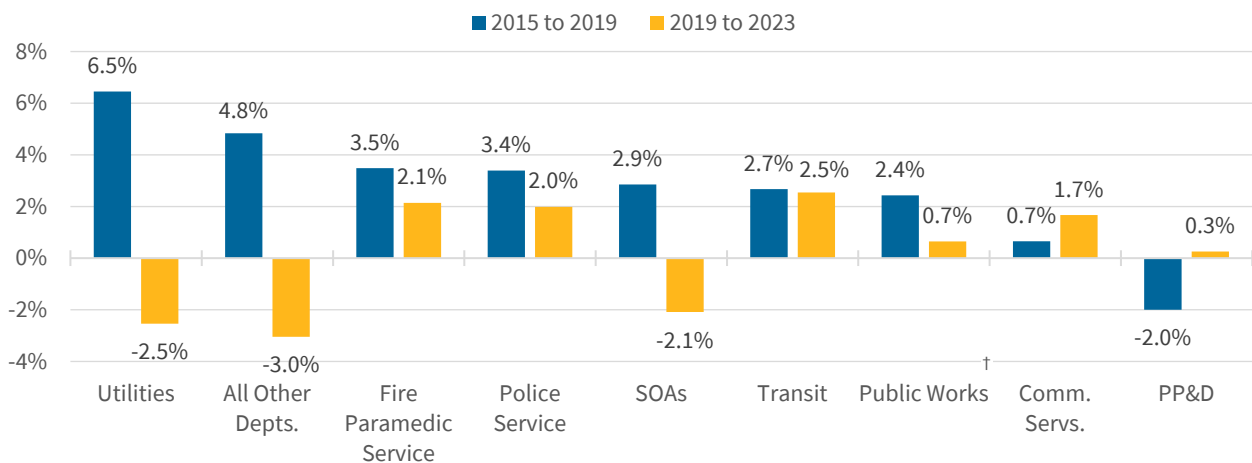
## The Multi-year Budget

Prior to the City of Winnipeg’s 2020 multi-year budget process, the City had a structural deficit in its operating budget. A structural deficit is a deficit that results from a persistent and underlying imbalance between budgetary revenues and expenditures.

At the end of the 2019 budget process, a \$105 million operating budget deficit was projected for 2020 and a \$132 million deficit was projected for 2021.<sup>23</sup> The 2020 multi-year budget process eliminated these deficits and balanced the budget such that operating expenditures would equal operating revenues for 2020 through to 2023. The 2020 multi-year process balanced the budget primarily through expenditure management and reduction, both in day-to-day operating costs and in reduced amounts of operating funds going towards the capital budget (cash to capital).

The graph at the bottom of this page shows the compound annual growth rate of operating budgets by department net of capital-related expenditures from 2015 to 2019, and compares it to the 2019 to 2023 compound annual growth rate resulting from the multi-year process.<sup>24</sup> Every major department, with the exception of Community Services and Property, Planning, and Development, is anticipated to experience a lower compound annual growth rate in their operating budget over the next five years.

### Compound Annual Growth Rate in Operating Budgets Net of Capital-related Expenditures, Before and After Multi-year Budget \*



Source: City of Winnipeg Tax-Supported Operating Budgets (Adopted), 2009 to 2020 (including projections).

\* Note: Operating Budgets exclude all capital-related expenditures including transfer to capital, transfer to regional and local street reserve, frontage levies, dividend transfers, and debt and finance charges.

† Note: Public Works expenditures exclude transfers to regional and local street reserve, and frontage levies.

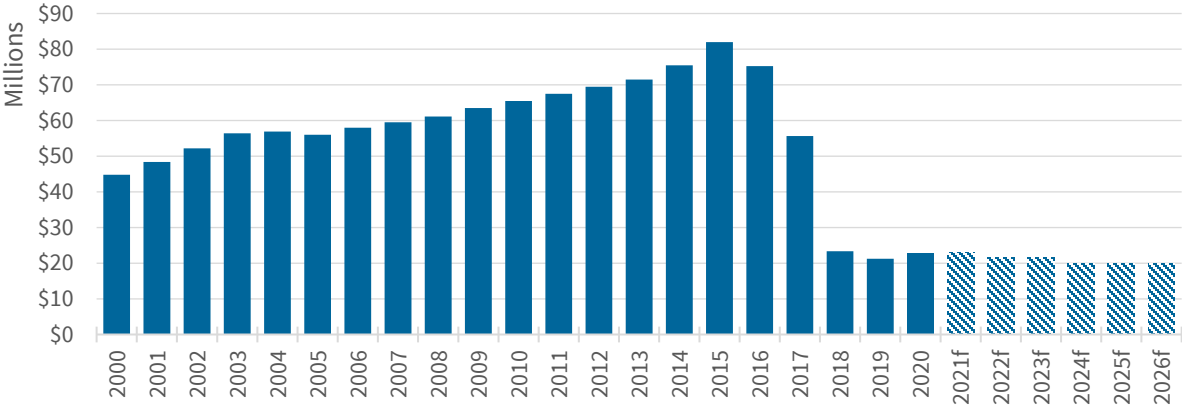
<sup>23</sup> Source: City of Winnipeg, 2019 Adopted Budget, Operating and Capital, pg. 3-3.

<sup>24</sup> Source: City of Winnipeg Adopted Budgets. For the purposes of this chart, departmental operating budgets exclude all capital-related expenditures including transfers to capital, local and regional street renewal, frontage levy, and debt and finance charges.



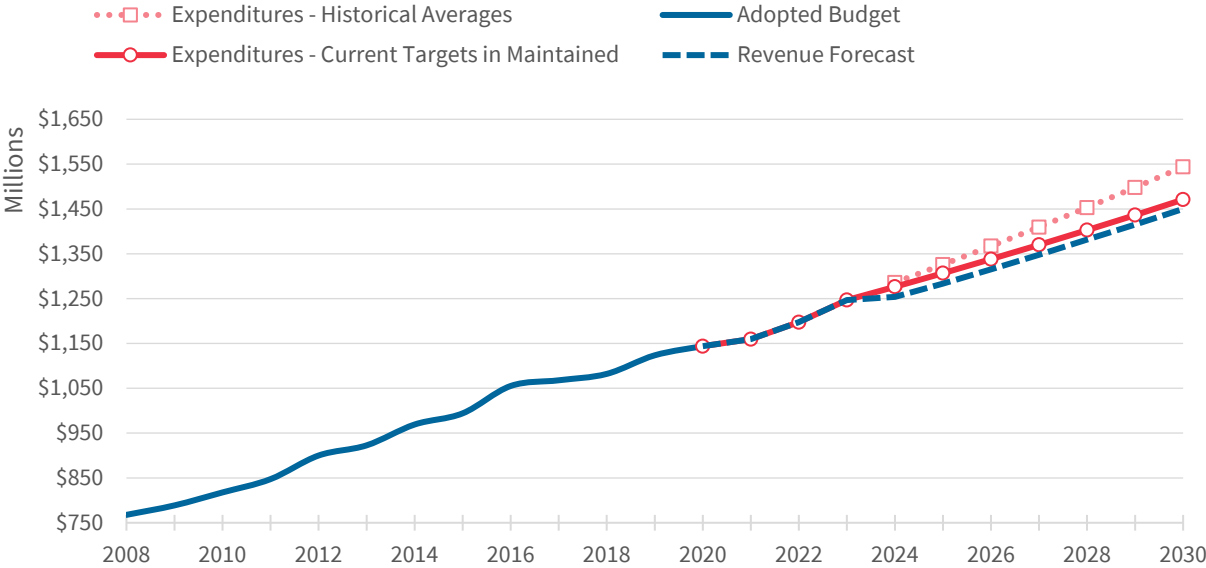
Similarly, cash to capital has also been constrained for the foreseeable future, reducing the amount of tax-supported operating funds devoted to capital projects as seen in the graphs below, but this reduction in cash has been partially offset with an increase in debt financing.

### Cash to Capital History and Forecast 2000 to 2027



While the multi-year process has enabled the City of Winnipeg to achieve a balanced tax-supported operating budget over a four-year cycle until 2023, in its original form this was achieved by carrying over budgetary surpluses in 2020 and 2021 to fill the gap caused by budgetary deficits in 2022 and 2023. Therefore, beginning in 2024, the budget cycle will begin with an estimated \$22.6 million deficit, though budgetary adjustments between now and then could alter this value.

### Tax Supported Operating Budget Projections - 2020 to 2030



Source: City of Winnipeg calculations

The chart above shows the historical tax-supported operating budget, and forecasts the revenue (dotted blue line) until 2030. Two expenditure scenarios are also provided: the solid red line shows how expenditures may grow on the assumption that the current budgetary targets set in the 2020 budget cycle are maintained through to 2030, and the dotted red line shows how expenditures may grow if those targets are relaxed beginning in 2024 and historical average growth rates are allowed to resume. If the current budgetary targets are maintained until 2030, the tax-supported operating deficit is estimated to be approximately \$20.9 million at the end of the decade. If the historical average growth rates resume in 2024, the deficit is anticipated to be \$93.8 million by 2030. These projections are made on the assumption that revenue will continue to grow at current rates and property tax increases will remain at 2.33 per cent per year.

## The Impact of COVID-19 on Municipal Finances

The multi-year budget was developed and adopted prior to the COVID-19 outbreak in Canada. In general, the establishment of a balanced four-year budget required careful and prudent financial planning, along with carrying over surplus funds from the first two years to cover budgetary shortfalls in the last two years.

The escalation of the pandemic in March of 2020 has had a significant effect on the financial state of municipalities all across Canada. To date, the City of Winnipeg has taken significant measures to help protect its financial position such as ordering a reduction in discretionary spending, temporary lay-offs in certain departments, freezing fleet purchases, instituting a general hiring freeze, advancing the issuance of planned debentures, all while carefully monitoring the short-run impacts COVID-19 will have on both liquidity and the financial stabilization reserve.

Measures have also been taken to try and reduce the financial impact COVID-19 will have on local citizens and businesses by allowing property and business taxes to be deferred without penalty for several months for those who may require such assistance. Like many municipalities across Canada, the City of Winnipeg is legally obligated to balance its operating budget each year and cannot run a deficit, which adds additional pressure to municipal finances as any drop in revenue from reduced user fees or non-payment of taxes may need to be met with a near proportional reduction in expenditure.

As of March 31, 2020, the City of Winnipeg anticipates a projected shortfall in consolidated revenue of \$53.8 million as a result of COVID-19.<sup>25</sup> This includes a projected deficit of \$25.8 million in the tax-supported budget from items such as a decline in recreation user fees or law enforcement revenues, and a projected deficit in Transit of \$26.1 million from reduced transit ridership and the associated fares.

Over the long term, the full extent and implications of COVID-19 are unknown as there are too many uncertainties at this time. Consequently, COVID-19 may have an impact on the position of the multi-year budget and measures may need to be taken to restore balance.

<sup>25</sup> Source: City of Winnipeg June 12, 2020 Standing Policy Committee on Finance Agenda. *Agenda Item No. 5, Financial Status and Forecast Report to March 31, 2020.*

# Revenue

## Historical Trend

It is important to recognize the influence the number of citizens have on City revenue. In 1998, the City of Winnipeg’s population was 628,400 and in 2019, it was 763,900 – an increase of 135,500 people, or 20%. The number of people living in Winnipeg influences revenue because as population increases, so too will the number of dwellings and businesses paying property taxes, business taxes, and other fees. Simultaneously, as the city grows to accommodate more people and businesses, municipal services such as police, fire, transportation, water, and sewer must also grow to meet the increase in demand.

Therefore, to make a fair comparison of municipal revenue across time, we divide the total consolidated revenue by population and see that the total revenue per person in 1998 was \$1,515 and in 2019 was \$2,695, an increase of about \$56 per person – or 3.1 per cent - per year over the last 21 years.<sup>26</sup>

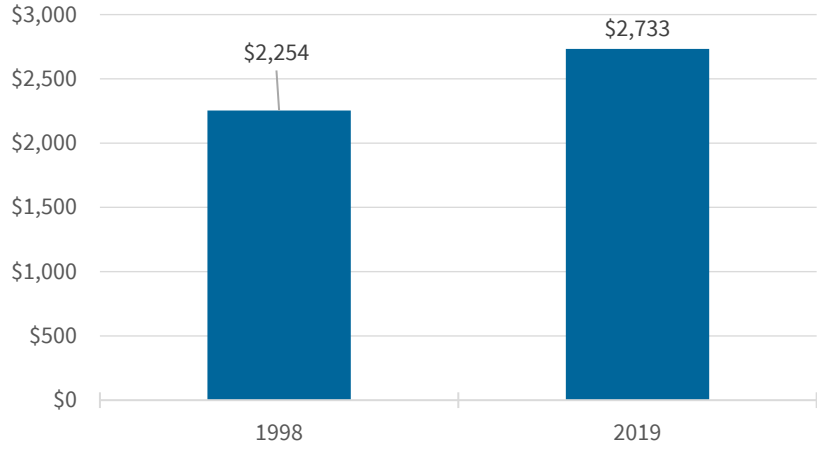
However, it is also important to understand that inflation has an influence on the general prices of goods and services for citizens as well as the City of Winnipeg. In fact, Statistics Canada reports that the increase in consumer goods and services in Winnipeg between 1998 and 2019 was approximately 49 per cent.<sup>27</sup> These

inflationary pressures are felt by both citizens and the municipal government, so to make a real comparison of revenue we can make an inflationary adjustment.

By adjusting for inflation, total consolidated revenue in 2019 dollars for the City of Winnipeg has increased on a per-capita basis from \$2,254 in 1998 to \$2,733 in 2019. This represents an average annual increase of \$23 per person – or one per cent, per year over the last 21 years.<sup>28</sup> These values are illustrated in the chart on the right.

One of the primary sources of this inflation-adjusted, per-capita increase is the significant increase in capital grant transfers to the City of Winnipeg from the

**City of Winnipeg Consolidated Revenue Per Capita, Measured in 2019 Dollars**



Sources: City of Winnipeg 1998 and 2019 Annual Financial Reports; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

<sup>26</sup> Sources: City of Winnipeg Annual Financial Statements; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries.

<sup>27</sup> Source: Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted. CPI for All Items for Winnipeg CMA used.

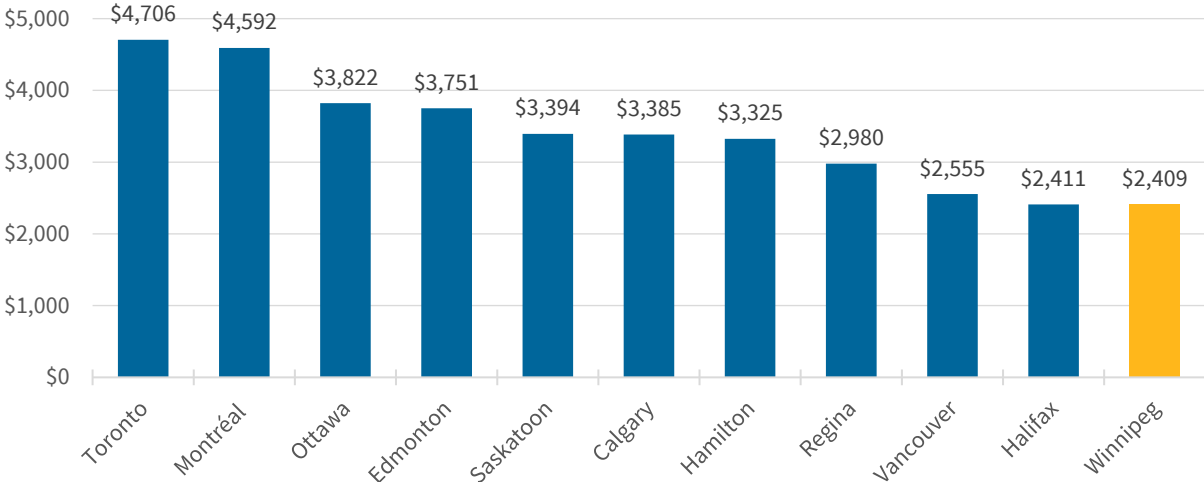
Provincial and Federal governments. In 1998, the City of Winnipeg received approximately \$43 million in capital grants from both levels of government and in 2019, it received \$376 million, which is a 775% increase in nominal dollars.

To provide additional context, the graph below compares the per-capita consolidated budget revenues across 11 major cities in Canada in 2018. It is important to note that not all cities provide the same set of goods and services to citizens, and so each city’s budgetary needs on revenue and expense may differ.

For example, in Ontario the cost of public health programs is shared jointly between the provincial ministry of Health and Wellness and local municipalities, meaning that local municipalities will need to raise revenue to help fund local health programs. In Manitoba and most other provinces, this is not a requirement as healthcare is primarily the responsibility of the provincial and federal government, and as such municipalities would not need to raise revenue to fund health programs.

Regardless, the graph below can give an idea of how much revenue is raised at a municipal level across major cities in Canada irrespective of the type of programs they fund and demonstrates that Winnipeg receives the lowest revenue per citizen out of major cities. While cities in Ontario may be outliers in that they must provide health and social services that other Canadian municipalities do not, aside from that difference, the revenue and expenditure requirements for most cities remain the same: transportation, public safety, recreation, and water and waste utilities are all major common services across Canada.

**2018 Consolidated Revenue per Capita across Municipalities**



Source: Each city’s 2018 annual financial report; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries.

Note: Consolidated revenues exclude developer contributions, loss/gain from tangible capital assets, and include government grants, where applicable.

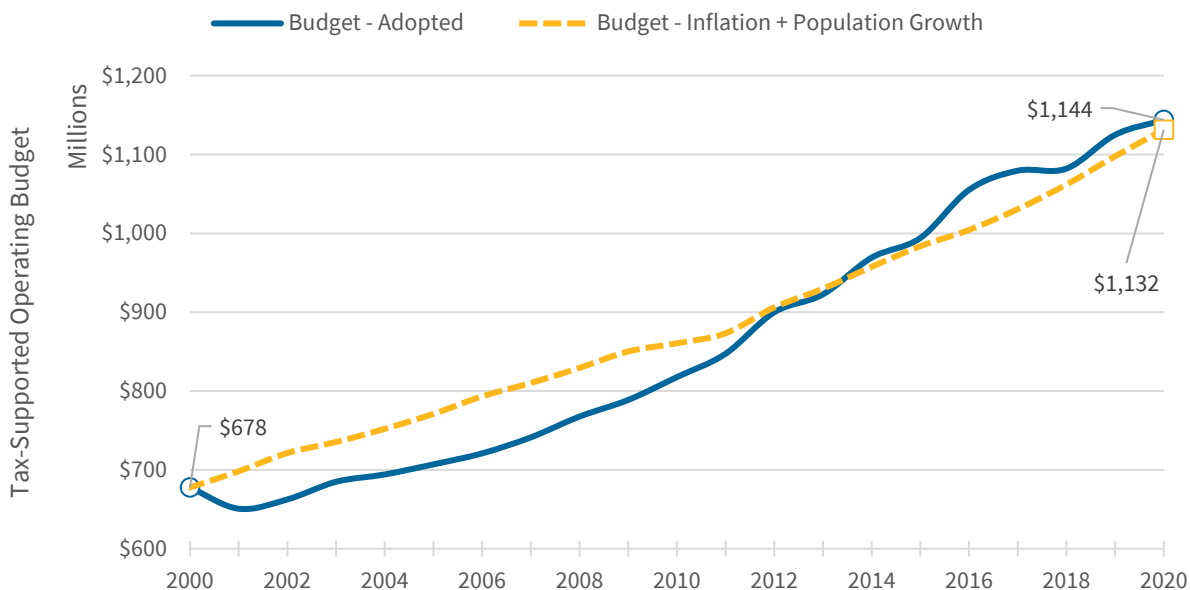
For a more comprehensive methodology that evaluates revenue per capita only from common sources across prairie cities, please see the section titled “Revenue Comparison to Other Cities” below.

Another metric by which the City of Winnipeg may evaluate the growth in its budget across time is by comparing the current budget to what it would have been if growth of the budget was limited to population plus inflation. The chart below shows the growth in the tax-supported operating budget between 2000 and 2020 in the solid blue line, and it shows how the budget *would have grown* if the “population plus inflation” rule were applied to it using the operating budget in 2000 as a base year.

In summary, the City’s tax supported operating budget in 2000 was \$678 million and by 2020, had increased by 69 per cent. Over the same time period, inflation pushed up the general price of goods and services in the Winnipeg region by 46 per cent and population grew by 21 per cent, for population plus inflation metric of 67 per cent.<sup>29</sup>

Thus by 2020, Winnipeg’s tax-supported operating budget was approximately 2 per cent higher than it would have been if the City’s budget in 2000 had been strictly indexed to the population growth plus inflation formula advocated for by some. A significant source of growth in the tax-supported operating budget in recent years have been the expenditures associated with the 2.33 per cent property tax increases dedicated to local and regional street renewal and the BRT system.

### Tax-Supported Operating Budget, 2000 to 2020 Adopted Budgets vs. Inflation + Population Growth



Sources: City of Winnipeg Tax Supported Operating Budget, 2000 to 2020; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

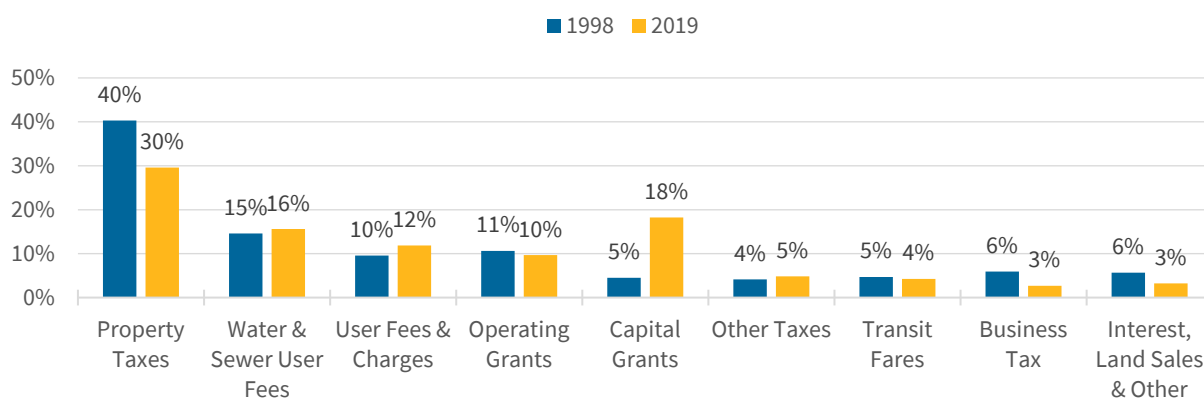
<sup>29</sup> Sources: City of Winnipeg Adopted Tax Supported Operating budgets, 2000 to 2020; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

Note: Inflation and population growth rates are lagged by one year to reflect that each year, under an inflation plus population growth budgetary scenario, growth rates would be based off of the previous year’s actuals as current year inflation rates and population figures are not known in the year the budgets are adopted.

## Revenue by Source

The City of Winnipeg collects revenue through several major sources, the largest and most commonly recognized being property tax. Over time, like population and prices, the relative share of how revenue is collected has changed. In fact, property taxes represent 30 per cent of total municipal revenue in 2019, a decline of 10 per cent from 1998 when it was 40 per cent.<sup>30</sup> Similarly, Business Tax has declined by half: its share of total revenue was 6 per cent in 1998, and in 2019 is among the smallest source of revenue at 3 per cent of the total. Over the same period of time, the City has increased the share of revenues received from water and sewer user fees, grants from other levels of governments, user fees and charges, and other taxes. A large increase in capital grants from the Provincial and Federal governments was also observed in 2019.

### Distribution of Revenue by Source, Consolidated Budget



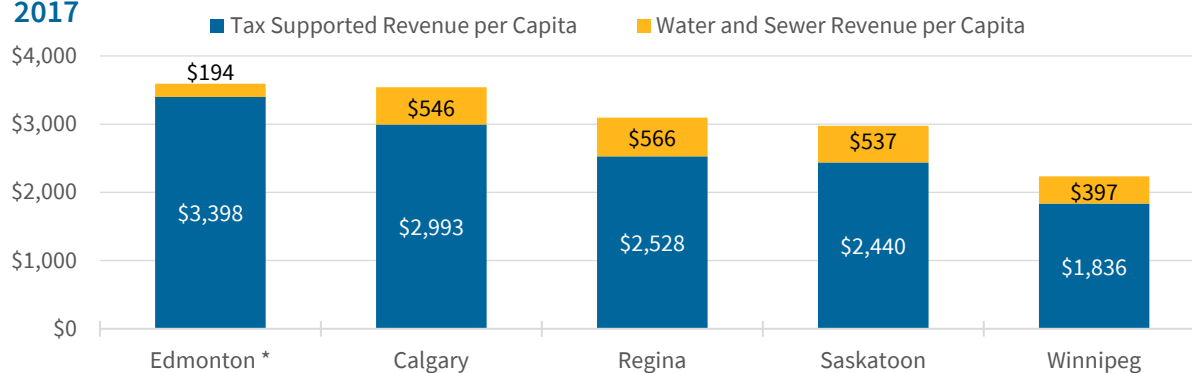
Source: City of Winnipeg 1998 and 2019 Annual Financial Reports.

## Revenue Comparison to Other Cities

Compared to other major prairie cities, the City of Winnipeg generated considerably less revenue on a per-capita basis in 2017. Calgary, for example, collects approximately \$3,539 in revenue from common

### Total Revenues per Capita in Prairie Cities, from Common Sources,

2017



<sup>30</sup> Source: City of Winnipeg, Annual Reports, 1998 and 2018, consolidated total revenue. Includes Utilities, Transit, and SOAs.

\* Note: The City of Edmonton figures for water and sewer includes land drainage only. This does not include water and sewer revenue collected by the EPCOR utility.

sources (including water and sewer) on a per person basis versus Winnipeg's \$2,233. Put differently, other prairie cities collect on average 44% more revenue per capita from common sources compared to Winnipeg.

Similar to the earlier analysis demonstrating how sources of revenue have changed over time, each city across Canada exhibits a unique distribution of revenue generation. The table below demonstrates this relationship and how the City of Winnipeg charges the least amount in almost every revenue category. The table also highlights the major differences in revenue generation by category.

For example, on a per capita basis Winnipeg has the lowest property taxes, the lowest utility taxes, the lowest user fees and charges among other cities, and the lowest funding from total grants. Additionally, other cities have access to certain revenues which Winnipeg does not – such as franchise fees and large user fees for solid waste and land drainage. Consequently, the sum of total revenues for Winnipeg per capita is the least amount of these prairie cities.

### 2017 Revenue by Source Per Capita <sup>31</sup>

City	Edmonton	Calgary	Saskatoon	Regina	Winnipeg
Population	932,546	1,246,337	273,010	230,725	749,500
Residential Property Tax	838	583	639	684	498
Non-Residential Property Tax	753	679	267	399	249
<b>Total Property Taxes</b>	<b>\$1,591</b>	<b>\$1,262</b>	<b>\$906</b>	<b>\$1,083</b>	<b>\$747</b>
Business Tax	0	71	0	0	75
Other Taxes (incl. Frontage Levy)	22	40	2	10	102
Elec/NG Franchise Fees/Utility Tax	171	126	139	130	27
<b>Total Taxation</b>	<b>\$1,784</b>	<b>\$1,499</b>	<b>\$1,046</b>	<b>\$1,223</b>	<b>\$950</b>
User Fees and Charges	376	324	299	408	237
Solid Waste User Fees	208	69	17	82	56
Transit Fares	146	139	49	54	106
Development Cost Charges	60	164	443	60	5
Dividend Transfer	164	39	115	0	26
Interest & Other	125	73	14	116	54
<i>Grants - Operating</i>	<i>91</i>	<i>116</i>	<i>196</i>	<i>230</i>	<i>193</i>
<i>Grants - Capital</i>	<i>442</i>	<i>571</i>	<i>261</i>	<i>355</i>	<i>209</i>
Total Grants	533	687	457	585	402
<b>Total Tax Supported Revenue</b>	<b>\$3,398</b>	<b>\$2,993</b>	<b>\$2,440</b>	<b>\$2,528</b>	<b>\$1,836</b>
<i>Total Tax % Difference from Winnipeg</i>	<i>85%</i>	<i>63%</i>	<i>33%</i>	<i>38%</i>	
<b>Water and Sewer</b>	<b>\$194 <sup>32</sup></b>	<b>\$546</b>	<b>\$537</b>	<b>\$566</b>	<b>\$397</b>
<b>Total \$ per Capita</b>	<b>\$3,592</b>	<b>\$3,540</b>	<b>\$2,977</b>	<b>\$3,095</b>	<b>\$2,233</b>
<i>Total \$ per Capita % Difference from Winnipeg</i>	<i>61%</i>	<i>58%</i>	<i>33%</i>	<i>39%</i>	

<sup>31</sup> Source: 2017 Cities' annual financial reports, actuals.

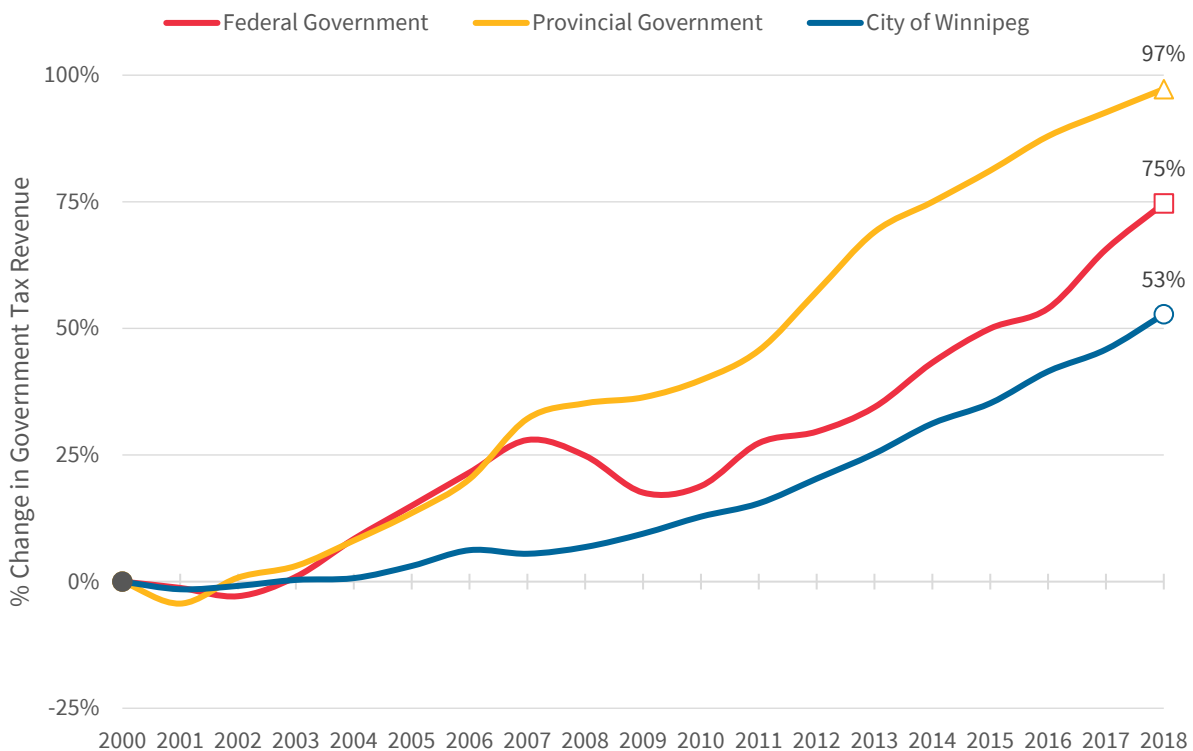
<sup>32</sup> Note: The City of Edmonton figures for water and sewer includes land drainage only. This does not include water and sewer revenue collected by the EPCOR utility.

## Tax Revenue Comparison to Other Levels of Government

The chart below shows how the amount of tax revenue received by each level of government has changed since 2000. While tax revenue levied by the City of Winnipeg has increased by 53 per cent, federal tax revenues have increased by 75 per cent and Manitoba provincial tax revenues have increased by 97 per cent over the same time period.

It should be noted that for the City of Winnipeg, recent property tax increases dedicated to local and regional street renewal account for a significant portion of the overall increase in tax revenue. Specifically, in 2008 Winnipeg's total tax revenue totalled approximately \$507 million and by 2018, totalled \$731 million. Of this \$224 million increase, 28 per cent, or \$63 million, was dedicated to local and regional street renewal in 2018.

### Tax Revenue (Actuals) Changes by Government Level, 2000 to 2018



Sources: Statistics Canada, Table 36-10-0314-01, Government sector revenue and expenditure, provincial economic accounts, annual, 1981 – 2009, for Federal and Provincial Tax Revenues for 2000 to 2006 (includes direct taxes from persons, direct taxes from corporations and government businesses, direct taxes from non-residents, and taxes on production and imports); Statistics Canada, Table 36-10-0450-01, Revenue, expenditure and budgetary balance, General governments, provincial and territorial economic accounts, for Federal and Provincial Tax Revenues for 2007 to 2018 (includes taxes on incomes and taxes on production and imports); City of Winnipeg Annual Financial Reports (taxation revenue actuals used)

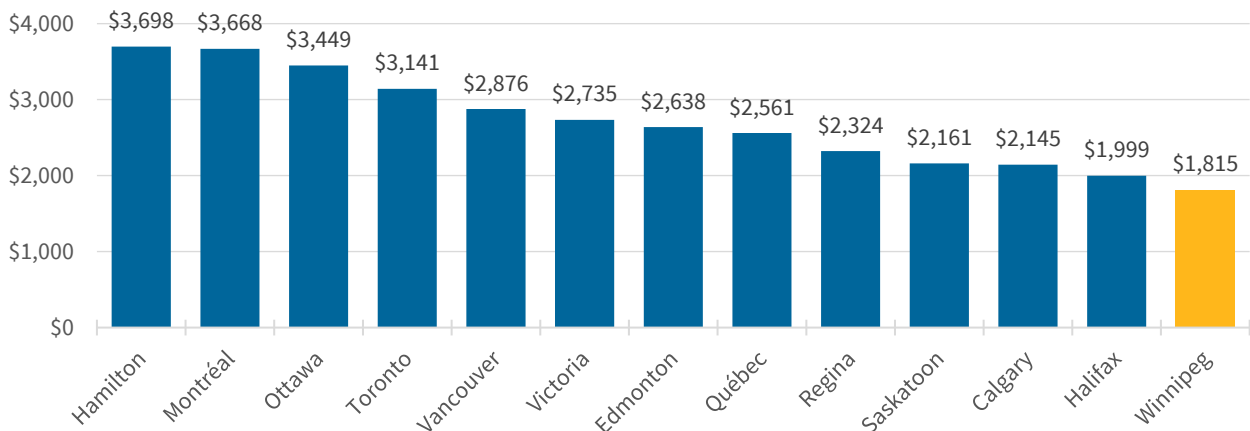


## Property Taxation

Beginning in the late 1990s, the City of Winnipeg had relatively high property taxes compared to other large Canadian cities. However, this has now changed. In 1998 the City began freezing its property tax revenue. For 2000, 2001 and 2002, the City reduced property taxes by 2% each year, and then for the next 11 years property taxes were frozen for an overall decrease of 6%. As a consequence, currently in 2020 among 13 major Canadian cities, Winnipeg homeowners pay the least residential municipal property taxes at \$1,815 for an average or median home versus the Canadian average of \$2,708. Winnipeg is approximately 33% less than the Canadian average.

The chart below shows that out of 13 major Canadian cities, Winnipeg has the lowest municipal property tax bill for the average residential homeowner in 2020 at \$1,815. However, Winnipeg also has a frontage levy of \$273 for the average homeowner, so when that is added it brings the total municipal bill to \$2,088, moving Winnipeg up one rank ahead of Halifax but still below Calgary (not shown).

### Average Residential Municipal Property Tax in Canada in 2020

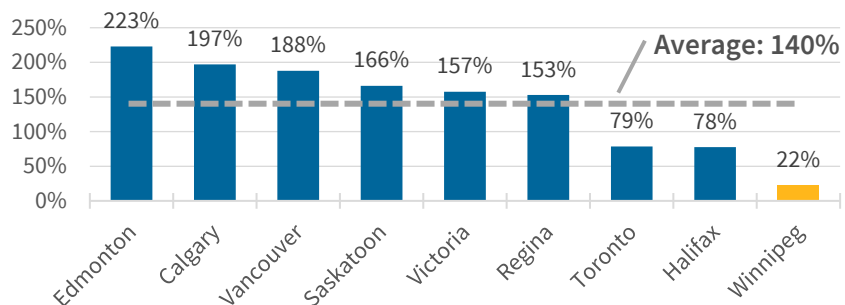


Source: Each city's property taxation website, various budget documents, and media articles.

The chart on the right shows the percentage change in an average homeowner's municipal property tax bill between 1998 and 2020.

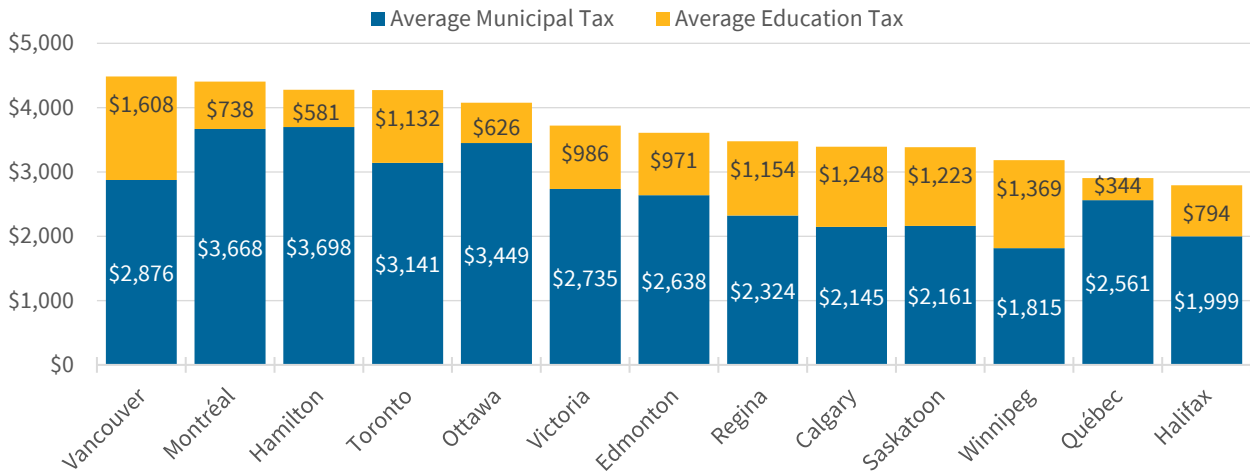
Over this time period, the average increase in municipal taxes across the listed cities has been 140 per cent whereas the average bill in Winnipeg only increased by 22 per cent, among the lowest in Canada. This chart is reflective of both property tax rate increases and increases in assessment values.

### Per cent Increase in Average Homeowner's Municipal Tax Bill, 1998 to 2020



Source: Edmonton 1998 Property Tax Survey data for 1998 figures; Each city's property taxation website, various budget documents, and media articles for 2020 figures.

## Average Residential Municipal and Education Property Tax in Canada in 2020



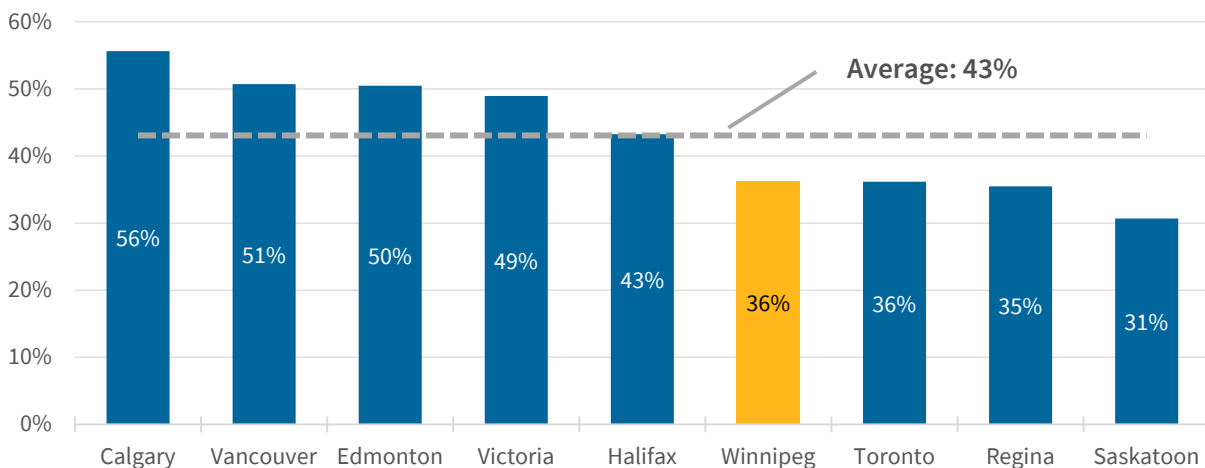
Source: Each city's property taxation website, various budget documents, and media articles.

Note: City of Winnipeg average education property tax includes the \$700 discount from provincial education property tax credit, and is based on Winnipeg SD No.1. Winnipeg municipal tax does not include frontage levy.

As shown in the chart above, once education property tax is added, the picture changes. When re-ranked on the total average bill that now includes both municipal and education property taxes, Winnipeg moves up two ranks. This is because for the average homeowner, Winnipeggers pay the second highest education property tax in Canada at \$1,369 with only the average homeowner in Vancouver paying more at \$1,608 in 2020.

With respect to the distribution of municipal tax revenues by source, in 2018 residential properties in Winnipeg paid 64 per cent of property tax and non-residential properties paid 36% (including business tax). The chart below shows how this compares across Canada.

## Per Cent of Municipal Tax Revenue Received from Non-Residential Properties, 2018

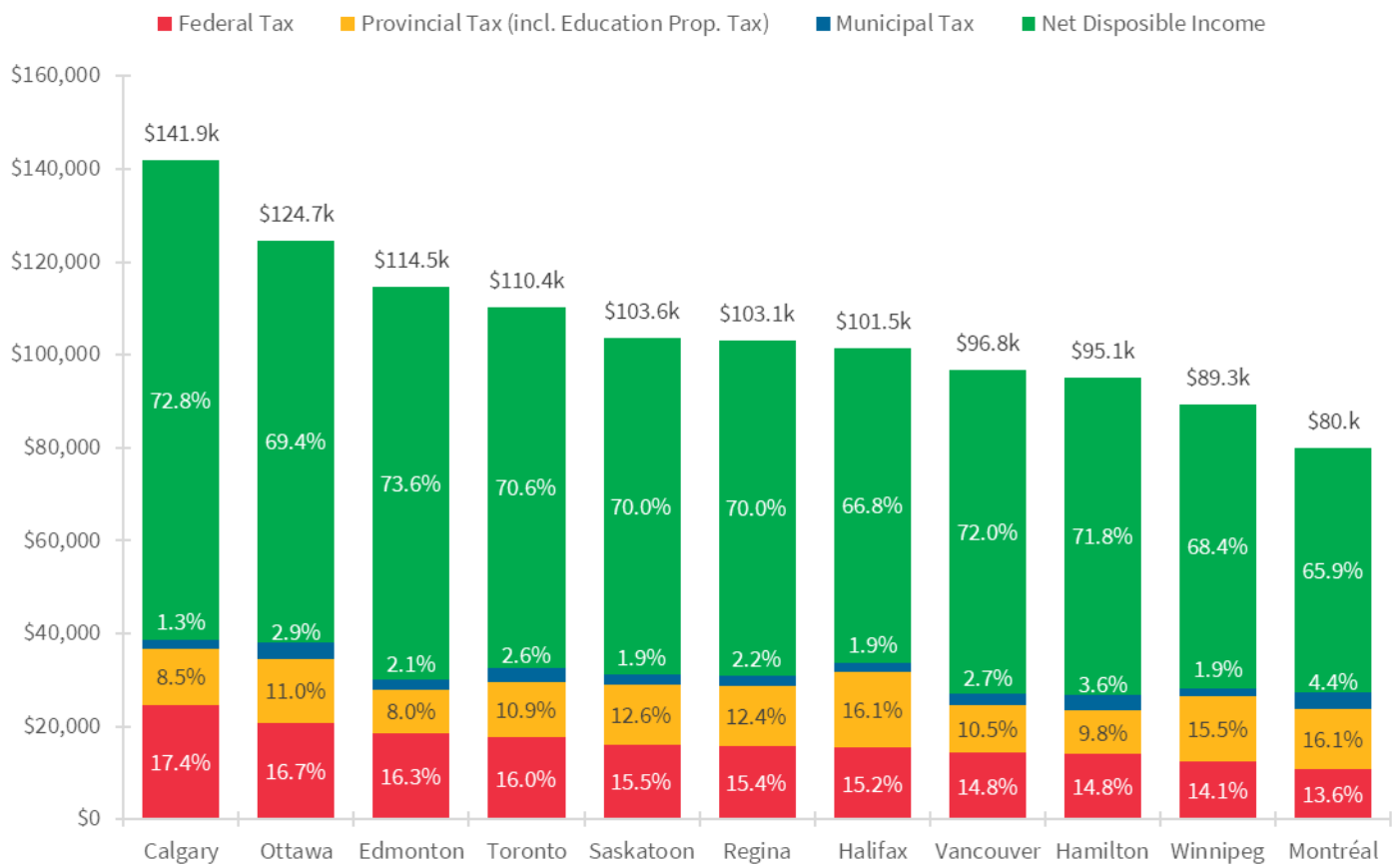


Source: City of Calgary 2018 Residential Property Taxes and Utility Charges Survey. Non-Residential tax revenues include business tax revenue paid in Winnipeg and Calgary.

## Other Taxation

The graph below shows the estimated distribution of taxes to all levels of government across various Canadian cities in 2018 for the average homeowner.<sup>33</sup> This graph was derived by first finding the average or median assessed value of a home in each city in 2018, and then referring to the 2016 Canadian Census (by dissemination area) to estimate the average household income that would be observed for households living in an average assessed home. Using additional data from Statistics Canada on household consumption and expenditures, information on provincial and federal tax brackets, and municipal property tax rates in 2018, the amount of an average household's income that goes towards all three levels of government (federal, provincial, and municipal) is then estimated.

### 2018 Estimated Distribution of Residential Tax Burdens Across Canada for Average Homeowners



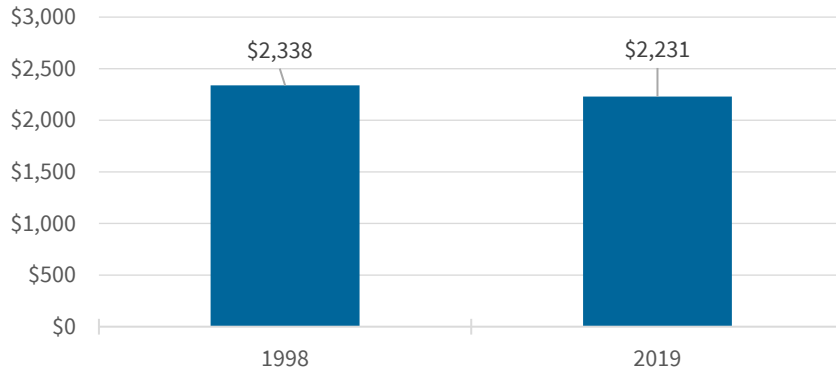
<sup>33</sup> Source: Data sources include Statistics Canada 2016 Canadian Census (by dissemination area) along with consumption data by income quintile from Statistics Canada Table 36-10-0587-01, Distribution of Household Economic Accounts, 2017, and gasoline sales from Statistics Canada Table 23-10-0066-01 by province for 2017. 2018 Federal and Provincial income tax brackets used; 2018 municipal property tax rates used. One of the main assumptions of this graph is that in order to calculate the provincial and federal income taxes paid by a household, it is assumed that the total household income is earned by two individuals, with each individual earning 50% of the total. This graph does not take in to account government transfers to households such as tax credits, nor does it take in to account household earnings non-tax deductions such as CPP and EI contributions.

# Expenditure

## Historical Trends

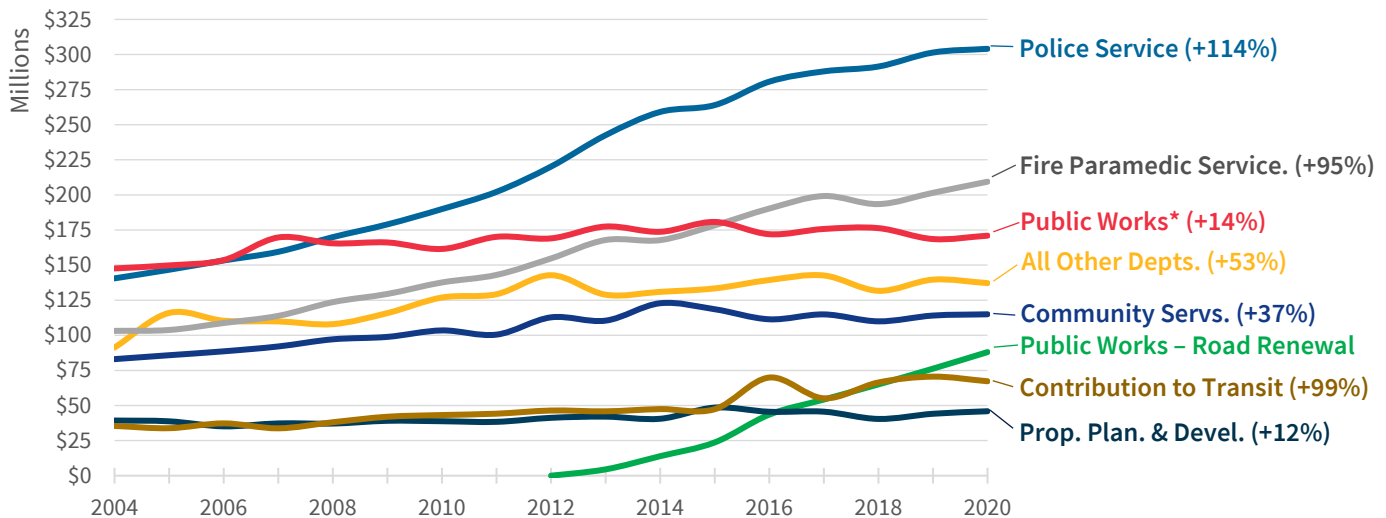
Similar to the exercise done in the *Revenue: Historical Trend* section above, the chart on the right shows how inflation-adjusted per-capita consolidated expenditures have changed since 1998. Overall, consolidated inflation-adjusted per-capita expenditures in 2019 were 5 per cent less than in 1998. It is important to note that 2019 inflation-adjusted per-capita expenditures are \$465 less than revenues due to the timing of capital grants and expenditures. The revenue received from capital grants is included in the *Revenue: Historical Trend* section, but their associated expenditures are captured across multiple years.

**City of Winnipeg Consolidated Expenditure Per Capita, Measured in 2019 Dollars**



Sources: City of Winnipeg 1998 and 2019 Annual Financial Reports; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

## Tax-Supported Operating Budget by Department 2004 to 2020 (Adopted)



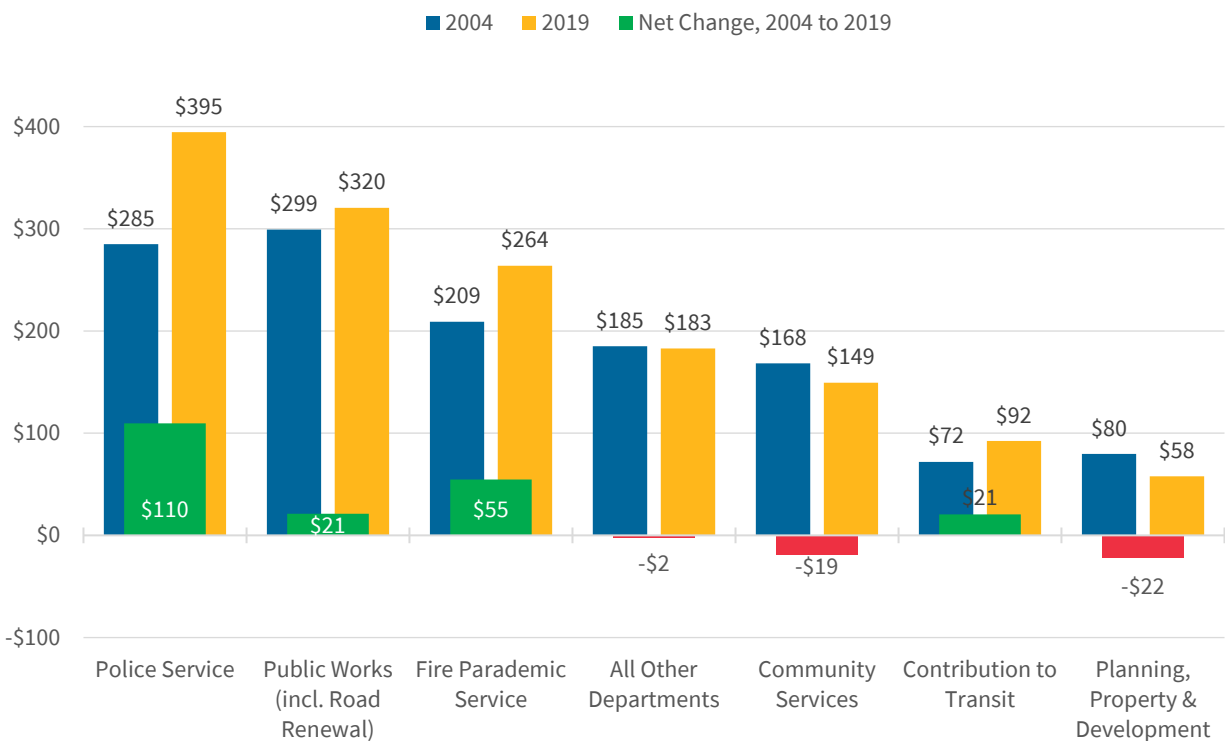
Sources: City of Winnipeg Tax Supported Operating Budgets, 2004 to 2020. \*Public Works (red line) does not include expenditures on Road Renewal from Frontage Levy and Local and Regional Street reserve; these are shown in the green line. Chart excludes Corporate expenses (not related to Transit) as categorized in the Operating Budget Tax Supported Summary (appendix 1).

The chart above shows how the tax-supported operating budget has changed over time across major departments. Growth in most budgets has been modest over the timeframe, but there have been significant increases in the tax-supported operating budgets for police, fire paramedic, and road renewal. The total growth that has occurred between 2004 and 2020 is shown in the brackets beside each department label.

The graph below adjusts the expenditure for inflation and population by expressing budgets in 2019 dollars on a per-citizen basis and the bars in the middle indicate how departmental budgets have changed between 2004 and 2019 using this metric.

On an inflation-adjusted, per-capita basis, Police, Fire Paramedic, Public Works (primarily due to the local and regional street renewal program) and the contribution to Transit have all seen net increases over this timeframe, whereas Community Services, Planning Property and Development, and all other departments (when combined) have seen net decreases.

### Per Capita Tax-Supported Operating Budget Expenditure By Department, Inflation Adjusted (2019 dollars)



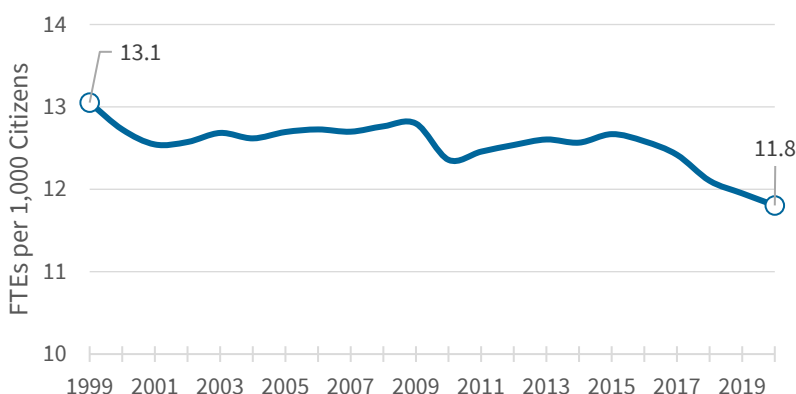
Sources: City of Winnipeg Tax Supported Operating Budgets, 2004 to 2019; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

Note: Chart excludes Corporate expenses (not related Transit) as categorized in the Operating Budget Tax Supported Summary.

## Staffing

The graph on the right shows how the total count of City of Winnipeg Full-time Equivalent (FTE) employees has changed from 1999 to 2020 on a per 1,000 citizen-basis. In 1999, there were 13.1 FTEs per 1,000 Winnipeg citizens and in 2020, that had fallen by 9.9 per cent to 11.8 FTEs per 1,000 citizens. The following table compares FTE staffing changes in 1999 to 2020 by department.

### City of Winnipeg Total FTE Count Per 1,000 Citizens, 1999 to 2020



Source: City of Winnipeg calculations

Department	1999	2020	Change	% Change
Police	1,477	1,941	464	31%
Fire Paramedic	1,070	1,380	310	29%
Transit	1,362	1,605	243	18%
Water, Sewer & LD	715	873	158	22%
Corporate Support Services*	203	317	114	56%
Planning, Prop & Dev	283	317	34	12%
Parking Authority	25	62	37	150%
Public Works (streets & parks)	992	1,019	27	3%
Office of the CAO	29	31	2	7%
Animal Services	20	27	7	36%
Legal Services	24	29	5	22%
Mayor's Office/Policy Devl. & Comm.	13	16	3	21%
Council	15	15	0	0%
Audit	10	7	-3	-34%
Solid Waste Collection & Disp.	141	106	-35	-25%
Golf	28	24	-4	-15%
Museums	17	3	-14	-82%
Glacial Sand & Gravel	19	-	-19	-100%
City Clerks	71	44	-27	-39%
Corporate Finance	129	89	-40	-31%
Municipal Accommodations	322	286	-36	-11%
Fleet Management Agency	196	119	-77	-39%
Assessment & Taxation	230	130	-100	-44%
Community Services (restated)†	844	707	-137	-16%
<b>Total FTE Count</b>	<b>8,235</b>	<b>9,145</b>	<b>910</b>	<b>11%</b>

\* Corporate Support Services includes FTEs as a result of the creation of the 311 Call Centre. It also includes FTEs from Innovation, Transformation and Technology, Human Resource Services, and Customer Service and Communications.

## Average Homeowner Property Tax Bill

For 2020, the total tax-supported spending is broken down by services for the average homeowner's property tax bill. For example, the average homeowner whose home is assessed at \$313,590, the following breakdown reflects where tax-supported funding is allocated:

### Average Homeowner's Basket of Tax-Supported City Services - 2020

Service	Per Year	Per Month	% of Total
Police Service *	\$544	\$45	30.0%
Fire Service	\$291	\$24	16.0%
Road Maintenance	\$184	\$15	10.1%
Public Transit	\$142	\$12	7.8%
Recreation	\$92	\$8	5.0%
Parks and Urban Forestry	\$81	\$7	4.4%
Roadway Snow Removal and Ice Clearing	\$74	\$6	4.1%
Libraries	\$61	\$5	3.4%
Innovation, Transform & Tech	\$59	\$5	3.3%
Organizational Support Service	\$55	\$5	3.0%
Solid Waste Collection	\$47	\$4	2.6%
City Beautification	\$37	\$3	2.0%
Assiniboine Park Conservancy	\$35	\$3	1.9%
Council Services	\$29	\$2	1.6%
Lighting	\$26	\$2	1.4%
Assessment and Taxation	\$17	\$1	0.9%
Community Liveability	\$16	\$1	0.9%
Remaining Arts, Ent & Culture	\$15	\$1	0.8%
Insect Control	\$13	\$1	0.7%
311 Contact Centre	\$10	\$1	0.5%
Economic Development	\$2	\$0	0.1%
Cemeteries	\$2	\$0	0.1%
Animal Services	\$2	\$0	0.1%
Golf Services	\$2	\$0	0.1%
Medical Response	\$0	\$0	0.0%
City Planning, Insp & Housing †	(\$8)	(\$1)	-0.4%
Property Asset Management †	(\$12)	(\$1)	-0.6%
<b>City Property Tax Bill for Average House ‡</b>	<b>\$1,815</b>	<b>\$151</b>	<b>100%</b>
<b>Street Maintenance Frontage Levy §</b>	<b>\$273</b>	<b>\$23</b>	
<b>Total City Property Tax Bill for Average House</b>	<b>\$2,088</b>	<b>\$174</b>	

\* Street lighting removed from Police Service and shown separately.

† Value is negative because this service recovered more revenue than it had expenditures for the given year.

‡ Based on average home assessed at \$313,590 in 2020.

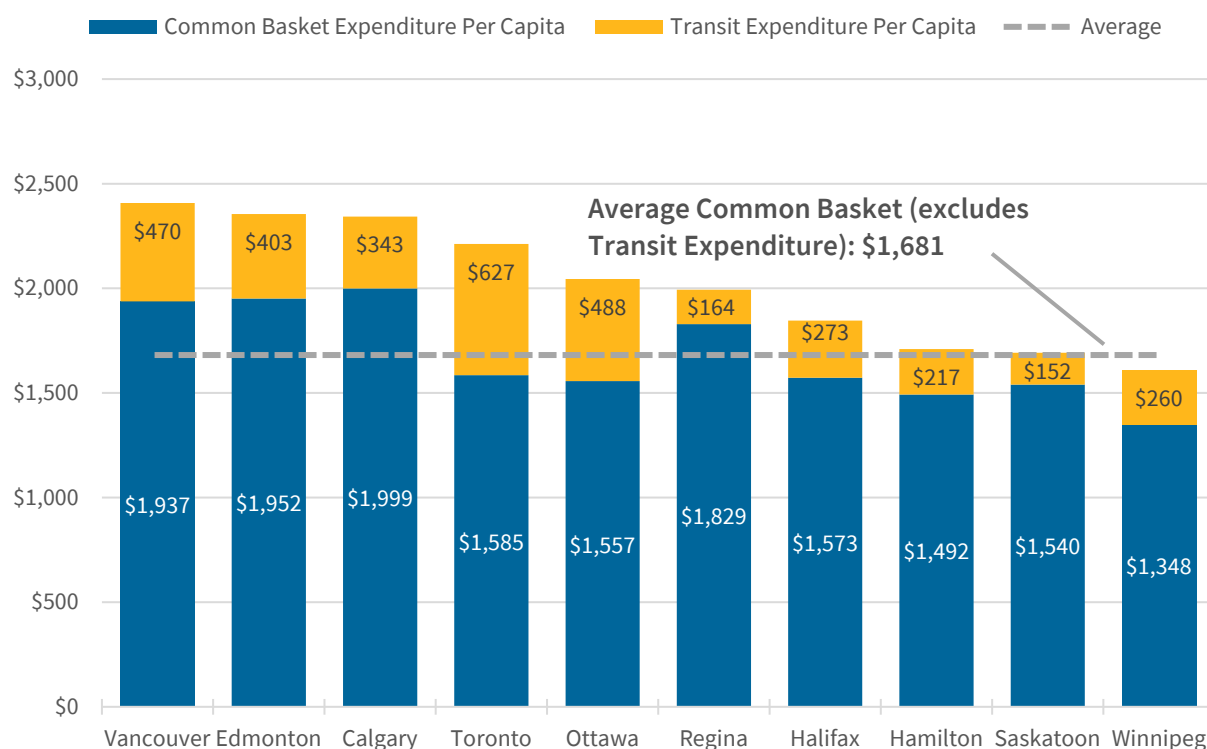
§ Based on \$5.45 per frontage foot, on a 50-foot lot.

Note: Some values in this table may appear as zero due to rounding.

## Operating Expenditure Comparisons

As compared to several major cities across Canada, Winnipeg has the least amount of operating expenses per capita. The operating expenditure on a common basket of items per capita (excluding Transit) in 2017 was \$1,348 for Winnipeg versus the average of the other cities, \$1,681 – a difference of 25 per cent.<sup>34,35</sup> To put this difference in perspective, if the City of Winnipeg spent the average amount of other Canadian cities per capita, the operating budget on the common basket of items (excluding Transit) would be increased by 25 per cent, or approximately \$250 million.

### Cities Comparison of Operating Expenditure per Capita on Common Basket of Expenditures - 2017



Sources: Cities' tax-supported operating budgets in 2017; City of Winnipeg calculations

<sup>34</sup> Comparing operating expenditure between cities can be challenging due to differences between service type and size. Therefore to create a fair comparison, the City of Winnipeg compiled a common 'basket of services': Police, Fire, Roads, Water, Sewer, Land Drainage, Solid Waste, Recycling, Parks, Recreation, Libraries, Arts & Culture, City Planning, Development and Permits, Animal Services, Fleet, Municipal Buildings, Corporate Services and Council. This does not include Ambulance, Assessment, Cemeteries, Public Health, Social Services, Housing, Electrical Utilities, Transit and Interest. City of Edmonton excludes EPCOR. Data sourced from cities annual financial reports and operating budget documents.

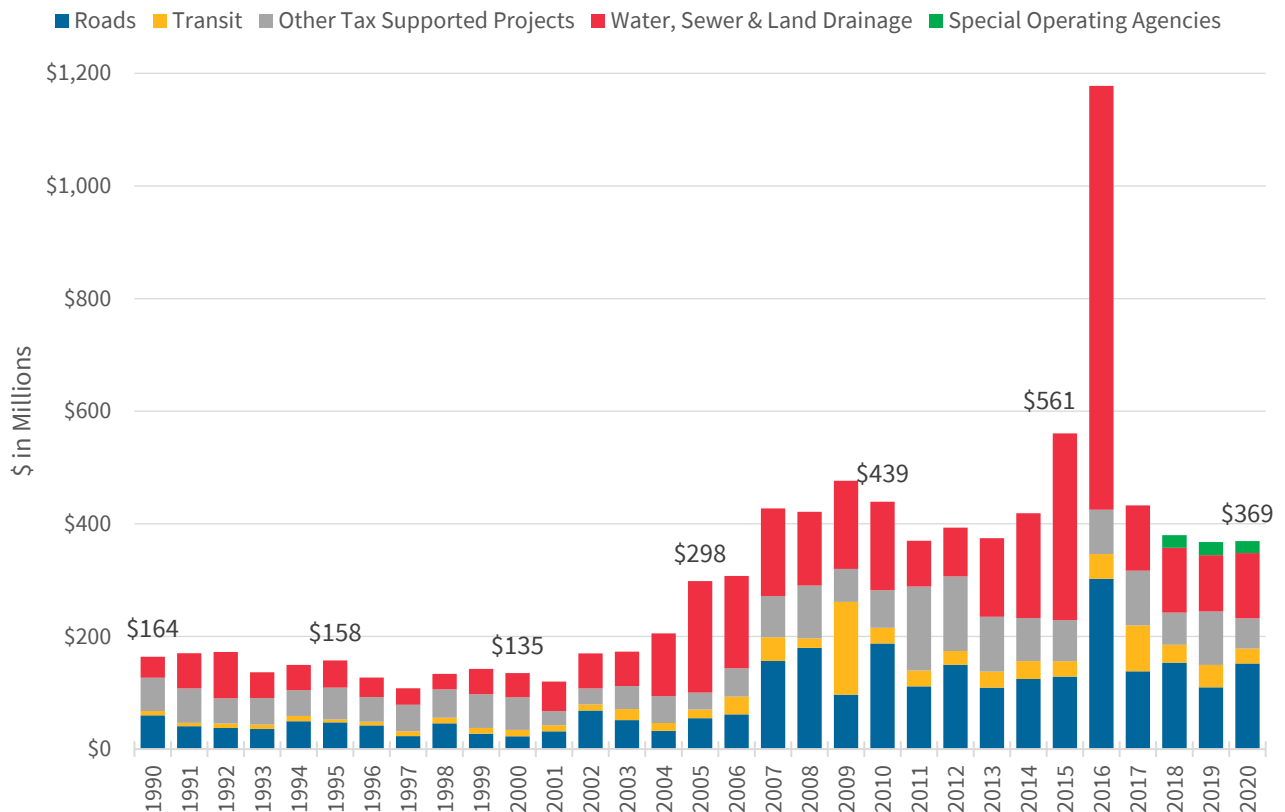
<sup>35</sup> Note: In the Vancouver area, TransLink provides transit services to the entire region. As such, the per-capita transit expenditures for Vancouver is calculated by multiplying TransLink's expenses (excluding interest and amortization of capital assets) by the proportion of its service area that is made up of Vancouver residents.



## Capital Expenditures: Over Time

Similar to operating expenditures, the City of Winnipeg has seen significant change in the amount and type of capital expenditure over the years. While capital spending amounts vary by year, excluding 2016, it has averaged \$385 million since 2007.<sup>36</sup>

### City of Winnipeg Annual Capital Budgets - 1990 to 2020



Source: City of Winnipeg Adopted Capital Budgets, 1990 to 2020

While adjustments per capita do make sense, it does not make sense to adjust these figures for the typical consumer price index (CPI) related inflation because price pressures from inflation in the construction industry are not the same as within the typical consumer basket of goods. As a consequence, for this long-run graph we did not adjust these figures by population growth or by price growth.

<sup>36</sup> Source: Annual Capital Budgets. Note: the large capital budget for Water, Sewer, & Land Drainage in 2016 is due to investment in the North End Sewage Treatment Plant (NEWPCC) – Nutrient Removal / Upgrade. Please note that the 2019 adopted capital budget has been restated to include Winnipeg Fleet Management Agency and Winnipeg Parking Authority. These are now included under the “Special Operating Agencies” category in the above graph.

# Capital Expenditures: Comparisons Across Jurisdictions

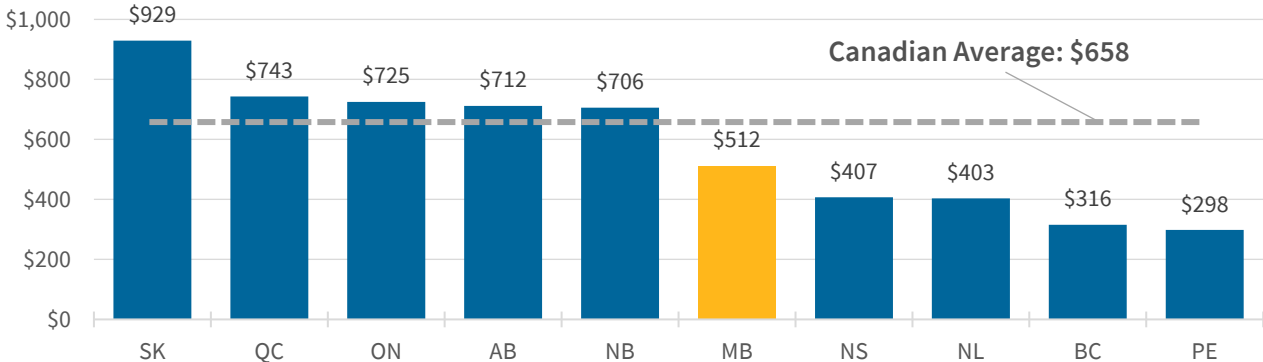
Due to the differing nature of capital budgets across Canadian cities (e.g. some capital budgets may be authorization budgets while others are in-year expenditure budgets), it can be difficult to make accurate comparisons. Moreover, each city may have a different methodology in how they categorize different asset types.

Therefore, in order to make a fair comparison, we must do so at a provincial level using data from Statistics Canada. It should be recognized that while this publication pertains to the City of Winnipeg municipal government, these statistics, which are at a provincial level, can still give a good idea of how capital expenditures compare across Canada. Moreover, Winnipeg is the largest municipality in Manitoba so it would represent the second largest share of public capital expenditure behind the provincial government.

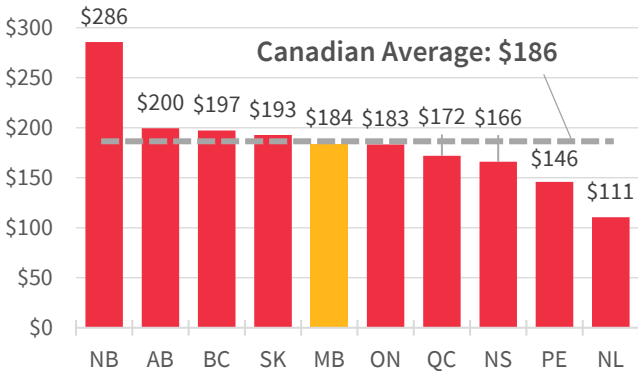
The graphs below show the publicly-owned, per capita expenditure on three major asset types in 2018 across Canadian provinces. These expenditures include both expenditure on maintenance of existing assets and the creation of new ones. Across the three asset categories, Manitoba ranked among the lower provinces and below the Canadian overall per-capita expenditure.

## Publicly Owned Capital Expenditures per Capita by Province in 2018

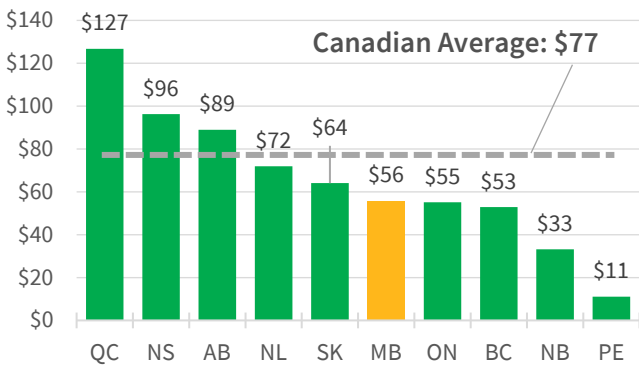
### Transportation Infrastructure



### Waterworks and Sewage Infrastructure



### Recreation and Culture Infrastructure



Sources: Statistics Canada, Table 34-10-0281-01, Capital Expenditures, infrastructure assets, by ownership and geography; Statistics Canada, Table 17-10-0005-01, Population estimates on July 1<sup>st</sup>, by age and sex

## Infrastructure Needs

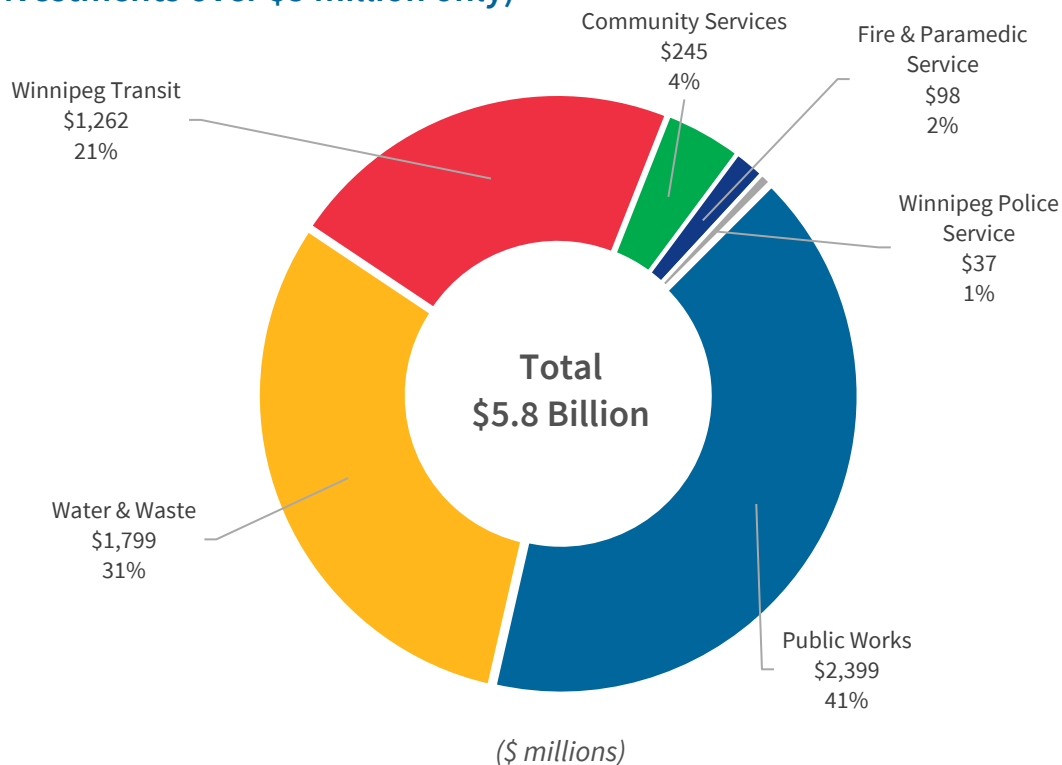
Much of the challenges surrounding the state of infrastructure in the City of Winnipeg have been addressed in published documents including the [City of Winnipeg 2018 City Asset Management Plan](#), the [City of Winnipeg 2018 State of the Infrastructure Report](#), and the [City of Winnipeg 2020 Infrastructure Plan](#).

These reports highlight a wide range of issues pertinent to the \$35 billion worth of municipal road, transit, water, wastewater, recreation, and other infrastructure assets. These reports emphasize the need to evaluate our existing inventory, reduce the \$6.9 billion infrastructure deficit, understand future needs of citizens in a growing city, and prioritize investment in future assets under realistic budget expectations.

In particular, the Infrastructure Deficit highlights the \$6.9 billion deficit, while the Infrastructure Plan provides a tangible and prioritized list of projects that are valued at \$5 million and above. By listing the 45 investments of real prioritized needs in the Infrastructure Plan, the Public Service has made the infrastructure deficit more tangible.

The chart below shows the City of Winnipeg’s total capital needs by service from 2020 to 2029 based on the *City of Winnipeg 2020 Infrastructure Plan* on investments over \$5 million. Overall, \$5.8 billion is needed with 72 per cent of this required in Public Works and Water & Waste.

### Total Capital Needs per Service, 2020 to 2029 (Investments over \$5 million only)

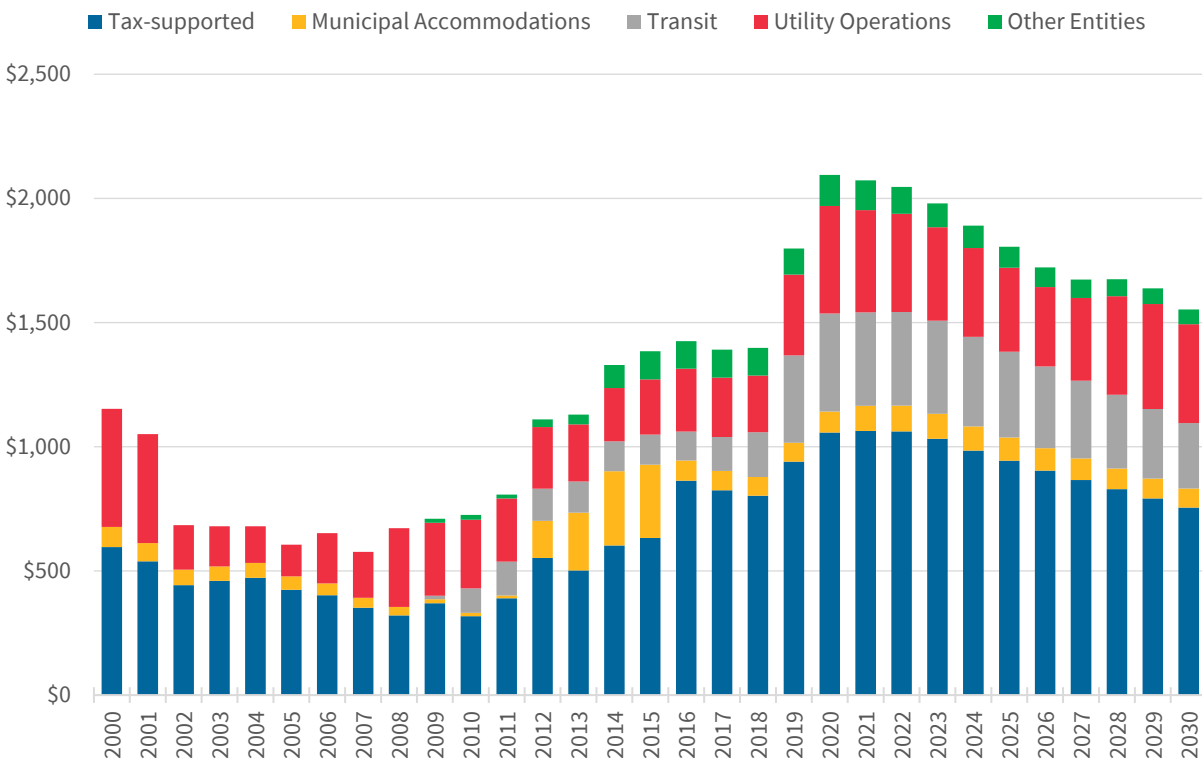


Source: City of Winnipeg 2020 Infrastructure Plan

## City of Winnipeg Debt <sup>37</sup>

From the perspective of debt, the City of Winnipeg has increased its debt obligations based on various major capital project spending. This projection of net debt per capita includes amounts authorized in the capital budget and forecast. Moving forward, this will largely increase as a consequence of investment in transit, and in particular the southwest rapid transit corridor. In the near future, the City of Winnipeg is investing large amounts of capital investment into sewage treatment facilities which will also increase debt.

### City of Winnipeg Net Debt per Capita 2000 to 2030



Source: City of Winnipeg calculations

<sup>37</sup> Debenture debt and P3 obligations included.





# Performance Measures and Citizen Survey Results



# Performance Measurement

Performance measures have been published annually by the City of Winnipeg since 2010 and are a gauge of how well services are being provided. Performance measurement provides the necessary data to identify needs and to support reallocation of resources or realignment of strategic objectives to improve processes and priorities. Performance indicators are used as a tool to:

- Enhance transparency and accountability to citizens of Winnipeg;
- Improve service delivery; and
- Increase shared knowledge and promote mutual improvements through benchmarking to other municipalities.

The City's performance measurement framework uses three types of measures including historical data for trending purposes:

## Service Level Statistics

- Provides an indication of the service or activity levels, by reflecting the amount of resources approved by City Council or the volumes of service delivered to residents.

## Effectiveness Measures

- Measures the quality of service delivered relative to service standards or the customer's needs and expectations.

## Efficiency Measures

- Compares the resources used to the number of units of service provided or delivered. Typically this is expressed in terms of cost per unit of service.

Benchmarking with other municipalities provides a comparison to assist in evaluating how well we are doing and where we could improve the services being delivered. One of the major benchmarking organizations in which Winnipeg participates is the Municipal Benchmarking Network of Canada (MBNCanada). MBNCanada is a collaboration of 16 municipalities including Toronto, Calgary, Winnipeg, Montreal, and Regina. Led by Chief Administrative Officers and City Managers, this initiative fosters a culture of service excellence in municipal government by measuring, sharing and comparing performance statistics and operational practices.

Expert Panel members from each municipality meet as a group to collaborate, learn, network with peers and share information. MBNCanada promotes meaningful comparisons by providing a performance measurement framework with a detailed data collection protocol, costing methodologies, and peer-reviewed data. Defined standards are set by a Financial Advisory Expert Panel and are consistent with the Public Sector Accounting Board to ensure the indirect costs of the services are included.



Since joining MBNCanada in 2010 as a pilot project, Winnipeg is now reporting on most services using benchmarking with MBNCanada municipalities. Winnipeg also continues to include benchmarking data from other service-specific benchmarking organizations such as the Canadian Urban Transportation Association (CUTA).

Building a body of knowledge through performance measurement strengthens accountability by keeping elected officials and citizens informed about standards, costs and value.

In this section, the most recent data available at production time has been used:

- MBNCanada benchmarking data is published annually in November; therefore MBNCanada measures are reflected for 2018 in this document;
- Service Level Statistics and non-MBNCanada Performance Measures are from 2019, the last internal data collection year;
- Where other performance or benchmarking data is gathered from other professional organizations, it is included as available; and
- The Citizen Survey results presented are from 2020.

As the performance measurement results presented are drawn from 2018 data for MBNC measures and from 2019 for other measures, they do not reflect the impact of COVID-19 on city services. Citizen satisfaction survey question wording was adjusted, where relevant, to ask citizens to reflect on their typical behavior and use of services. Responses may still have been impacted by COVID-19.

# Citizen Survey

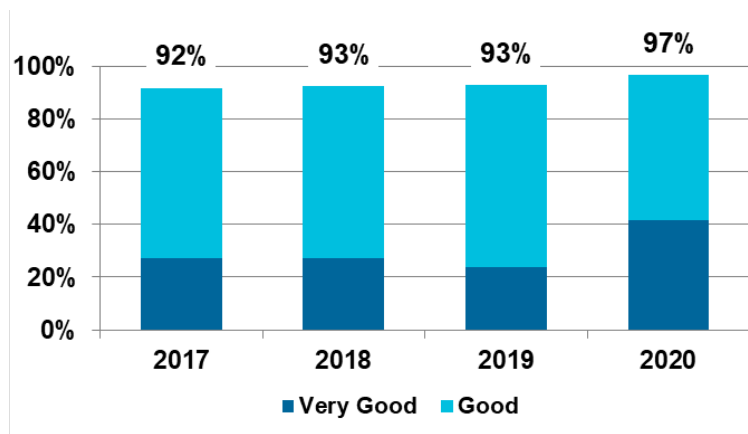
In this performance report, a key component of the effectiveness measures provided is citizen satisfaction with the various services the City of Winnipeg provides. Prairie Research Associates Inc. was commissioned by the City of Winnipeg to conduct the 2020 Citizen Survey from May 1 to May 20, 2020. Six hundred Winnipeg residents were randomly surveyed by telephone. Adjusted quota sampling methodology is used to improve representation by gender and age, and an additional quota of 27% inner city residents is applied to ensure geographic representation of this group.

The survey results are provided with a margin of error of +/-4.1% to a 95% confidence level (19 times out of 20). Data used in this document is based on results from citizens who answered each survey question (excludes “don’t know” or “refused” responses).

Citizen satisfaction survey question wording was adjusted, where relevant, to ask citizens to reflect on their typical behavior and use of services. Responses may still have been impacted by COVID-19.

## Quality of Life

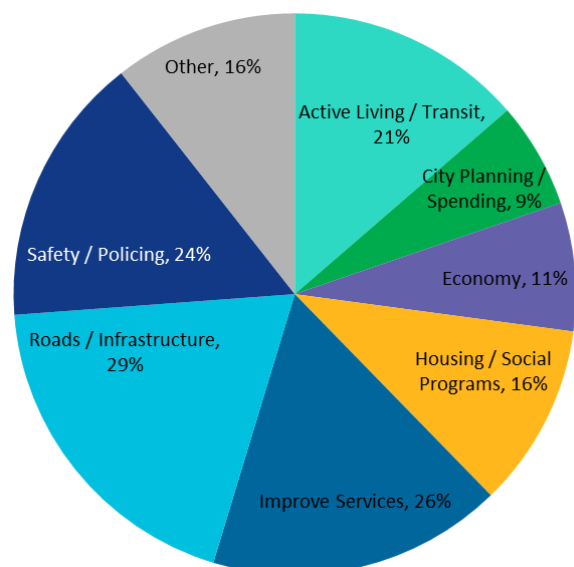
In 2020, 97% of Winnipeggers believe the quality of life in Winnipeg is very good or good.



Citizens were also asked: “What actions do you think the City of Winnipeg could take to improve the quality of life in the city?”

When these suggestions were grouped and reviewed in the context of the respondent’s response to the quality of life in Winnipeg question, the following was noted as the most common suggested improvement areas:

- Roads / Infrastructure (29%)
- Improvement of Services (26%)
- Safety / Policing (24%)

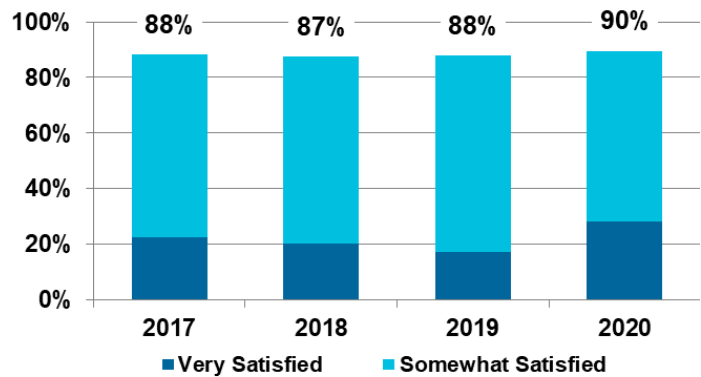


*Note: Respondents may provide more than one response; totals are adjusted accordingly and may add up to greater than 100%. Percentage calculated on responsive answers only.*

## Service Satisfaction

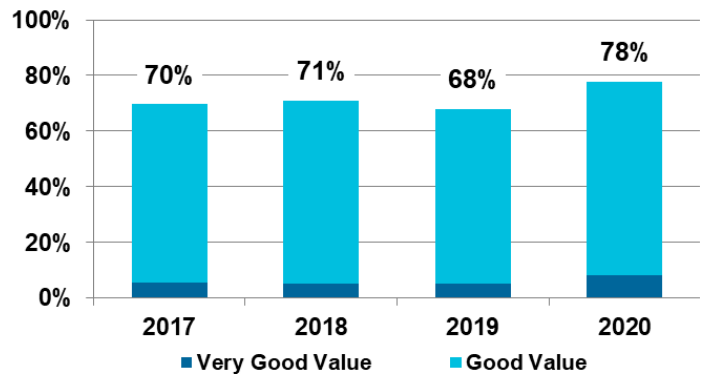
Overall satisfaction with City services was approximately 90% in 2020.

Overall satisfaction with services remains high. Individual service results are provided within each reporting service area.



## Value for Tax Dollars

In 2020, 78% of Winnipeggers surveyed believe they receive good to very good value for their municipal property tax dollar.



Citizens were asked: “Why do you feel you receive \_\_\_\_\_ value from your property tax dollars?”

Value for Tax Dollars	Most common reasons provided:
Good or Very Good (78%)	<ul style="list-style-type: none"> <li>• Satisfaction with services (44%)</li> <li>• General satisfaction (36%)</li> <li>• Satisfaction with roads (10%)</li> </ul>
Poor or Very Poor (22%)	<ul style="list-style-type: none"> <li>• Dissatisfied with roads (24%)</li> <li>• Dissatisfaction with taxes (20%)</li> <li>• Dissatisfied with city spending (19%)</li> </ul>

*Note: Respondents may provide more than one response; totals are adjusted accordingly and may add up to greater than 100%. Percentage calculated on responsive answers only.*

## City Services

Overall satisfaction with city services remains high at 90%.

- Usage of city services varies by service, with the majority having visited a local (83%) or major park (76%), but only 27% have been involved in a medical incident and 21% were involved in an incident where 911 was called. Only 4% applied for a building permit.
- Public Safety remains the most important service area while Property and Development’s importance has decreased over the past year.
- Satisfaction with city services is high for the majority of services.
- Individual city services that received over 95% satisfaction ratings:
  - Fire and rescue service response to fire emergencies (97%)
  - Condition of major parks (97%)
- Individual city services that received under 60% satisfaction ratings:
  - Condition of major streets (58%)
  - Condition of residential streets in your neighbourhood (54%), and
  - Availability and convenience of on-street parking (58%)

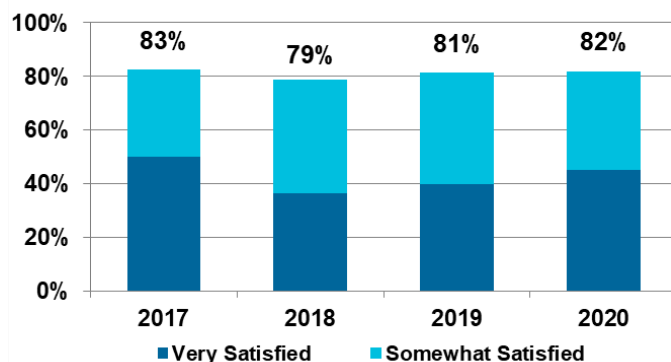
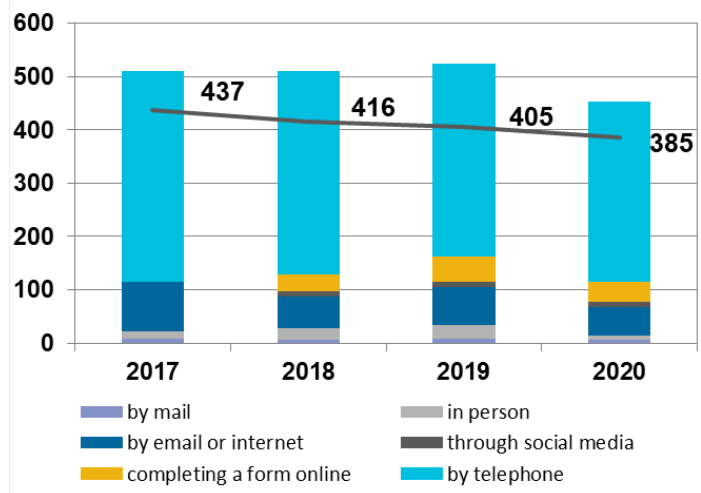
## Customer Service

Of the 600 Winnipeggers surveyed, 63% (or 385), indicated they had contacted the City in the past year. As some individuals contacted the City multiple times, more contact methods were recorded than respondents who contacted the City.

The primary method of contact is telephone (87%). Email and internet contacts have grown in recent years, and beginning in 2018 this response area was broken down further to better identify how Citizens are contacting the City:

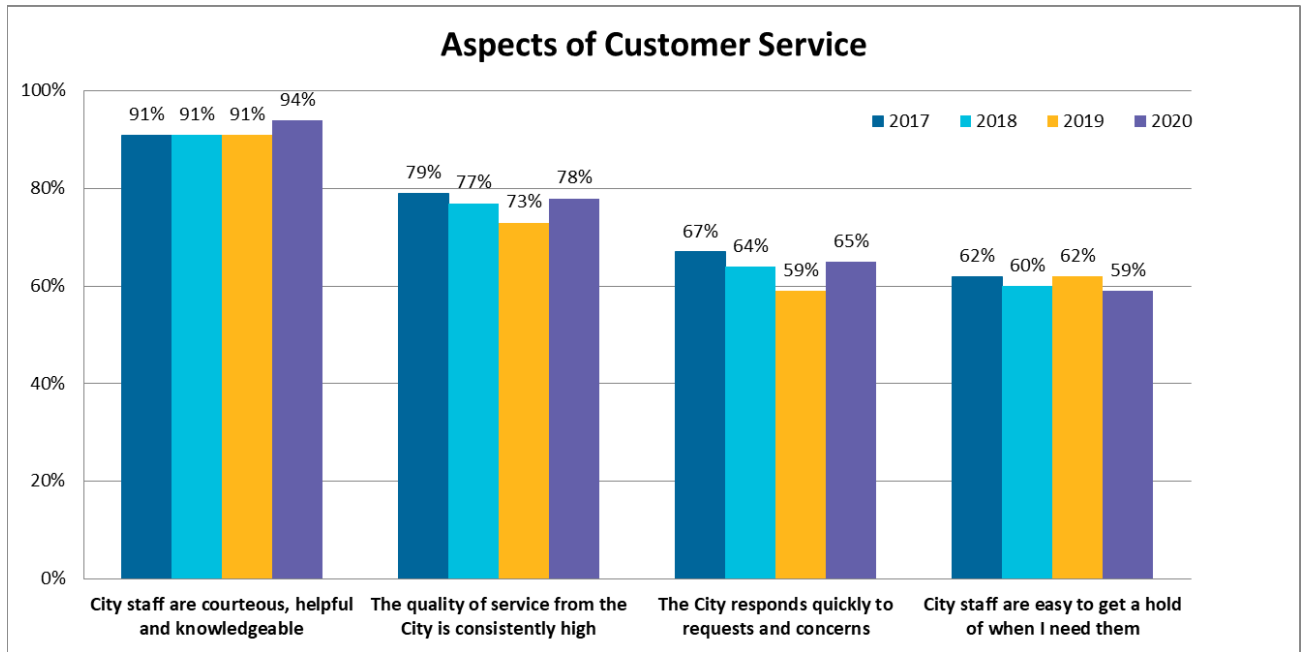
- by email or internet (14%),
- by online form (10%), or
- through social media (3%)

Of those who contacted the City in the past year, 82% of respondents rated their satisfaction with the experience as very satisfied or somewhat satisfied.



Citizens were asked: “Thinking about your personal dealings with the City of Winnipeg and your general impressions, do you agree or disagree with the following statements?”

When the agree / strongly agree responses are reviewed, citizens have identified high level of satisfaction with some aspects of customer service provision by City of Winnipeg staff.



Citizens were also asked: “How could the City’s customer service be improved?”

The top suggestions to improve customer service include answering phone calls more quickly and having more knowledgeable staff.

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# Roadway Construction and Maintenance

*Includes:*

- *Bridge Construction & Maintenance*
- *Regional Streets Construction & Maintenance*
- *Local Streets Construction & Maintenance*
- *Regional Sidewalk Construction & Maintenance*
- *Local Sidewalk Construction & Maintenance*

## Description

To provide citizens with access to well-maintained roadways, sidewalks and bridges in order to ensure the safe, efficient movement of people, goods and services.

## Key Goals

1. Expand and refine Roadway Asset Management systems.
2. Support Downtown revitalization.
3. Provide optimized delivery of infrastructure projects.
4. Utilize principles of environmental stewardship.
5. Coordinate processes with other major project stakeholders.
6. Implement active transportation components in regional street projects where feasible.

## Service Level Statistics

Description	2017	2018	2019
Roadway transferred from developers (lane-km)	54.8	31.3	25.1
Capital Addition of Regional Streets (lane-km)	0.6	0.0	0.0
Capital Reconstruction of Regional Streets (lane-km) [A]	2.8	24.0	15.0
Capital Rehabilitation of Regional Streets (lane-km) [A]	24.9	9.6	17.2
Capital Reconstruction of Local Streets (lane-km)	17.9	28.1	15.0
Capital Rehabilitation of Local Streets (lane-km)	78.1	66.3	47.2
Capital Addition of Surfaced Alleys (lane-km)	3.5	1.6	1.6
Capital Reconstruction of Alleys (lane-km)	3.6	7.6	0.0
New Pedestrian/Cycle Pathways (metres) [B]	8,609	14,143	5,938
Major Bridge Rehabilitations	3 locations \$17,333,000	8 locations \$23,555,000	5 locations \$24,586,000
Significant Bridge Maintenance Repair Works	26 locations \$1,435,000	22 locations \$506,000	25 locations \$484,182
Slope Stabilization Works	1 location \$3,500,000	1 location \$3,000,000	1 location \$300,000
Bridge Deck Sealing Program	0	2 locations \$302,000	3 locations \$1,274,000
Overhead Sign Structure Maintenance	1 location \$27,500	0	4 locations \$329,000
Pumping Station Maintenance	1 location \$446,000	1 location \$350,000	1 location \$42,000

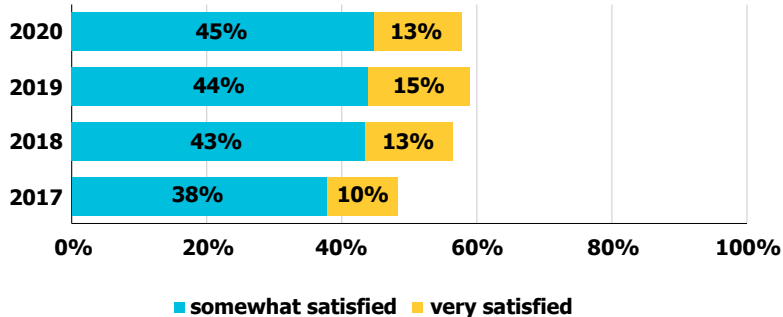


# Roadway Construction and Maintenance

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with the Condition of Major Streets (such as Portage Ave. or Pembina Hwy.)

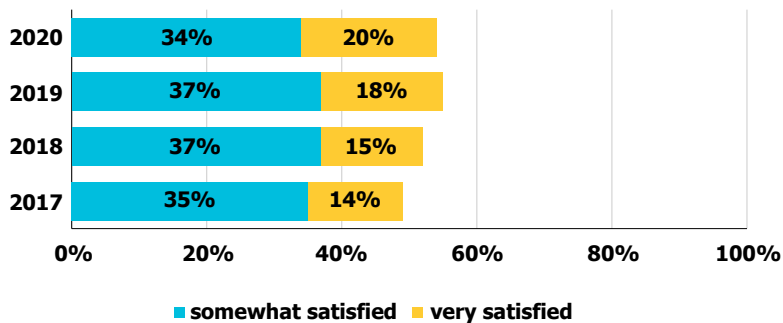


In 2020, the level of citizens who were somewhat satisfied or very satisfied with the condition of major streets was 58%, which was only slightly lower than 59% satisfaction in 2019. Winnipeggers can expect the condition of major streets to continue to improve as funding levels are increased. This is a significant increase from a low of 45% in 2016.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	45%	48%	56%	59%	58%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with the Condition of Residential Streets in Neighbourhood

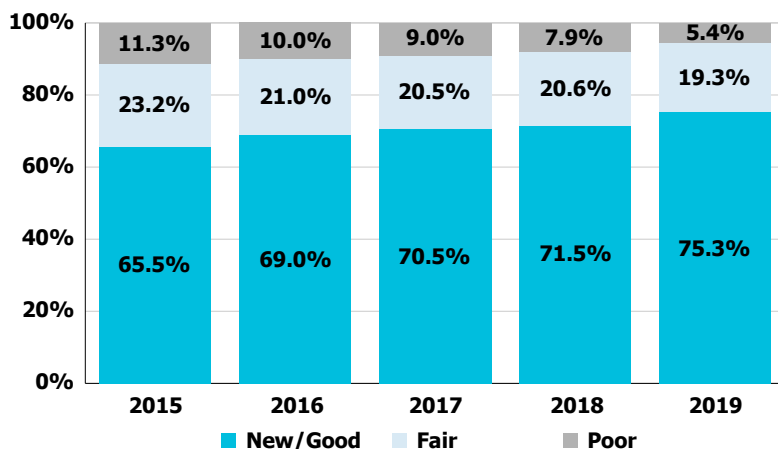


The level of citizens reporting being somewhat satisfied or very satisfied with residential streets slightly decreased to 54% in 2020 from 55% in 2019. This is still a significant increase from a low of 44% satisfaction in 2016.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	44%	49%	52%	55%	54%

Source: City of Winnipeg Annual Citizen Survey

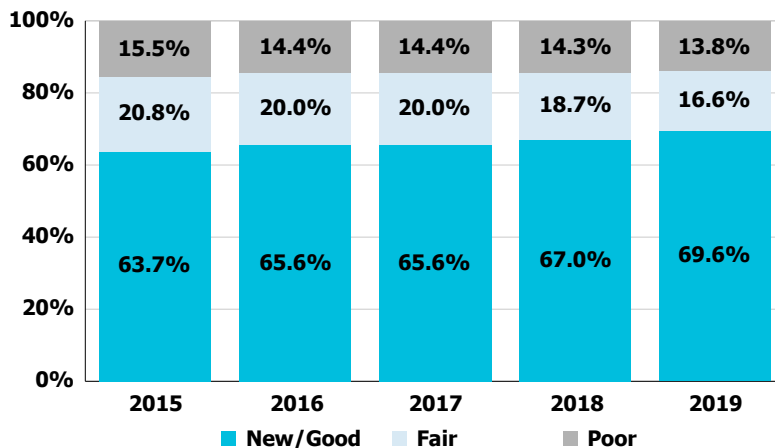
#### Average Condition of Regional Streets



The Public Works Department reviews the condition of regional streets. In 2005, a less costly method of rehabilitating roadways known as "mill and fill" was introduced and continues to increase the amount of regional street lane kilometres in good condition.

# Roadway Construction and Maintenance

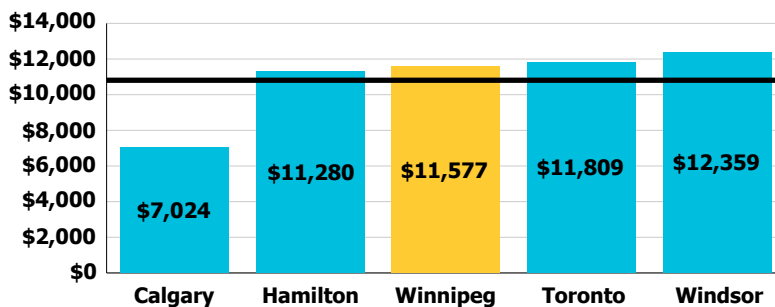
## Average Condition of Local Streets



The Public Works Department also completes reviews of the condition of local streets. Alleys are not included.

## Efficiency Measurements

### Total Cost for Paved (Hard Top) Roads per Lane Kilometre (2018)

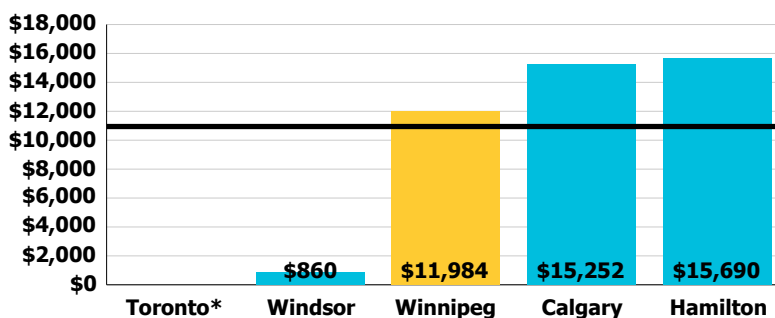


Paved or hard top roads are defined as roads with asphalt surface, concrete surface, or composite pavement. Based on the 2018 Municipal Benchmarking Network Canada report, Winnipeg's total paved roadway operating costs remain consistent with other reporting cities. The trend for Winnipeg shows an increase trending upwards based on a longer construction season.

	2014	2015	2016	2017	2018
Wpg. Trend	\$8,838	\$10,167	\$10,777	\$10,928	\$11,577

Source: Municipal Benchmarking Network Canada (ROAD307T)

### Operating Cost for Roads per Unpaved (Loose Top) Lane Kilometre (2018)



Winnipeg's costs include gravelling, chip sealing, blading, dust control and oiling of unpaved roads.

	2014	2015	2016	2017	2018
Wpg. Trend	\$8,351	\$9,504	\$10,929	\$11,427	\$11,984

\* no unpaved roads

Source: Municipal Benchmarking Network Canada (ROAD306)

# Roadway Construction and Maintenance

## Average Cost to Rehabilitate/Reconstruct by Street Type per Lane Kilometre (in millions of \$)

Type	2015	2016	2017	2018	2019
Local - Reconstruct	\$1.300	\$1.260	\$1.217	\$1.040	\$0.930
Local - Rehabilitate	\$0.590	\$0.560	\$0.639	\$0.590	\$0.410
Regional - Reconstruct	n/a*	\$1.790	\$1.590	\$1.960	\$2.120
Regional - Rehabilitate	\$0.810	\$0.960	\$0.630	\$0.910	\$0.890

\*No regional street construction projects.

The average cost for Regional rehabilitation projects in 2019 stayed relatively the same as 2018 which represents a proportionally blended rate of the various asphalt treatments, excluding 'mill and fill' rehabilitation methods.

The Public Works Department encourages the use of asphalt paving materials as a cost-effective treatment in the City's roadway asset management strategy. Where appropriate, the Department utilizes both asphalt and concrete pavement designs for new and reconstructed roadways as an effective life cycle asset management approach for both regional and residential streets.

# Transportation Planning and Traffic Management

*Includes:*

- *Transportation Planning & Design*
- *Traffic/Right-of-Way Management*

## Description

To plan, design and manage the transportation system and the traffic regulatory environment to provide a safe, environmentally-aware, accessible and sustainable transportation system.

## Key Goals

1. Provide integrated transportation and land use planning.
2. Provide an accessible transportation system.
3. Invest in equipment and technology that supports a sustainable transportation system.
4. Expand the Active Transportation System network.
5. Support Downtown revitalization initiatives.
6. Maintain or improve service levels on the street system.

## Service Level Statistics

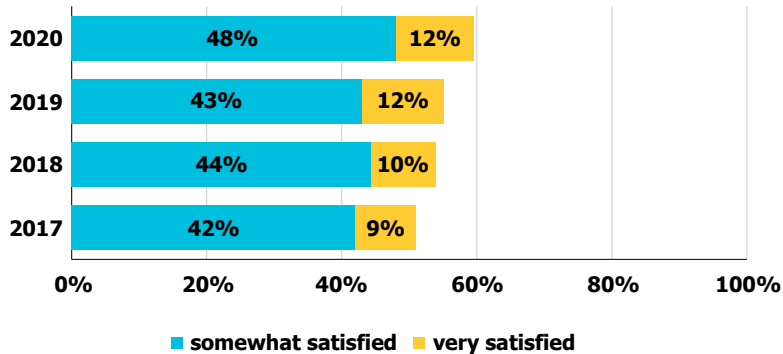
Description	2017	2018	2019
Lane Kilometres of Regional Streets	1,824	1,824	1,824
Lane Kilometres of Truck Routes	1,777	1,777	1,777
Number of Signalized Intersections	665	674	676
Number of Accessible Pedestrian Signals	521	583	644
Number of Pedestrian Corridors	181	185	182
Kilometres of Active Transportation Facilities	419	431	431
Kilometres of Multi-use paths	211	223	250
Kilometres of Bike Lanes	50	53	80
Kilometres of Sharrows	37	37	33
Kilometres of Bike Boulevards	56	56	62
<b>Transportation System Use Estimates</b>			
Daily Vehicle-Kilometre of Travel	10.28 million	10.33 million	10.31 million

# Transportation Planning and Traffic Management

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with the Management of Rush Hour Traffic Flow



Citizen satisfaction with traffic management during rush hour continues to increase and is trending in a positive direction in terms of somewhat satisfied or very satisfied despite the record levels of Capital spending on road construction. Satisfaction is up to 60% in 2020, compared to 55% in 2019.

The Transportation Management Centre began operation in early 2017 and its benefits in improving traffic management is likely being reflected in the positive increase in satisfaction in the citizen satisfaction survey.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	47%	51%	54%	55%	60%

Source: City of Winnipeg Annual Citizen Survey

#### AM Peak Hour Average Travel Time on Major Routes (minutes)

Route	2015	2016	2017	2018	2019
Henderson Hwy.	12.5	12.2	12.0	13.0	15.3
Main St.	17.6	21.5	16.2	18.5	18.9
Pembina Hwy.	18.0	18.3	17.2	n/a	22.5
Portage Ave.	n/a	20.7	21.6	20.1	23.7
St. Mary's Rd.	21.3	21.1	19.9	18.4	21.1

Source: WAZE traffic & navigation app for 2019 data. (2015-2018 data Average travel time was calculated annually using GPS data collected from the field).

Please see this link on City website for WAZE data description:

<https://winnipeg.ca/publicworks/transportation/TMC/Waze/whatisWaze.stm>

n/a = route not measured in given year

All times for routes listed here are from the Perimeter Highway to downtown Winnipeg. Travel times can be impacted by a number of factors such as construction or rehabilitation projects.

Starting 2019 travel time information is collected using City's WAZE data platform. This new data source allows larger travel time samples and consistent measurement comparing to previous limited field data collection. Please use caution in comparing 2019 data to previous years due to change in data source and collection method.

#### Average Time to Repair Signalized Intersection

	2015	2016	2017	2018	2019
Average Repair Time (hrs)	6.1	6.7	5.8	5.1	6.7

The repair time is affected by the time of day and day of week when the damage occurs. The repair time can fluctuate when damage occurs during unscheduled shift hours (i.e., between 16:00-08:00 and on weekends) due to the reduced availability of staff who can work on the repairs.

# Transportation Planning and Traffic Management

## Work Trip by Mode

City	2006 Census	2006 %	2011 Census	2011 %	2016 Census	2016 %
Vehicle Driver	216,675	69.1%	229,155	69.1%	239,135	70.9%
Vehicle Passenger	28,065	9.0%	24,380	7.3%	24,490	7.3%
Transit	42,375	13.5%	48,530	14.6%	48,185	14.3%
Walk	18,685	6.0%	18,095	5.5%	16,640	4.9%
Bicycle	5,295	1.7%	7,075	2.1%	5,860	1.7%
Other	2,235	0.7%	4,550	1.4%	3,020	0.9%
Total	313,330	100%	331,785	100%	337,330	100%

The proportion of work trips by vehicle drivers continues to rise.

## Efficiency Measurements

### Cost of Transportation Planning and Traffic Management per Lane Kilometre of Regional Road

	2015	2016	2017	2018	2019
Wpg. Trend	\$3,306	\$4,143	\$4,552	\$4,120	\$4,448

In 2016, there was an increase due to efforts to operationalize the Transportation Management Centre for early 2017.

### Maintenance Cost per Signalized Intersection

	2015	2016	2017	2018	2019
Wpg. Trend	\$7,431	\$8,455	\$8,254	\$7,711	\$7,519

The costs of traffic signals maintenance decreased in 2019.

### Average Signal Damage Repair Cost

	2015	2016	2017	2018	2019
Wpg. Trend	\$3,187	\$3,450	\$3,388	\$3,393	\$4,703

Damages are a result of a third party or environmental event causing damage to traffic signals infrastructure. This figure includes salaries, services (e.g., telephones, fleet, equipment, consumables, electrical bills, training, etc.), materials, parts and supplies. The cost remained consistent in 2019.

# Roadway Snow Removal and Ice Control

## Includes:

- *Regional Streets Snow and Ice Removal*
- *Local Streets Snow and Ice Removal*
- *Sidewalk Snow and Ice Removal*
- *Park & Facility Snow and Ice Removal*
- *Snow Disposal Sites*

## Description

Undertake effective roadway snow and ice control services in order to provide safe and accessible conditions on city streets and sidewalks during the winter season.

## Key Goals

1. To provide the citizens of Winnipeg with safe and accessible roadway infrastructure during the winter months by delivering efficient and effective snow and ice control services.
2. To implement Best Management Practices for the municipal use of road salt for snow and ice control in winter months in accordance with Environment Canada's Code of Practice for Road Salt Management.
3. To work closely with the private sector to ensure there is a sustainable quantity of private sector equipment to assist the City in carrying out the winter snow clearing operations.
4. To examine various options for the provision of snow disposal sites and develop a long term strategy to provide this service in a cost-effective manner in the future.

## Service Level Statistics

Description	2017	2018	2019
Annual Snowfall (centimetres)	93	95	136
Days of Snowfall (3 cm or more)	11	6	14
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	4	5	6
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	1	1	3
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	4	5	7
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	2	1	4
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	0	1	2
Alleys (Department Budgets for 2 events)	1	3	3
Salt Applied (tonnes)	27,000	20,622	18,687
Sand Applied (tonnes)	58,000	49,979	55,309
Snow Removed/Hauled (cubic metres) [A]	1,700,000	689,717	471,465
Sidewalks Plowed (kilometres) [A]	45,627	48,261	24,549

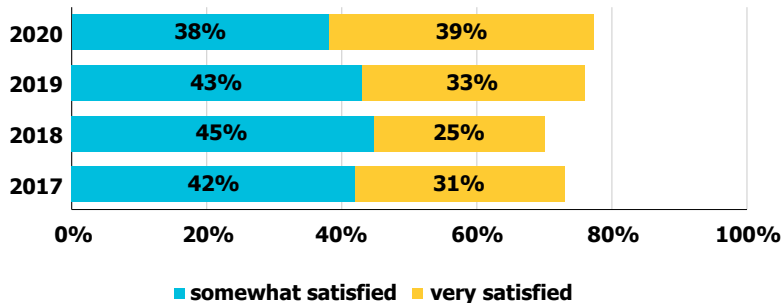
[A] Lower temperatures during the 2019 snow events (Example: October Storm had 37cm of accumulation in a short period of time) most of this melted on its own without the need for load and haul and/or sidewalk plowing operations.

# Roadway Snow Removal and Ice Control

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Snow Removal



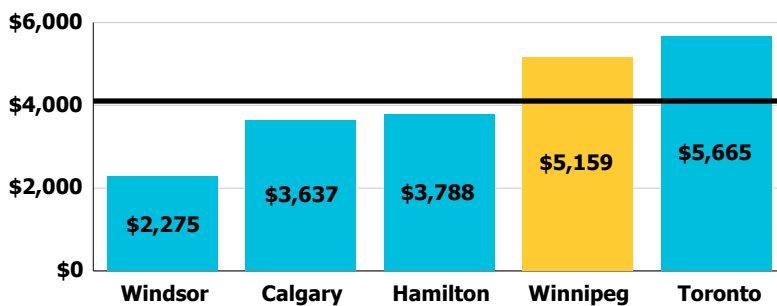
The citizen satisfaction for Snow Removal increased to 77% in 2020 from 76% in 2019.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	73%	73%	70%	76%	77%

Source: City of Winnipeg Annual Citizen Survey

### Efficiency Measurements

#### Total Costs for Winter Maintenance of Roadways per Lane Kilometre Maintained in Winter (2018)



These costs are affected by many factors which include, but are not limited to, amount of snowfall, frequency and severity of events, winter temperatures, freeze-thaw cycles and the price of fuel. Costs for Winnipeg's winter road maintenance in 2018 were higher than in 2017.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$7,715	\$5,314	\$6,147	\$4,905	\$5,159

Source: Municipal Benchmarking Network Canada (ROAD309T)

#### Cost per Lane Kilometre to Apply Salt/Sand for Ice Control

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$1,352	\$1,031	\$1,203	\$1,405	\$1,626

The cost per lane km to apply salt and sand for ice control varies from year-to-year due to weather conditions.



# Public Transit

## Includes:

- *Conventional Transit (formerly Regular Transit)*
- *Transit Plus*
- *Chartered and Special Events Transit*

## Description

Winnipeg Transit operates a public transportation system that provides a network of service routes throughout the City which includes conventional, express and suburban 'DART' routes designed to meet various levels of demand city-wide with a fleet of low-floor accessible, GPS-equipped buses.

Additionally, a parallel transit service is provided to individuals who are unable to use the fixed-route transit some, part or none of the time due to a disability in accordance with eligibility criteria.

The transit system has been expanded through the development of a rapid transit line and a network of feeder routes designed to improve reliability, reduce travel time and create the opportunity for transit-oriented development.

## Key Goals

1. Encourage increased ridership by optimizing accessibility and improved service reliability.
2. Enhance safety protocols to protect employees, passengers and specialized transit contractors.
3. Develop a positive image through enhanced public information, communication systems and the use of technology.
4. Minimize the impact on the environment through thoughtful bus procurement, use of fuel and maintenance strategies.
5. Operate in a cost effective manner through a culture of continuous improvement and implementation of efficiencies.

## Service Level Statistics

### *Conventional and Chartered Transit*

Description	2017	2018	2019
Number of Active Buses in Fleet [A]	638	630	640
Bus Hours Operated	1,548,594	1,553,590	1,579,377
Bus Kilometres Operated	30,160,628	30,328,539	30,795,935
Passengers Carried: Annual	48,098,447	48,409,060	48,770,208
Passengers Carried: Average Weekday	168,425	169,513	171,290
Number of Routes	93	93	93
Number of Bus Stops	5,173	5,179	5,186

### *Transit Plus*

Description	2017	2018	2019
Active Registrants at Year End	7,443	7,924	7,473
% of Registrants Age 65+	74%	72%	72%
Passengers Carried: Annual	473,390	459,470	455,510
Passengers Carried: Average Weekday	1,790	1,514	1,424
Customer No Shows (Annual)	8,440	8,508	10,356
Trip Requests Unable to Provide	7,036	7,907	11,564
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	59%	60%	62%
Wheelchair - % of Passengers Carried	31%	32%	32%
Ambulant - % of Passengers Carried	69%	68%	67%

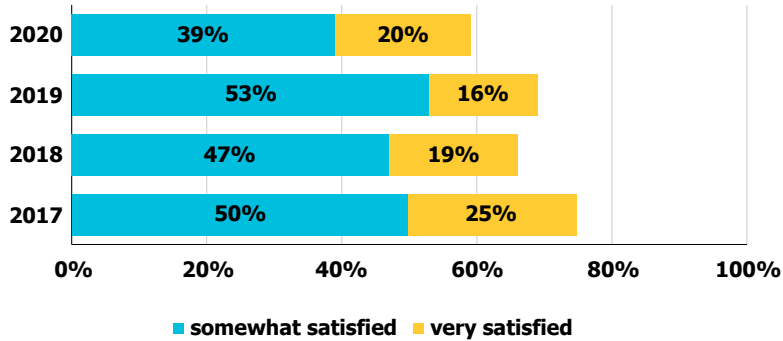
[A] 2017 and 2018 restated to reflect change in methodology.

# Public Transit

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction for Users Who Use Transit Regularly



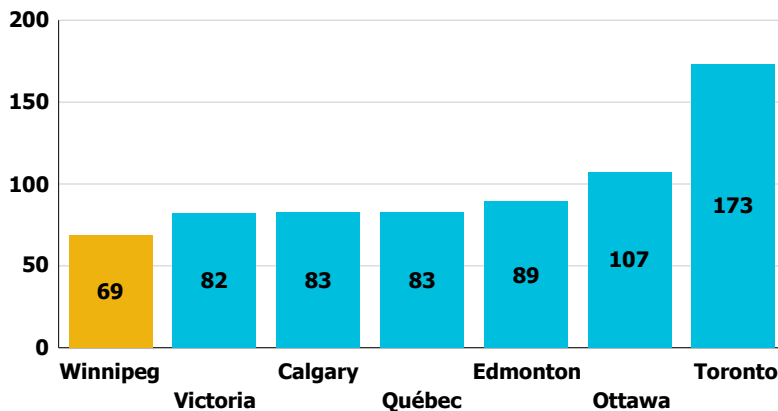
In 2020, the level of citizens who were somewhat satisfied or very satisfied with Winnipeg Transit was 59%.

2019 was a challenging year for Transit which faced a difficult winter, vehicle shortages (Transit Plus) and scheduling challenges all of which negatively impacted service reliability for both conventional transit and Transit Plus. The Department is developing the Transit Master Plan which will provide a long term strategy to balance service goals with available funding and a sustainable capital investment plan.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	77%	75%	66%	69%	59%

Source: City of Winnipeg Annual Citizen Survey

#### Conventional Transit Passengers per Capita (2019)



Winnipeg's per capita ridership has remained relatively unchanged between 2015 and 2019.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	71	70	69	70	69

Source: Canadian Urban Transit Association

#### Transit Plus Passengers Carried per 1,000 Population

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	686	670	682	660	643

Transit Plus registration and assessment process continues to match applicants with the appropriate level of eligibility based on the established criteria. Travel training programs have assisted in transitioning existing and new customers in accessing the conventional service. In 2019, Transit Plus had an increased number of unables and no-shows which impacted the overall total passengers carried.

# Public Transit

## Percentage of Scheduled Service Operated

Service Reliability	2015	2016	2017	2018	2019
Percentage	99.3%	99.8%	99.7%	99.8%	99.8%

Service delivery has remained over 99% in recent years.

## Weekday Service Reliability

Service Reliability	2015	2016	2017	2018	2019
Late	11.2%	17.9%	18.3%	20.3%	22.0%
Early	9.3%	5.5%	6.9%	7.0%	7.5%
On-Time	79.5%	76.6%	74.8%	72.7%	70.5%

Weekday service reliability has been trending downward slowly since 2015. This illustrates the need for major changes to the route network, which will be addressed with the opening of Stage 2 of the Southwest Transitway, ongoing efforts to improve scheduling, as well as changes to the route network that will be proposed as part of the Winnipeg Transit Master Plan.

## Efficiency Measurements

### Conventional Transit Operating Cost per Passenger (2019)



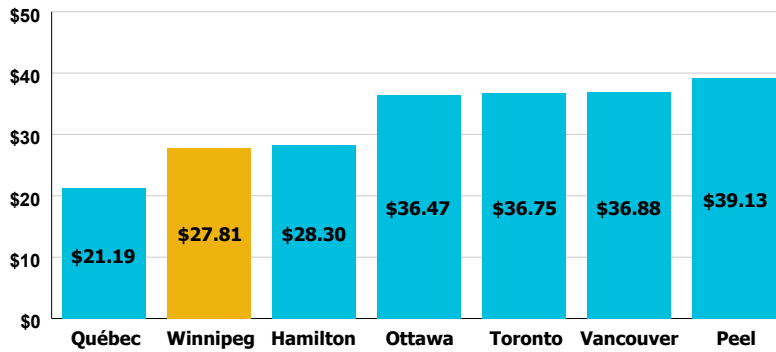
Winnipeg consistently operates one of the most cost efficient transit systems in Canada.

	2015	2016	2017	2018	2019
Wpg. Trend	\$2.91	\$3.02	\$3.12	\$3.27	\$3.36

Source: Canadian Urban Transit Association

# Public Transit

## Transit Plus Operating Cost per Passenger (2019)

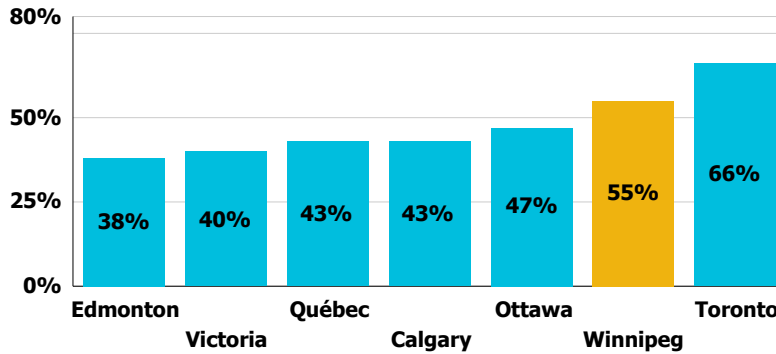


Transit Plus has procured larger vehicles in order to accommodate the growing need for added space/size required for mobility devices and additional companions/attendants which impacts overall operating costs.

	2015	2016	2017	2018	2019
Wpg. Trend	\$22.74	\$23.25	\$23.92	\$25.53	\$27.81

Source: Canadian Urban Transit Association

## Total Operating Revenue/Total Direct Operating Expenses (R/C ratio) (2019)

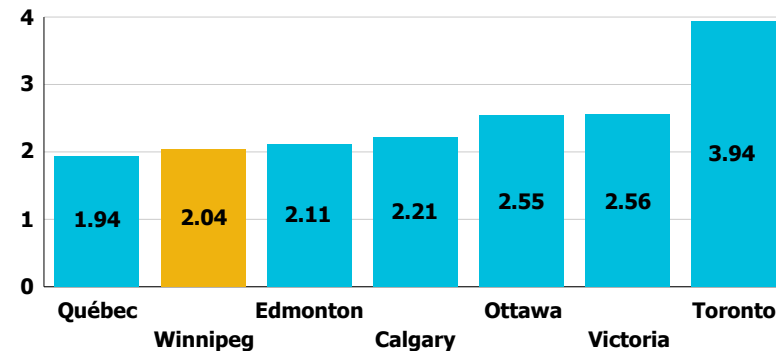


Winnipeg has one of the highest revenue-cost ratios in Canada.

	2015	2016	2017	2018	2019
Wpg. Trend	57%	55%	54%	56%	55%

Source: Canadian Urban Transit Association

## Revenue Vehicle Hours/Capita (2019)



Winnipeg has remained among the lowest in Canada in terms of revenue vehicle hours per capita.

	2015	2016	2017	2018	2019
Wpg. Trend	2.04	2.02	2.04	2.05	2.04

Source: Canadian Urban Transit Association

# City Beautification

## Includes:

- Litter Collection
- Public Gardens / Landscaping
- Ornamental Lighting / Flags & Banners / Public Art
- Graffiti Control
- Regional Street Cleaning
- Local Street Cleaning

## Description

To provide citizens and visitors with flower gardens, streetscaping, cleanliness, graffiti control and public art in order to promote the aesthetic appeal of the City of Winnipeg.

## Key Goals

1. Maintain and continuously improve image route streetscaping to contribute to the beautification of our city.
2. Continue to beautify the city through enhanced floral displays, streetscaping, street cleaning and other clean and green initiatives.
3. Reduce graffiti occurrences through ongoing education and awareness while improving the level of service for graffiti removal through partnerships with volunteer community groups and maintaining a database for tracking graffiti incidents.

## Service Level Statistics

Description	2017	2018	2019
Number of litter containers in park sites [A]	3,561	3,287	3,064
Number of street litter containers	1,588	1,705	1,705
Tonnes of boulevard abrasives removed (streets only)	29,500	21,516	22,384
Flower Beds (raised/fixed/in-ground - not including shrubs) m2 [A]	23,442	24,998	25,334
Number of flower planters [A]	1,257	1,276	1,390
Number of hanging baskets [A]	20	37	37
Number of park lighting units [A]	3,588	3,800	3,959
Number of community clean-up & Adopt-A-Park projects	43	43	44
Number of graffiti tags removed	17,374	20,056	20,351
Square metres of graffiti removed	38,331	45,187	49,651
Number of graffiti sites treated	5,577	6,485	7,691
Number of public art projects completed [B]	5	11	8

[A] Source: Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

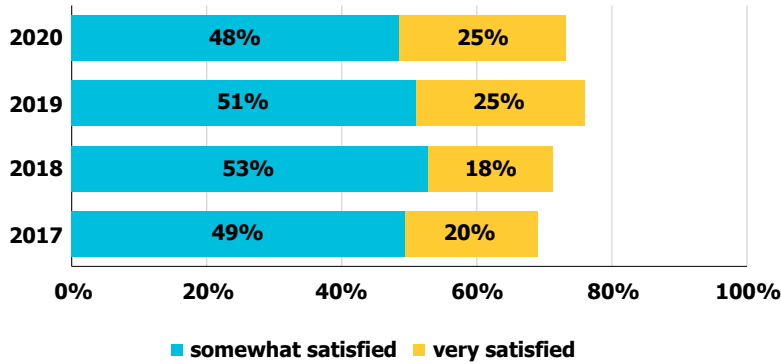
[B] Source: Winnipeg Arts Council

# City Beautification

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with City's Efforts in Keeping the City Clean and Beautiful



73% of citizens are either somewhat satisfied or very satisfied with the City's efforts in keeping Winnipeg clean and beautiful in 2020, a decrease of 3% from 2019.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	71%	69%	71%	76%	73%

Source: City of Winnipeg Annual Citizen Survey

### Litter Score Index

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	2.3	2.3	2.3	2.2	2.2

The Litter Index is rated 1 to 4, with a score of 1 representing no litter, and a score of 4 representing extremely littered. The index is an average of 12 areas of the city. It is conducted prior to the spring clean-up by Take Pride Winnipeg in March of each year.

### Efficiency Measurements

#### Cost per Hectare for Manual Litter Collection

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$584	\$607	\$642	\$768	\$791

Hectares include maintained park areas, athletic fields and boulevards on Regional Streets (excluding natural areas). The cost per hectare has increased due to refinements in tracking methodology and task allocations in conjunction with slight increases in the overall costs for litter collection.

# City Beautification

## Cost per Graffiti Removal Incident

	2015	2016	2017	2018	2019
Wpg. Trend	\$137	\$124	\$154	\$135	\$121

A change in graffiti removal products being utilized has contributed to slightly lower removal costs in 2018 and 2019 as compared to 2017.

---

## Cost per Lane Km of Street Sweeping

	2015	2016	2017	2018	2019
Wpg. Trend	\$673	\$681	\$706	\$1,140	\$985

The Public Works Department sweeps all paved roadways during the spring clean-up and then moves to a Regional Street cleaning program in the summer months. The remaining streets are swept on an as-required basis. Costs are dependent on the number of street sweeping cycles conducted per year and the amount of ice control materials removed from streets during the spring clean-up.

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## Cost per Square Metre for Floral Displays

	2015	2016	2017	2018	2019
Wpg. Trend	\$100	\$134	\$123	\$122	\$117

This is an average of all types of floral displays and includes hanging baskets as well as ground displays but excludes shrubs. Costs have remained stable over the reporting period with a slight decrease observed in the 2019 value when compared to the previous two years. This decrease can be attributed to a minor decrease in floral maintenance expenditures with an offsetting increase in shrub maintenance.

# Water

*Includes:*

- *Water Supply and Treatment*
- *Water Distribution*

## Description

To provide citizens with a safe and adequate supply of potable water for residential and commercial use through water supply, storage, treatment, pumping, distribution and metering.

## Key Goals

1. To improve the state of the environment and public health.
2. To exceed our customers' needs and expectations.
3. To continue improving water quality through ongoing operation and maintenance of the water treatment plant and the water distribution systems.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices.
6. To maintain a high quality safe working environment.
7. To improve information management.

## Service Level Statistics

Description	2017	2018	2019
Number of billed water accounts	208,008	210,490	212,403
Number of complaints - taste and odour [A]	205	157	133
Average daily volume of water pumped (ML/D)	189	195	197
Average volume of water pumped daily per capita (litres)	252	255	257
Kilometres of distribution water mains	2,660	2,679	2,689
Kilometres of feeder mains	152	152	152
Kilometres of water mains cleaned [B]	839	614	487
Number of water main breaks [C]	236	721	493
Number of hydrants	22,376	22,785	22,928
Number of water quality tests conducted	66,734	65,895	63,952
Monthly residential water bill [D] [E]	\$36.57	\$37.83	\$37.83
Number of reservoirs	4	4	4
Reservoir capacity (ML)	9,510	9,510	9,510
Number of Water Treatment Plants	1	1	1
Number of Water Treatment Plant tests conducted [F]	65,754	42,594	34,242

[A] Reflects complaints received through the City's 311 system.

[B] Technical and operational requirements influence areas flushed during the year.

[C] 2018 increase in watermain breaks due to dry weather and soil conditions.

[D] Based on annual consumption of 200 cubic meters.

[E] 2017 and 2018 restated to reflect change in consumption.

[F] 2017 statistic includes pilot testing of an alternative coagulant at the Water Treatment Plant.

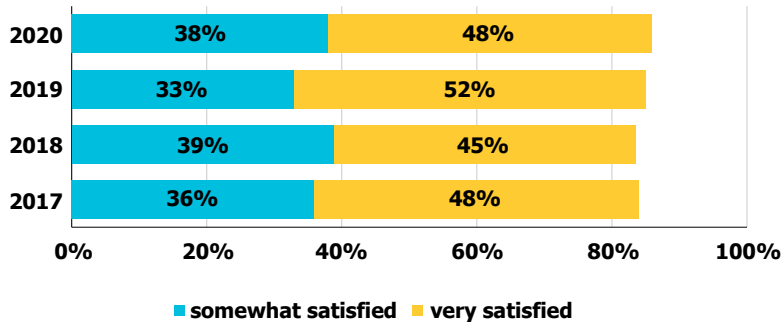


# Water

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Quality of Drinking Water

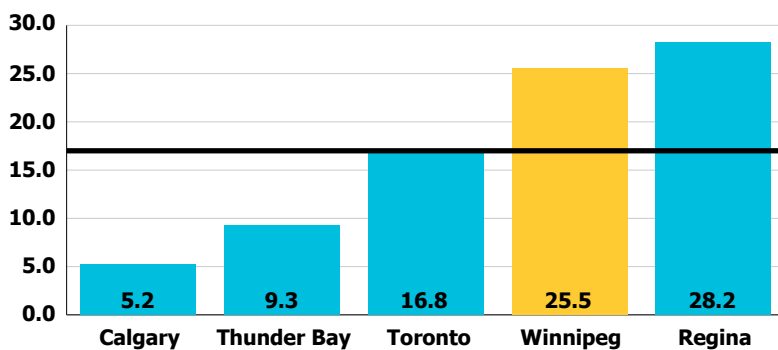


Citizen satisfaction with Water Services continues to remain high.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	78%	84%	84%	85%	86%

Source: City of Winnipeg Annual Citizen Survey

#### Number of Water Main Breaks per 100 kilometres of Water Distribution Pipe Excluding Connections (2018)



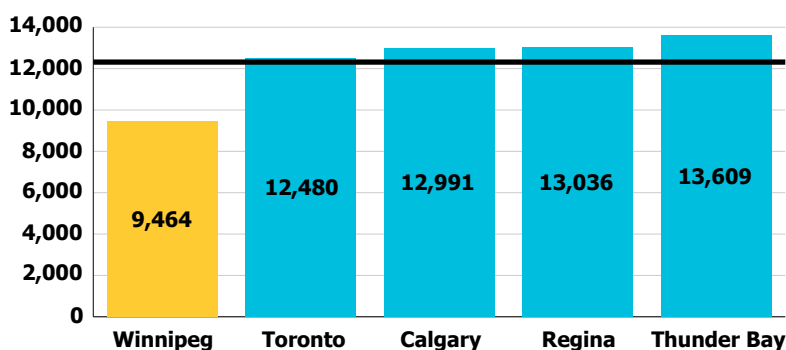
Water main breaks are caused by a number of factors including soil conditions, seasonal climate extremes, frost penetration, pipe age, material and the condition of the piping. Winnipeg's soil is highly conductive and corrodes metallic pipes from the outside in.

Over the past two decades the number of breaks has been reduced from about 100 per 100 km due to cathodic protection of metallic mains, strategic water main renewals and the use of PVC pipes for new construction and renewals.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	28.3	11.5	9.6	8.4	25.5

Source: Municipal Benchmarking Network Canada (WATR410)

#### Megaliters of Treated Water per 100,000 Population (2018)



Water use per household has been steadily declining since the mid-1990's due to water conservation measures which include changes to the plumbing code (low flow toilets, shower heads etc.) low water use appliances and increased environmental awareness.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	10,862	9,965	9,458	8,962	9,464

Source: Municipal Benchmarking Network Canada (WATR210)

# Water

## Water Treatment Testing

Parameters Tested Operating Licence Requirements [A]	2015	2016	2017	2018	2019
Free Chlorine (No less than 0.5 mg/L) [B]	1.15	1.16	1.18	1.21	1.28
Free Chlorine percent compliant with Provincial Licence	100%	100%	100%	100%	100%
Turbidity (No more than 0.30 NTU) [B]	0.11	0.16	0.16	0.17	0.14
Turbidity percent compliant with Provincial Licence	100%	100%	100%	100%	100%

[A] Public Water System Operating Licence, PWS-09-412-01 (revised March 1, 2016) reporting in effect since October 1, 2012.

[B] Yearly average results.

Water tests are conducted to ensure that the water supplied to customers meets Provincial regulations and Federal Health Guidelines. The City of Winnipeg ensures that a high quality of water is delivered to customers and actions are taken to continuously improve water quality.

## Distribution System Water Testing

Parameters Tested Operating Licence Requirements [A]	2015	2016	2017	2018	2019
Free Chlorine (No less than 0.1 mg/L) [B]	0.82	0.83	0.80	0.81	0.84
Free Chlorine percent compliant with Provincial Licence	100%	100%	99%	100%	97%
Trihalomethanes (No more than 100 ug/L) [B]	21.4	26.2	29.0	31.0	31.3
Trihalomethanes percent compliant with Provincial Licence	100%	100%	100%	100%	100%
Fluoride (Range of 0.5 mg/L to 0.9 mg/L) [B]	0.67	0.69	0.69	0.69	0.68
Fluoride percent compliant with recommended range	100%	100%	100%	100%	100%
Total Coliform Samples (minimum 1820 samples required)	3,064	3,141	3,177	3,164	3,117
Positive Total Coliform (Less than 10% positive)	0.36%	0.19%	0.09%	0.22%	0.03%

[A] Public Water System Operating Licence, PWS-09-412-01 (revised March 1, 2016) reporting in effect since October 1, 2012.

[B] Yearly average results.

The City performs routine testing for certain parameters throughout the water distribution system. Microbiological samples are taken weekly at over 60 locations throughout the system. Because water quality is so important, our level of monitoring and sampling exceeds Provincial regulatory and operating licence requirements. Winnipeg's water is frequently tested for coliform bacteria and less than 1% of the samples are positive, which is well below the regulated requirement of less than 10%. Whenever a positive result is encountered, further investigation is conducted and subsequent testing is performed to ensure the water is safe.

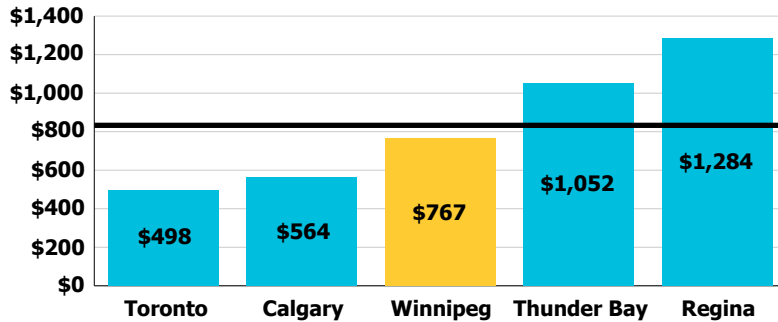
In addition to routine testing, we conduct other testing to measure general water chemistry, heavy metals and microbial parasites. We also respond to customer inquiries and complaints about water quality.

For a more complete list of results, please refer to the City of Winnipeg, Water and Waste Department web page at <http://winnipeg.ca/waterandwaste/water/testresults>

# Water

## Efficiency Measurements

### Operating Cost for the Treatment and Distribution / Transmission of Drinking Water per Megalitre of Drinking Water Treated (2018)

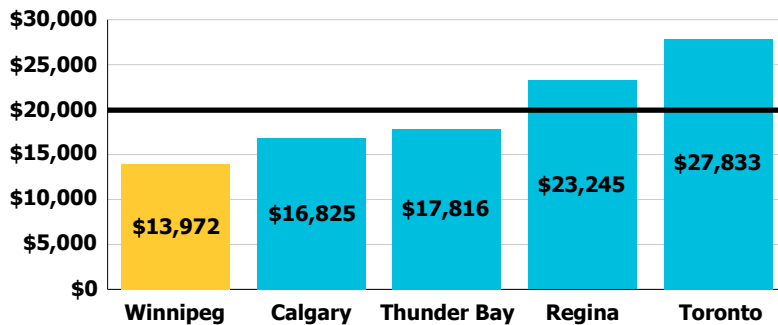


	2014	2015	2016	2017	2018
Wpg. Trend	\$822	\$759	\$812	\$891	\$767

Source: Municipal Benchmarking Network Canada (WATR315)

Total cost for supply, treatment and distribution of water per megalitre pumped is influenced by operating costs for the water treatment plant, conservation efforts and weather fluctuations.

### Total Cost for the Distribution / Transmission of Drinking Water per Kilometre of Water Distribution Pipe (2018)

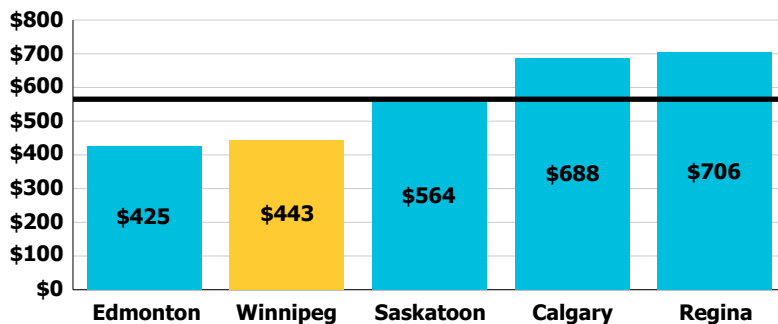


	2014	2015	2016	2017	2018
Wpg. Trend	\$17,479	\$14,464	\$14,697	\$15,068	\$13,972

Source: Municipal Benchmarking Network Canada (WATR305T)

Total cost for distribution and transmission of drinking water is influenced by operating costs for the distribution system, conservation efforts and weather fluctuations.

### Annual Residential Water Bill (2019)



	2015*	2016*	2017*	2018*	2019
Wpg. Trend	\$340	\$387	\$430	\$443	\$443

\* Restated due to a change in consumption (from 238 m3 to 200 m3).

Source: Compiled by the City of Winnipeg using cities' website and other information.

Based on 200 cubic metres per year consumption, Winnipeg's annual water cost is among the lowest of major western Canadian cities surveyed.

# Wastewater

Includes:

- Wastewater Collection
- Wastewater Treatment

## Description

To provide property owners with the collection, transmission, disposal, treatment and monitoring of wastewater in order to ensure the environmentally appropriate handling of high volume sewage discharge.

## Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To successfully develop and implement the Winnipeg Sewage Treatment Program.
5. To operate and upgrade the Sewage Treatment Plants to achieve environmental licence requirements.
6. To strive to better monitor and reduce combined sewer overflows.
7. To implement best practices throughout the Department.
8. To maintain a high quality safe working environment for our staff.
9. To improve information management in the Department.

## Service Level Statistics

Description	2017	2018	2019
Number of billed sewer accounts	207,903	210,386	212,300
Number of complaints - raw sewer backup [A]	687	808	1,000
Number of complaints - clean sewer backup [A]	419	545	646
Volume of wastewater processed (ML/D)	252	225	281
Kilometres of collection system pipeline [B]	2,640	2,658	2,673
Number of pumping stations	75	75	75
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	124	139	157
Number of industrial waste tests conducted [C]	41,522	43,717	64,361
Number of treatment plant tests conducted	123,084	126,444	129,467
Number of manholes	48,175	48,620	49,009
Monthly residential sewer bill [D] [E]	\$50.30	\$55.67	\$55.67

[A] Reflects total complaints received through the City's 311 system including both City and customer areas of responsibility.

[B] Includes sanitary, combined and interceptor sewers.

[C] 2019 reflects a more comprehensive methodology for sampling resulting in increased counts.

[D] Based on annual consumption of 200 cubic meters.

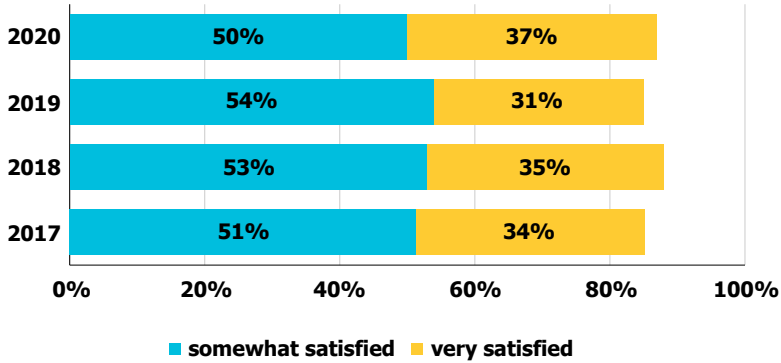
[E] 2017 and 2018 restated to reflect change in consumption.

# Wastewater

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Protection from Sewer Back-up

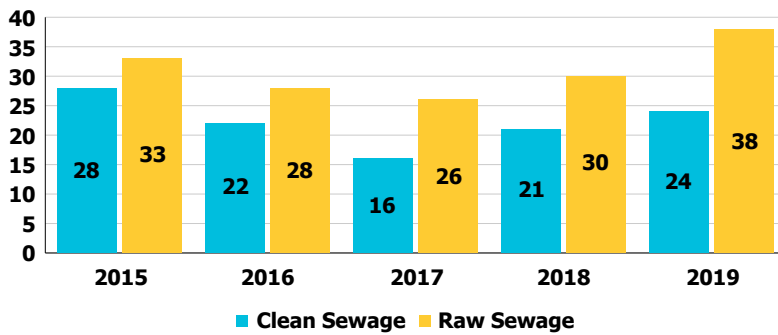


Citizen satisfaction with protection from sewer back-up remains high.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	82%	85%	88%	85%	87%

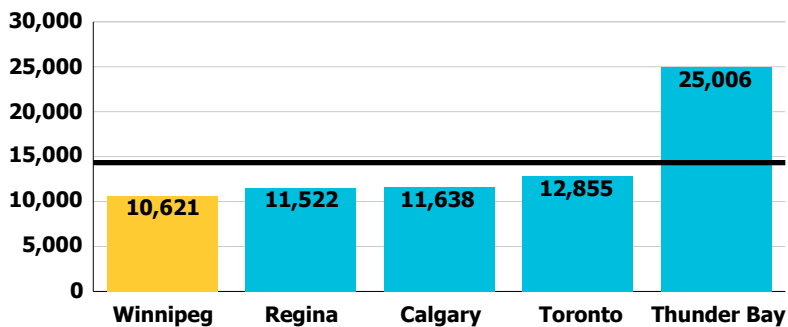
Source: City of Winnipeg Annual Citizen Survey

#### Number of Sewer Back-up Complaints per 100 kilometre of Collection System Pipeline



Varying river levels in areas where there is a combined sewer system contribute to incidents of sewer back-ups.

#### Megalitres of Treated Wastewater per 100,000 Population (2018)



Megalitres treated is impacted by weather related change in flow.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	14,360	12,997	13,751	12,006	10,621

Source: Municipal Benchmarking Network Canada (WWTR210)

# Wastewater

## Sewage Treatment Plants

### North End Sewage Treatment Plant - Daily limit exceedences [A]

Year	Provincial Limits for TSS (mg/L) > 30	Provincial Limits for BOD5 (mg/L) >30
2015	54	63
2016	34	58
2017	31	30
2018	28	40
2019	43	30

The City regularly monitors plant operations and quality of effluent discharged from the Sewage Treatment Plants to the rivers. The Environment Act licences set terms and conditions that the City is required to meet in operating the sewage treatment plants.

Occasions when the results do not meet the licence limits are typically caused by high flows and operational or maintenance issues in the plants. Operational measures are being implemented and the plants are being upgraded to consistently meet regulatory requirements.

The licences and monitoring results are published on the department website, <http://winnipeg.ca/waterandwaste/sewage/wpcclicensemonitor.stm>

### South End Sewage Treatment Plant - Daily limit exceedences [B]

Year	Provincial Limits for TSS (mg/L) > 25*	Provincial Limits for cBOD5 (mg/L) >25*
2015	5	1
2016	7	3
2017	6	2
2018	13	5
2019	26	11

### West End Sewage Treatment Plant - Daily limit exceedences [C]

Year	Provincial Limits for TSS (mg/L) > 30	Provincial Limits for cBOD5 (mg/L) >25
2015	90	0
2016	30	19
2017	21	0
2018	128	0
2019	93	0

[A] NEWPCC Licence 2684 RRR.

[B] SEWPCC Licence 2716 RR.

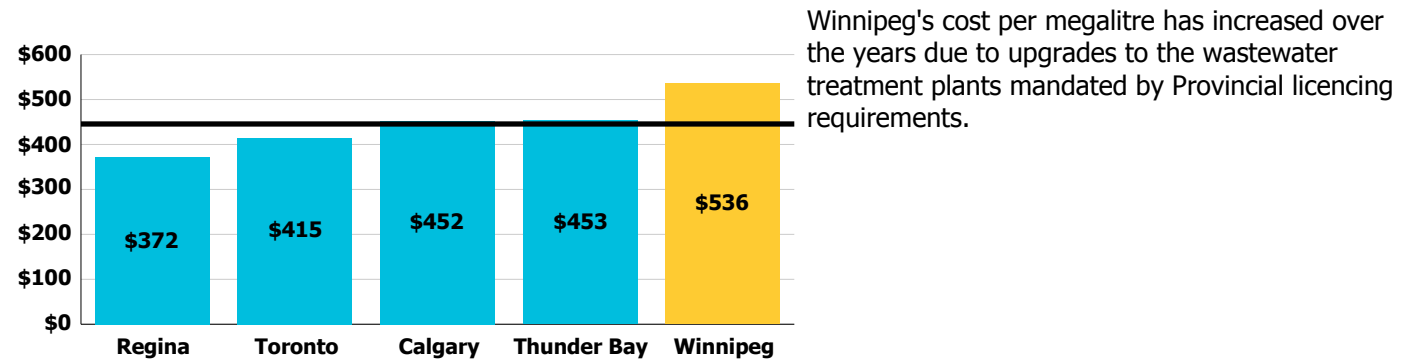
\* Annual 98% compliance limit for cBOD5 and TSS.

[C] WEWPCC Licence 2669 ERR.

# Wastewater

## Efficiency Measurements

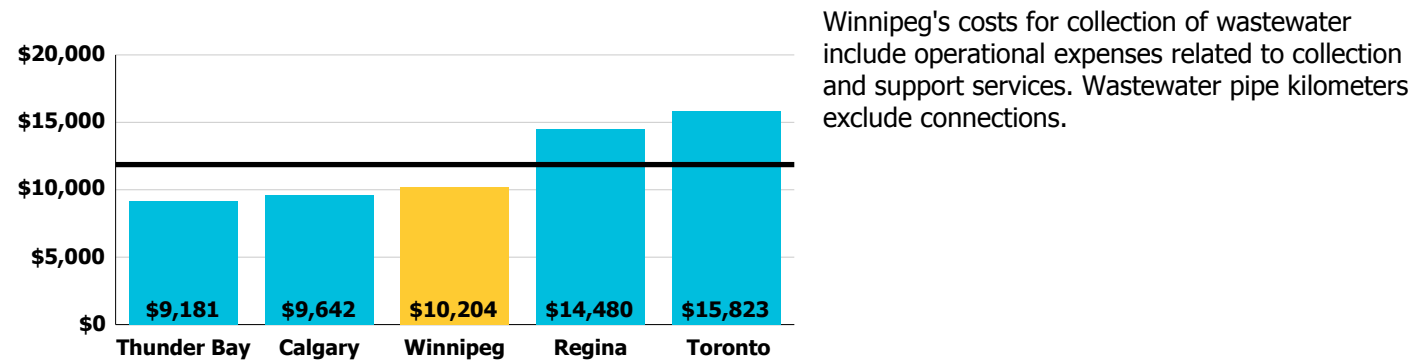
### Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (2018)



	2014	2015	2016	2017	2018
Wpg. Trend	\$379	\$446	\$443	\$503	\$536

Source: Municipal Benchmarking Network Canada (WWTR310)

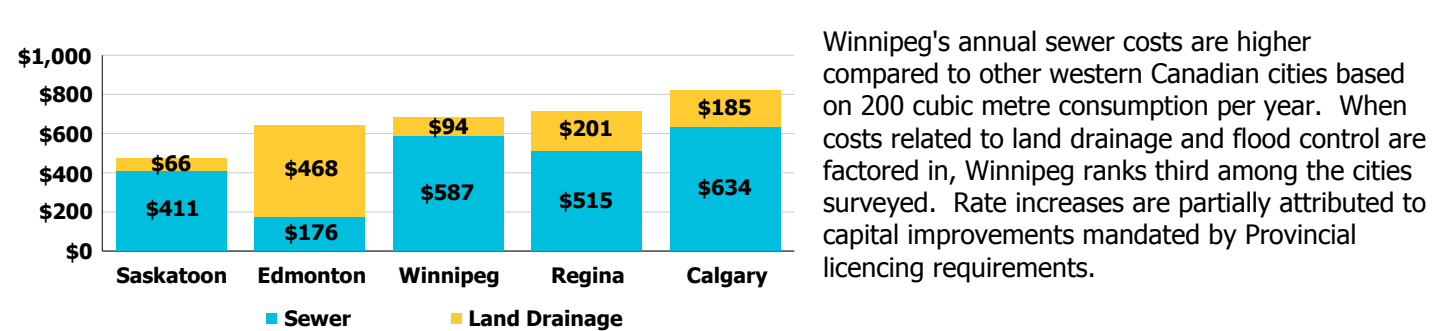
### Operating Cost of Wastewater Collection/Conveyance per Kilometre of Pipe (2018)



	2014	2015	2016	2017	2018
Wpg. Trend	\$10,620	\$9,686	\$9,961	\$9,855	\$10,204

Source: Municipal Benchmarking Network Canada (WWTR305)

### Annual Residential Sewer Bill - City Comparison (2019)



	2015*	2016*	2017*	2018*	2019
Wpg. Trend	\$534	\$569	\$615	\$681	\$681

\* Restated due to a change in consumption (from 238 m3 to 200 m3).

Source: Compiled by the City of Winnipeg using cities' website and other information.

# Land Drainage and Flood Control

Includes:

- Flood Control
- Land Drainage
- Waterways Management

## Description

To provide property owners with storm and flood water control in order to prevent flood damage to property.

To monitor riverbank conditions, including undertaking stabilization and erosion protection along city-owned riverbank lands.

## Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.
6. To investigate options to improve aesthetics at stormwater retention basins.
7. To protect city-owned riverbanks using innovative approaches.
8. To provide public awareness, education, and information on matters related to riverbanks.

## Service Level Statistics

Description	2017	2018	2019
Number of stormwater retention basins (SRB)	92	102	101
Number of permanent flood pumping stations	31	31	31
Number of SRB pumping stations	5	5	5
Kilometres of land drainage sewer mains	1,218	1,243	1,260
Kilometres of storm relief sewer mains	188	184	183
Peak river elevations (>8.5 feet) - spring	19.31	15.67	18.33
Peak river elevations (>8.5 feet) - summer	7.15	7.61	10.4
Meters of City owned riverbank protected annually [A]	70	150	0
Number of waterway permits issued	116	136	123

[A] 2019 funding redirected to path and roadways projects.



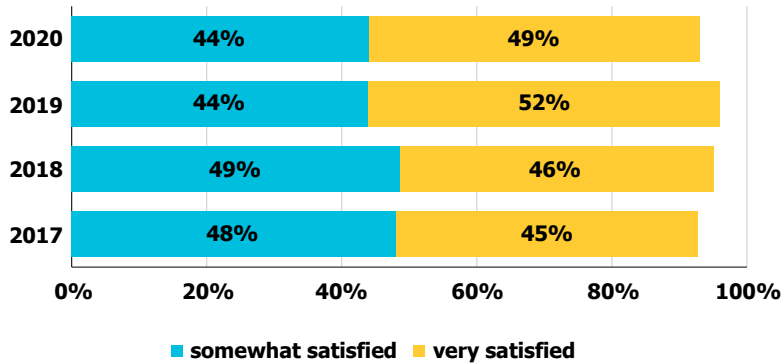
# Land Drainage and Flood Control

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Protection from River Flooding

Citizen satisfaction with protection from river flooding remains high.



	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	91%	93%	95%	96%	93%

Source: City of Winnipeg Annual Citizen Survey

#### Number of Breaches on Properties Requiring Diking Outside Primary Dike

	2015	2016	2017	2018	2019
Number of Breaches	0	0	0	0	0
Number of Properties	1	1	0	1	1

The City has been successful in its effort to protect properties which were at risk outside of the primary dike in years when the river levels were high.

# Solid Waste Collection

## Description

The Solid Waste collection services include weekly collection of garbage from single-family and multi-family homes. Other miscellaneous services are offered on a fee for service basis and include collection of surplus waste, large items, and appliances as well as garbage collection from small commercial entities and the collection of dead animals from public right-of-ways.

Garbage collection services are provided by contractors and the City manages multiple contracts for this service.

## Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.

## Service Level Statistics

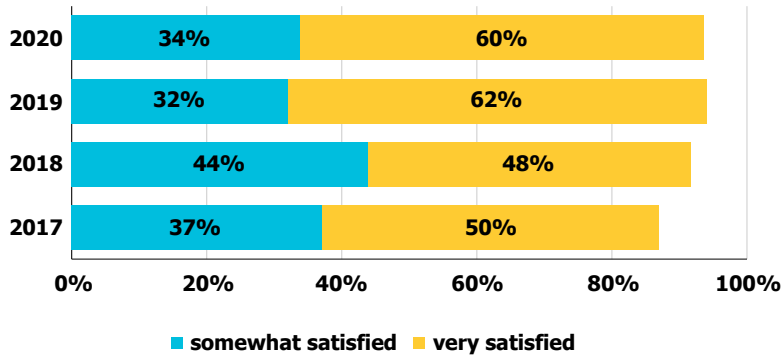
Description	2017	2018	2019
Number of dwelling units served	299,395	303,515	307,126
Weight of residential garbage collected (tonnes)	172,209	172,041	174,050
Weight of garbage collected per capita (kilograms)	230	225	228
Number of large item pick ups per year	13,098	12,934	13,037

# Solid Waste Collection

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Garbage Collection

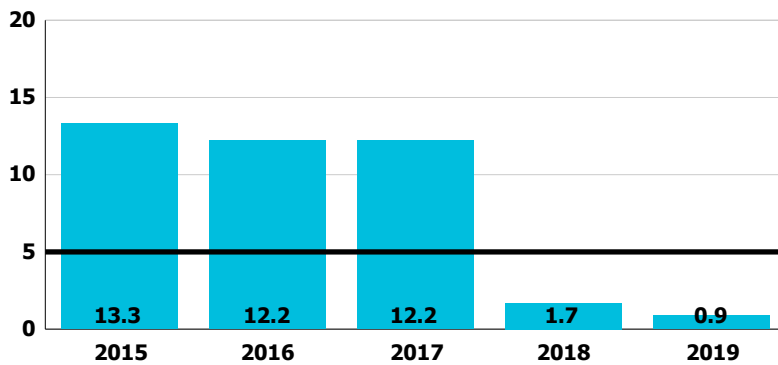


Citizen satisfaction with garbage collection services provided remains high.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	83%	87%	92%	94%	94%

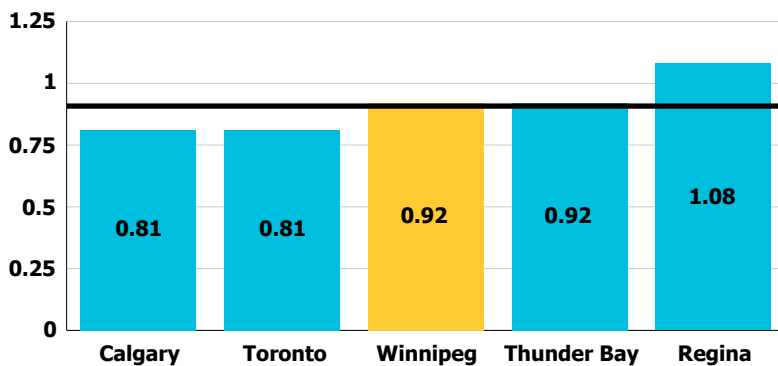
Source: City of Winnipeg Annual Citizen Survey

#### Service Deficiencies per 10,000 Collections



Garbage collection service deficiencies include missed collections and have decreased and are within the goal of less than five service deficiencies per 10,000 collection.

#### Tonnes of All Residential Material Collected per Household (2018)



Material includes all residential garbage, recycling and yard waste (including Christmas trees) that have been either collected or self-hauled to a drop off depot or to the Brady Road Resource Management Facility.

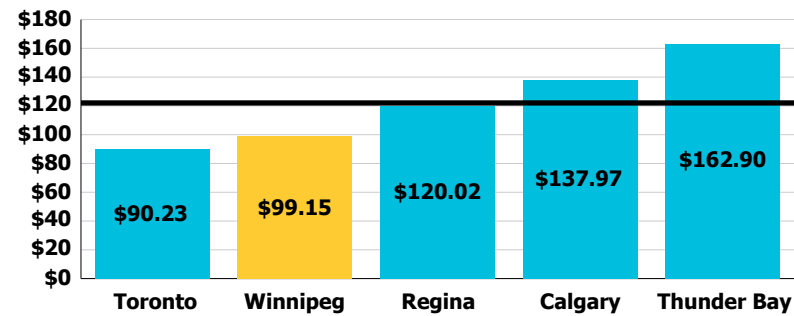
	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	0.90	0.89	0.86	0.91	0.92

Source: Municipal Benchmarking Network Canada (SWST205)

# Solid Waste Collection

## Efficiency Measurements

### Operating Cost for Garbage Collection per Tonne - All Property Classes (2018)



Winnipeg has the second lowest residential garbage collection costs per tonne of the cities being compared.

Total costs are for garbage collection from all single and multi-family dwellings and small commercial properties. Total costs do not include cost of disposal.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$71.18	\$67.29	\$70.18	\$90.15	\$99.15

Source: Municipal Benchmarking Network Canada (SWST311)

# Solid Waste Disposal

## Description

Solid Waste Disposal services include the operation and maintenance of the City's active and closed landfills.

The Brady Road Resource Management Facility is the site of the only active landfill the City of Winnipeg operates and it receives all of the City's residential garbage and some commercial waste as well. A landfill gas system collects and flares landfill gas, which diverts equivalent tonnes of carbon dioxide every year. Additionally this area is responsible for the maintenance and environmental monitoring of the thirty-three closed landfill sites within the City.

## Key Goals

1. To improve the state of the environment / public health.
2. To increase opportunities to reduce the amount of material landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.
7. To initiate landfill gas recovery projects to reduce greenhouse gases.

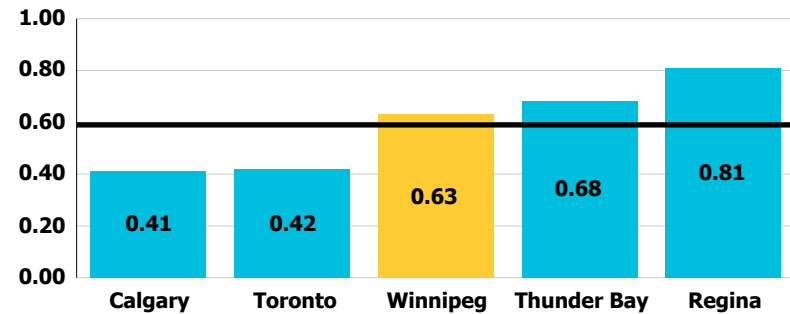
## Service Level Statistics

Description	2017	2018	2019
Number of tonnes disposed	355,326	332,564	319,100
Total number of non-commercial vehicles	69,658	82,722	93,090
Total number of commercial and contractor vehicles	70,989	70,567	68,264
Kilolitres of leachate hauled and treated	53,930	39,541	49,687
Tonnes of landfill gas (CO <sub>2</sub> e) captured and flared	85,819	78,602	79,700

# Solid Waste Disposal

## Effectiveness Measurements

**Tonnes of Residential Solid Waste Disposed per Household (2018)**



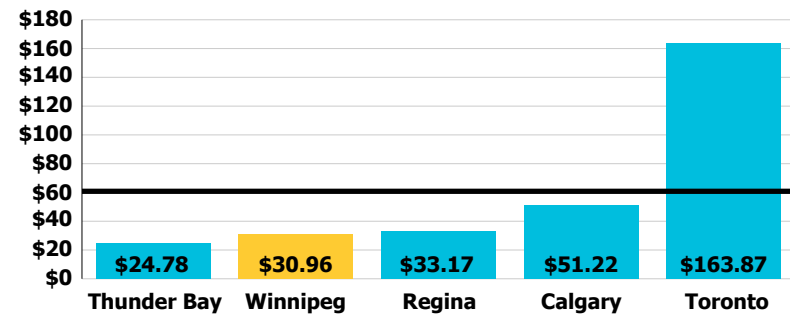
Winnipeg has the third lowest tonnes of residential solid waste disposed per household among the other cities profiled.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	0.61	0.61	0.59	0.64	0.63

Source: Municipal Benchmarking Network Canada (SWST220)

## Efficiency Measurements

**Operating Cost for Solid Waste Disposal per Tonne - All Property Classes (2018)**



This chart shows the total cost per tonne to dispose of all residential, commercial, industrial and other municipality waste. Winnipeg has the second lowest operating cost per tonne for solid waste disposal among the cities being compared.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$33.50	\$25.20	\$29.25	\$31.79	\$30.96

Source: Municipal Benchmarking Network Canada (SWST325)

# Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

## Description

Recycling services provided to residents include the weekly collection for single-family and some multi-family homes and sorting of the recyclables at the material recovery facility. Bales of commodities collected are sold and shipped at market prices. Public recycling community drop-off depots are also located throughout the City.

Waste diversion services include bi-weekly seasonal yard waste collection and the operation of a nine hectare composting pad located at the Brady Road Resource Management Facility. Additionally, there are three 4R Winnipeg Depot locations which provide residents a one-stop location for recycling materials, divertible materials and the safe disposal of hazardous waste including paints, oil and electronics.

Waste minimization services include an education program that supports backyard composting, grasscycling, giveaway weekends and other waste diversion initiatives.

## Key Goals

1. To improve the state of the environment / public health.
2. To increase the opportunity to reduce the amount of material being landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.

## Service Level Statistics

Description	2017	2018	2019
Number of dwelling units served	299,395	303,515	307,126
Weight of residential recycling material collected (tonnes) [A]	54,177	52,553	50,856
Average weight of residential recycling per household (kg) [A]	181	173	166
Total yard waste composted (tonnes)	28,528	33,041	31,525
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	8,845	9,821	11,624

[A] Decrease in tonnes primarily due to lightweighting of packaging material.

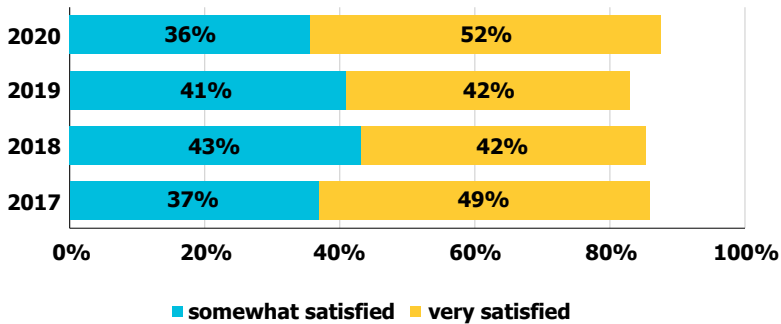
[B] The Brady 4R Winnipeg Depot opened February, 2016. The Pacific 4R Winnipeg Depot opened February, 2017. The Panet 4R Winnipeg Depot opened February, 2018.

# Recycling and Waste Diversion

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Recycling

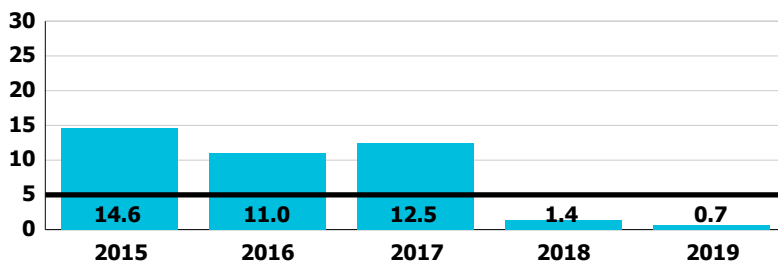


Citizen satisfaction with recycling services provided remains high.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	81%	86%	85%	83%	88%

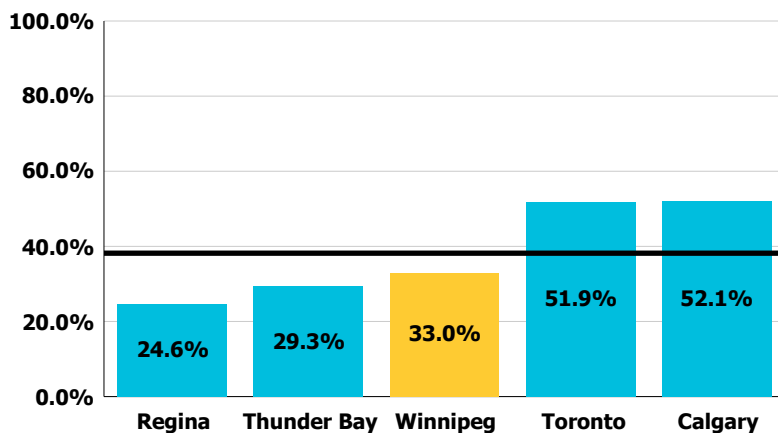
Source: City of Winnipeg Annual Citizen Survey

#### Recycling Service Deficiencies per 10,000 Collections



Recycling collection service deficiencies include missed collections and have decreased and are within the goal of less than five service deficiencies per 10,000 collection.

#### Percentage of Residential Solid Waste Diverted From Landfills (2018)



Winnipeg has the third highest percentage of solid waste diverted from landfills among the cities being compared. Solid waste diverted includes residential recycling material and yard waste.

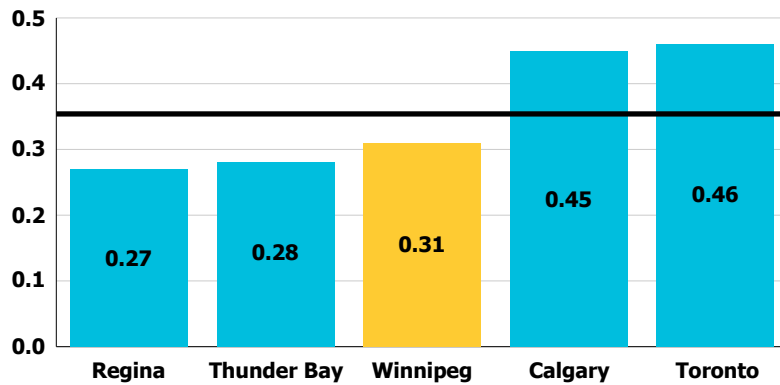
	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	33.6%	34.3%	34.9%	32.9%	33.0%

Source: Municipal Benchmarking Network Canada (SWST105)



# Recycling and Waste Diversion

**Tonnes of Residential Solid Waste Diverted per Household (2018)**



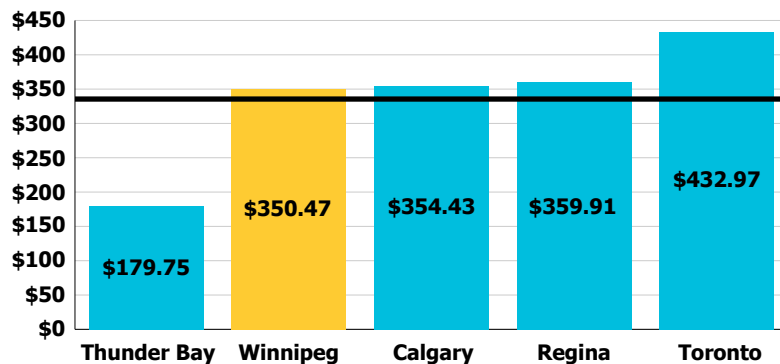
Winnipeg continues to see a steady rate of tonnes diverted.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	0.31	0.32	0.32	0.27	0.31

Source: Municipal Benchmarking Network Canada (SWST235)

## Efficiency Measurements

**Operating Cost for Solid Waste Diversion per Tonne - All Property Classes (2018)**



Winnipeg's operating costs are the second lowest among the cities being compared.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$227.79	\$217.20	\$246.35	\$287.12	\$350.47

Source: Municipal Benchmarking Network Canada (SWST330)

# City Planning

## Includes:

- *Area Development & Renewal Planning*
- *City-wide Long Range Planning*

## Description

To manage a wide range of planning initiatives, such as the OurWinnipeg Development Plan and Complete Communities Direction Strategy, which guide growth and change in Winnipeg. The service reviews ongoing development proposals in a fair and objective manner to ensure the creation of sustainable and complete communities that are responsive to community values, while advising Council on planning processes and development applications. The service enables development and growth that follows the City's development plan through local area planning initiatives, policies, regulations, guidelines and tools while working collaboratively with stakeholders.

## Key Goals

1. Support the implementation of OurWinnipeg through a range of effective tools and guidelines.
2. Ensure the City has an adequate supply of land to accommodate projected growth in a sustainable manner.
3. Enhance existing infrastructure and assets in ways that make most amenities for daily living universally accessible.
4. Integrate land use and infrastructure planning in support of the creation of complete communities.

## Service Level Statistics

Description	2017	2018	2019
No. of Development Servicing Agreements Administered [A]	26	175	190
Number of Urban Design Applications Reviewed	111	111	102
Number of Zoning Agreements Processed	39	24	42
No. of Survey Information Requests (for construction work)	2,150	2,282	2,230
Number of Surveys Performed (Contract / In-house) [B]	66 / 58	39 / 51	43 / 50
Number of Survey Monuments Restored	231	470	323
Number of Street Closings / Openings	11	9	13
Number of new greenfield dwelling units [C]	3,410	1,882	2,016
Number of new infill dwelling units [D]	1,232	1,435	1,945
No. of new dwelling units within 400 meters of a regional mixed-use corridor	478	379	1,215

[A] Variance in 2018 is due to a change in methodology.

[B] Over the last few years Geomatics has seen a significant increase in the number of large scale projects. Some, such as the Arlington Bridge and the Kenaston/Route 90 projects, each require the services of at least one staff member for a significant portion of the year.

[C] Greenfield refers to units built in areas designated as 'Emerging Communities' and 'New Communities'. 'Emerging Communities' are a subset of 'Areas of Stability - Recent Communities' that have been recently planned and are still under development.

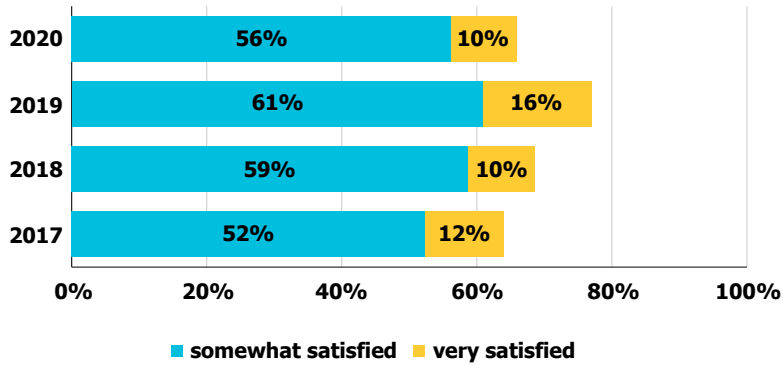
[D] Infill refers to units built in 'Areas of Stability', excluding 'Emerging Communities'.

# City Planning

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Community Planning



Citizen satisfaction decreased in both very satisfied and somewhat satisfied categories to 66% in 2020 from 77% in 2019.

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	64%	64%	69%	77%	66%

Source: City of Winnipeg Annual Citizen Satisfaction Survey

#### Number of Local Area Plans Completed

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	2	2	1	0	2

Local Area Plans build on the policies in OurWinnipeg and provide more detail, tailoring them to guide the development or redevelopment of a specific area. Local Area Plans include neighbourhood plans, area master plans, precinct plans and area structure plans. The number of plans adopted or endorsed per year is a function of both developer-initiated and City-initiated plans, which reflects the overall pace of development.

#### Number of Amendments to Local Area Plans

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	5	2	1	0	1

Periodically, amendments to existing plans, such as neighbourhood plans, area master plans, precinct plans, and area structure plans, are required. This is a reflection of continued development in those areas, combined with refining the policies to suit the area's needs.

# City Planning

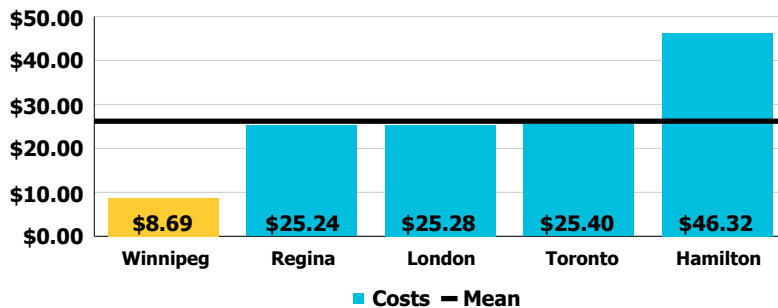
## Number of Development Applications Received per 100,000 Population

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	156	141	141	126	122

Winnipeg had a similar number of development applications in 2019 as 2018.

## Efficiency Measurements

### Total Costs for Planning per Capita (2018)



This measure reflects the total cost to provide planning services. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of applications, different organizational structures and legislation, and priorities established by local Councils.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$7.30	\$7.42	\$8.43	\$8.44	\$8.69

Source: Municipal Benchmarking Network Canada (PLNG250T)

# Neighbourhood Revitalization

Includes:

- *Housing Initiatives*

## Description

Provide neighbourhood residents with tools and support to build resilient, healthy communities and to promote and deliver community based projects and programs that support sustainable neighbourhoods and healthy communities. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:

- Housing Renewal and

Affordable Housing Initiatives

- Residential Infill Tax Credit Program

- Neighbourhood Multi-Family / Mixed-Use Building Grant Program

- Downtown Multi-Family / Mixed-Use Building Grant Program

- Downtown Residential Development Grant Program

- Live Downtown - Rental Development Grant Program

- Strategic Economic Incentives - Project Specific Grants

## Key Goals

1. Increase community confidence in their neighbourhood and encourage residents to remain and invest in their own communities.
2. Encourage and promote community involvement in defining neighbourhood values and needs and prioritizing neighbourhood infrastructure improvement projects that meet those values and needs.
3. Participate directly in the revitalization of the downtown as a collection of vibrant residential neighbourhoods.

## Service Level Statistics

Description	2017	2018	2019
Targeted Development Programs/projects- # of units created [A]	147	192	0
Housing Reserve - \$ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	\$680,196	\$846,770	\$1,200,139

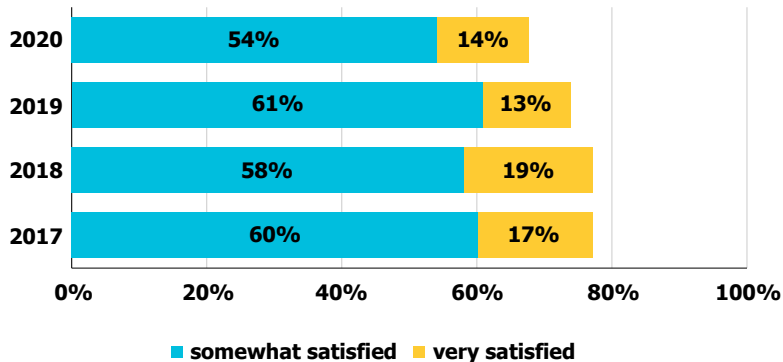
[A] Three projects under construction in Live Downtown - Rental Development Grant Program.

# Neighbourhood Revitalization

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Downtown Renewal

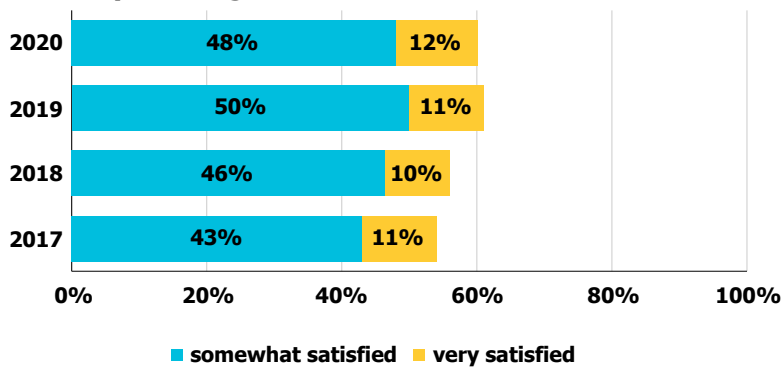


Citizen satisfaction with downtown renewal is 68%, down from 74% in 2019.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	77%	77%	77%	74%	68%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with City Funding for Improving Inner City Housing



In recent years, citizen satisfaction with the City's support for improving the inner city has hovered around 50-60%.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	59%	54%	56%	61%	60%

Source: City of Winnipeg Annual Citizen Survey

#### Change in Average Assessed Value of Residential Property in Winnipeg's Inner City

	2010-2012	2012-2014	2014-2016	2016-2018
<b>Percentage Change</b>	19%	11%	5%	4%

The residential market in Winnipeg's inner city has maintained a positive increase, although at a slower pace than during the last period.

# Development Approvals, Building Permits and Inspections

Includes:

- Residential Development Approvals & Inspections
- Commercial Development Approvals & Inspections

## Description

Ensure compliance with provincial building codes, by-laws and standards through consultation, education, administration, inspections and the regulatory enforcement of property standards, construction, renovation, and demolition of buildings. This service includes:

- Plan examination
- Inspections for compliance with codes and other by-law standards
- Enforcement action including warnings, penalties, and charges

## Key Goals

1. Ensure safe, healthy, accessible, and energy efficient buildings through the administration and enforcement of building by-laws and property standards.
2. Continue to streamline the building permit application and approval process, and improve our ability to provide timely inspection services and proactive by-law enforcement.
3. Continue to improve the comprehensive customer experience, including providing clear information and communication, excellent customer service, and innovative approaches.
4. Enhance the public's awareness of necessary safety and non-safety-related building project requirements.
5. Pursue financial self-sufficiency.
6. Transparency of actual performance to targets.

## Service Level Statistics

Description	2017	2018	2019
Total New Dwelling Units Created	4,875	3,757	4,974
<b>Permit Volumes</b>			
Residential Permits Issued	7,100	6,897	7,211
Non-Residential Permits Issued	3,615	3,351	3,437
Other Permits Issued	23,239	24,423	26,140
Total Permits Issued	34,084	34,825	36,911
Total Permit Fees (\$) [A]	26,189,264	25,604,707	32,014,877
<b>Permit Values (in thousands of \$)</b>			
Residential Permit Values	1,203,747	1,035,491	1,193,403
Non-Residential Permit Values	890,191	833,420	1,175,365
Total Permit Values	2,093,938	1,868,912	2,368,768
<b>Plan Examination Volume (Number of Plans Reviewed):</b>			
Residential	5,333	5,871	6,320
Commercial	7,524	7,805	8,069
Total Plan Examination Volume	12,857	13,676	14,389
<b>Inspection Volume (Number Conducted):</b>			
Residential	79,097	96,160	85,084
Commercial	47,115	47,902	40,531
Total Inspection Volume	126,212	144,062	125,615

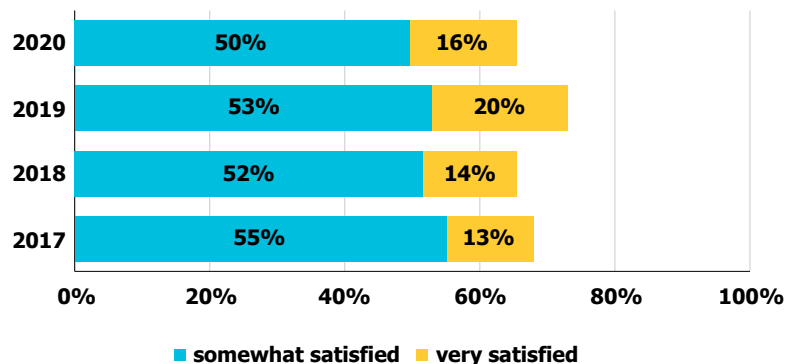
[A] Does not include impact fees.

# Development Approvals, Building Permits & Inspections

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction With Zoning Regulations and Building Permits



Citizen satisfaction with the zoning regulations and building permits service decreased in 2020 to 66% satisfaction from 73% satisfaction in 2019. Satisfaction has remained above 65% for the past five years.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	69%	68%	66%	73%	66%

Source: City of Winnipeg Annual Citizen Survey

#### New Dwelling Units Created

New Dwelling Units Created	2015	2016	2017	2018	2019
New - Single	1,308	1,614	1,739	1,403	1,328
New - Semi	281	216	346	260	237
New - Row	310	382	610	489	300
New - Apartment	1,780	1,783	2,180	1,605	3,109
<b>TOTAL</b>	<b>3,679</b>	<b>3,995</b>	<b>4,875</b>	<b>3,757</b>	<b>4,974</b>

#### Residential Permit Volumes

# of Residential Permits	2015	2016	2017	2018	2019
New - Single	1,318	1,642	1,750	1,421	1,343
New - Semi	278	210	331	257	223
New - Row	305	352	627	500	335
New - Apartment	61	72	72	66	86
All - Alterations	1,915	2,513	2,061	2,270	2,700
All - Additions	357	427	366	317	305
All - Accessory Structures	1,724	1,701	1,893	2,066	2,219
<b>Sub-Total Residential</b>	<b>5,958</b>	<b>6,917</b>	<b>7,100</b>	<b>6,897</b>	<b>7,211</b>



# Development Approvals, Building Permits & Inspections

## Non-Residential Permit Volumes

# of Non-Residential Permits	2015	2016	2017	2018	2019
New - Commercial	44	50	54	45	46
New - Industrial	34	58	50	41	41
New - Office	7	15	19	14	9
New - Hotel/Motel	0	2	4	11	3
New - Public Bldgs/Theatres	8	15	12	11	15
New - Institutional	23	31	11	13	15
All - Alterations	2,638	3,014	3,399	3,169	3,264
All - Additions	65	66	66	47	44
<b>Sub-Total Non-Residential</b>	<b>2,819</b>	<b>3,251</b>	<b>3,615</b>	<b>3,351</b>	<b>3,437</b>
# of Other Permits	2015	2016	2017	2018	2019
All - Trades Permits	18,721	20,835	23,239	24,423	26,140
All - Other Building Permits	0	7	14	17	0
Waterways Permit Applications	115	120	116	137	123
<b>Total Permits Issued</b>	<b>27,613</b>	<b>31,130</b>	<b>34,084</b>	<b>34,825</b>	<b>36,911</b>

## Residential Permit Values (in thousands of \$)

	2015	2016	2017	2018	2019
New - Single	\$315,011	\$400,612	\$459,378	\$374,972	\$383,383
New - Semi	\$43,358	\$35,500	\$61,895	\$47,946	\$43,051
New - Row	\$46,101	\$57,752	\$98,941	\$62,446	\$91,622
New - Apartment	\$277,407	\$216,503	\$423,759	\$268,113	\$492,310
All - Alterations	\$89,981	\$70,644	\$71,319	\$81,195	\$125,567
All - Additions	\$14,644	\$27,239	\$31,726	\$156,443	\$16,760
All - Other Residential	\$71,996	\$169,650	\$56,729	\$44,378	\$40,710
<b>Sub-Total Residential Permits</b>	<b>\$858,498</b>	<b>\$977,900</b>	<b>\$1,203,747</b>	<b>\$1,035,491</b>	<b>\$1,193,403</b>

Permit value is the value of the project declared by the applicant at the time of permit application.

## Non-Residential Permit Values (in thousands of \$)

	2015	2016	2017	2018	2019
New - Commercial	\$103,107	\$52,498	\$59,439	\$89,760	\$107,624
New - Industrial	\$21,876	\$129,099	\$33,103	\$86,189	\$49,483
New - Office	\$21,193	\$123,013	\$164,650	\$62,725	\$62,725
Hotel/Motel	\$0	\$22,250	\$4,700	\$79,200	\$123,800
Public Bldg/Theatres	\$20,550	\$28,409	\$33,191	\$8,898	\$64,451
New - Institutional	\$88,489	\$87,453	\$27,750	\$11,262	\$91,700
All - Alterations	\$316,315	\$369,299	\$423,254	\$395,299	\$440,137
All - Additions	\$40,521	\$154,816	\$70,411	\$94,268	\$201,286
All - Other Non-Residential	\$0	\$72,839	\$73,694	\$5,820	\$34,158
<b>Sub-Total Non-Residential Permits</b>	<b>\$612,051</b>	<b>\$1,039,764</b>	<b>\$890,191</b>	<b>\$833,420</b>	<b>\$1,175,365</b>
<b>Total Permit Value</b>	<b>\$1,470,549</b>	<b>\$2,017,665</b>	<b>\$2,093,938</b>	<b>\$1,868,912</b>	<b>\$2,368,768</b>

Permit value is the value of the project declared by the applicant at the time of permit application.

# Development Approvals, Building Permits & Inspections

## Zoning Variances Processed and Completed

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	874	761	784	709	685

The majority of these are minor residential variances that are approved administratively. While there was a minor increase in 2017, there has been an overall decrease in the number of variances since 2015.

## Number of Variances Received per 100,000 Population

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	121	103	105	94	90

The number of variances received per 100,000 population is trending downward.

## Number of Defects per 10,000 Inspections

### Commercial Inspections

Inspection Type	2015	2016	2017	2018	2019
Building	636	672	458	657	981
Electrical	4,093	3,824	2,435	1,637	3,180
Plumbing/Mechanical	794	869	672	672	553
<b>Total Commercial</b>	<b>1,759</b>	<b>1,876</b>	<b>1,169</b>	<b>994</b>	<b>1,764</b>

### Housing Inspections

Wpg. Trend	2015	2016	2017	2018	2019
	3,883	3,252	4,146	4,155	5,651

Volume varies with market demand. Population increase and immigration will continue to contribute to the demand for new housing and renovations requiring inspection services.

### Combined Commercial and Housing Inspections

Wpg. Trend	2015	2016	2017	2018	2019
	3,019	2,722	3,035	3,104	4,397

The Combined Commercial and Housing Inspections are derived by dividing the total number of defects by the total number of inspections multiplied by 10,000.

## Declared Value of Construction per Capita

Wpg. Trend	2015	2016	2017	2018	2019
<b>Declared Value</b>	<b>\$2,047</b>	<b>\$2,743</b>	<b>\$2,794</b>	<b>\$2,480</b>	<b>\$3,101</b>

This measure is the total declared value of all permits divided by the population of the City of Winnipeg. The 5-year average of the declared value of construction is \$2,633 per capita.

# Development Approvals, Building Permits & Inspections

## Declared Value of Construction per Building Permit

Wpg. Trend	2015	2016	2017	2018	2019
Declared Value	\$53,255	\$64,814	\$61,435	\$53,666	\$64,175

This measure is the total declared value of all permits divided by the total number of permits.

## % of Commercial Building Permits Reviewed (ICR) Within Industry Accepted Targets

Wpg. Trend	2015	2016	2017	2018	2019
% Within Targets	46.5%	39.3%	31.3%	40.1%	60.5%

Target processing times are available at the following link:  
[http://www.winnipeg.ca/ppd/permits/Permit\\_Application\\_Processing\\_Times.stm#1](http://www.winnipeg.ca/ppd/permits/Permit_Application_Processing_Times.stm#1)

Starting in June 2013, an Initial Complete Review (ICR) was introduced to track the number of working days it takes to perform a full review for Interior Alteration permits for all code disciplines, zoning, and other related by-laws. Also introduced was a shift to a complexity streaming and concurrent review process. Ongoing initiatives focused on continuous improvement have contributed to the increase in performance.

## Efficiency Measurements

### Commercial Building Permits Issued by Building Plan Examiner per Full-time Equivalent Position

Permit Type	2015	2016	2017	2018	2019
New construction/additions	34	47	43	34	37
Alterations	208	232	245	239	265
Occupy only/change of use	37	44	57	62	74
<b>TOTAL</b>	<b>279</b>	<b>322</b>	<b>345</b>	<b>334</b>	<b>367</b>

Building permits issued will fluctuate annually depending on a number of factors including volume of construction activity and complexity of applications.

### Number of Inspections per Full-Time Equivalent Position

#### Commercial Inspections

Wpg. Trend	2015	2016	2017	2018	2019
Building	3,098	2,987	2,974	2,578	2,568
Electrical	2,046	1,909	2,161	1,832	1,848
Plumbing	2,168	1,969	1,970	2,001	2,271
Total Commercial	2,417	2,234	2,374	2,129	2,162

Total Commercial represents an overall efficiency measure for commercial inspections calculated by taking the total number of plumbing, building, and electrical inspections completed divided by the total number of commercial inspector FTE's.

#### Housing Inspections

Wpg. Trend	2015	2016	2017	2018	2019
Wpg. Trend	3,942	4,414	3,439	4,007	3,039

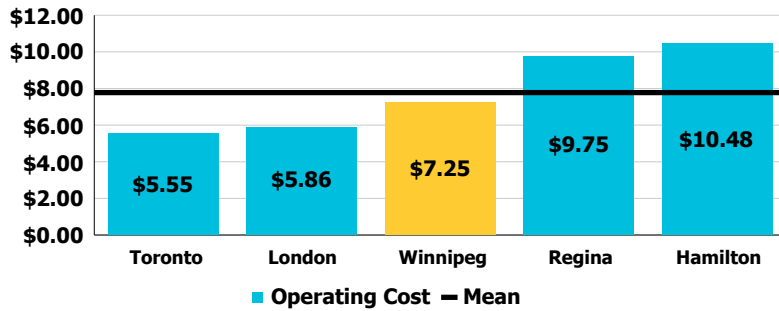
Outputs per FTE vary based on experience level and complexity of inspection requirements.

#### Combined Commercial and Housing Inspections

Wpg. Trend	2015	2016	2017	2018	2019
Wpg. Trend	3,137	3,387	3,506	4,002	3,489

# Development Approvals, Building Permits & Inspections

## Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (2018)



This measure represents the operating costs associated with the provision of building permits and inspection services. The fluctuation in year over year results is impacted by the value of residential and ICI (Industrial, Commercial and Institutional) construction activity.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$8.50	\$5.80	\$4.78	\$5.49	\$7.25

Source: Municipal Benchmarking Network Canada (BLDG325)

# Heritage Conservation

## Description

To promote the long-term conservation of heritage assets in the City of Winnipeg.

## Key Goals

1. Ensure the long-term conservation of heritage resources in Winnipeg through the implementation of new incentives, integrated planning, district/area designation, regulatory reforms, well established design standards and principled design review.
2. Be a catalyst for greater public awareness, education and participation in heritage conservation.
3. Improve the suitability of Heritage Buildings for occupancy by City Departments and other civic uses.

## Service Level Statistics

Description	2017	2018	2019
Total Listed Historic Resources	294	315	347
Total Nominated Resources	74	52	9
Total Commemorated Resources	339	342	347
Number of Nominated Resources Added to the List of Historical Resources	25	21	32
Number of Heritage Resources De-Listed	0	0	0
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [A]	25	15	13
Number of Heritage Permits Issued	61	58	49
<b>Number of Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Program:</b>			
a. Capital Project Grants	4	4	6
b. Research and Interpretive Grants	5	2	7

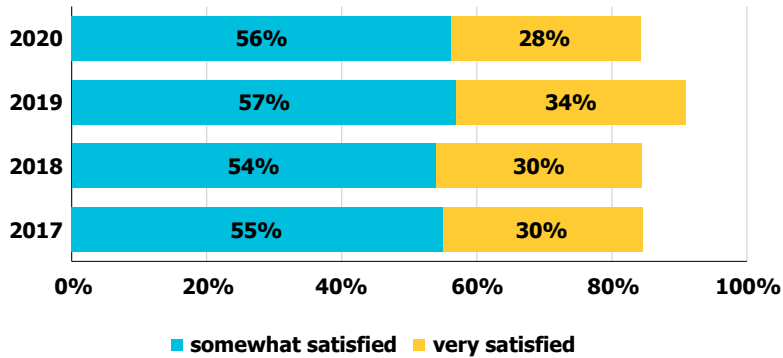
[A] Reflects the total number of buildings actively receiving the Heritage Conservation Tax Credit or the Heritage Conservation Grant Program.

# Heritage Conservation

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with City's Efforts in Preserving Heritage Buildings



Satisfaction with the City's efforts in preserving heritage buildings remains very high.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	82%	85%	84%	91%	84%

Source: City of Winnipeg Annual Citizen Survey

### City Funding for Heritage Programs

Funding Type	2017	2018	2019
Gail Parvin Hammerquist Fund City-Wide Program (approved projects)	\$95,609	\$110,065	\$319,575
Gail Parvin Hammerquist Fund CentreVenture Allocation	\$571,947	\$676,274	\$496,636
Heritage Conservation Tax Credit	\$822,957	\$814,644	\$731,514
Heritage Conservation Grant Program [A]	n/a	\$121,116	\$125,309

Since 1996, the City of Winnipeg has undertaken a number of incentive programs to support heritage building conservation, research and public education.

An investment in heritage can provide economic stimulus and support community development. Heritage is good for the City's economic environment and good for business. Investment in heritage conservation pays off in enhanced tax assessments, improved urban environments and opportunities for business.

[A] The Heritage Conservation Program By-law came into effect in 2018.

### Listed and Nominated Buildings Owned by the City

	2015	2016	2017	2018	2019
Number of Buildings	31	33	31	30	30
Assessed Value (in Millions)	\$84.8	\$84.8	\$46.7	\$46.8	\$46.3

The City provides leadership in heritage conservation that links to broader civic goals of economic development, sustainability and neighbourhood planning.

# Heritage Conservation

## Efficiency Measurement

### Average Maintenance/Operating Cost of Heritage Buildings

Building	2015	2016	2017	2018	2019
St. Boniface Fire Hall No. 1	\$1.67	\$1.85	\$1.98	\$4.25	\$4.85
Bank of Hamilton Building*	\$1.53	\$3.08	\$1.66	\$1.90	\$1.71
Confederation Life Building*	\$5.19	\$5.84	\$4.97	\$5.25	\$5.62
St. Boniface City Hall	\$8.99	\$6.14	\$6.16	\$11.19	\$8.42
Cornish Library	\$6.53	\$3.53	\$5.97	\$7.21	\$5.19
Carnegie Library	\$1.23	\$1.50	\$1.84	\$2.04	\$1.89

\* Leased

Operating costs per square foot incurred by the City for leased facilities that are paid directly to the landlord are not contained herein. Users are cautioned that the information may not be appropriate for their purposes.

The City through leadership and partnerships protects and celebrates a broad range of heritage resources through direct use. This makes a valuable contribution towards a complete understanding of Winnipeg's history.

Building maintenance costs vary between buildings depending on the terms and conditions of lease agreements.

# Property Asset Management

*Includes:*

- Land & Property
- Municipal Accommodations
- Pool Facilities
- Arena Facilities
- Recreation Centres
- Community Centre Facilities

## Description

The Property Asset Management Service facilitates the acquisition, development, operation, maintenance, security and disposition of City-owned land and buildings. The service is composed of two sub-services:

**REAL ESTATE:** administers the sale and leasing of City-owned property; negotiates property acquisition or real estate appraisals on behalf of civic departments.

**MUNICIPAL ACCOMMODATIONS:** manages leases, operates, maintains, protects and preserves the City's physical building infrastructure/assets to provide for current and future program accommodation needs and provides design and project management of new and existing civic buildings.

## Key Goals

1. Migrate the Real Estate Transaction Management Framework (RETMF) into the Department's AMANDA software.
2. Optimize infrastructure condition through a Physical Asset Management Program for City buildings.
3. Provide effective facilities management.
4. Develop and implement environmental stewardship policies and programs to guide the management and maintenance of all new and existing City facilities.
5. Update and modernize existing real estate policies to reflect current practices and needs.

## Service Level Statistics

Description	2017	2018	2019
<b>Real Estate</b>			
Property Sales / Gross Revenues from Sales Closed	30 / \$15.6M	21 / \$8.0M	28 / \$12.2M
Number of Leases Approved / Annual Lease Revenue	41 / \$116,550	25 / \$94,095	31 / \$152,836
<b>Municipal Accommodations</b>			
Estimated Market Value	\$3 - \$4B	\$3 - \$4B	\$2 - \$3B
Number of Buildings / Total Square Footage (Owned & Leased)	1,188 / 7.7M sq ft	1,059 / 8.3M sq ft	1,103 / 7.7M sq ft

NOTE: M = millions  
B = billions

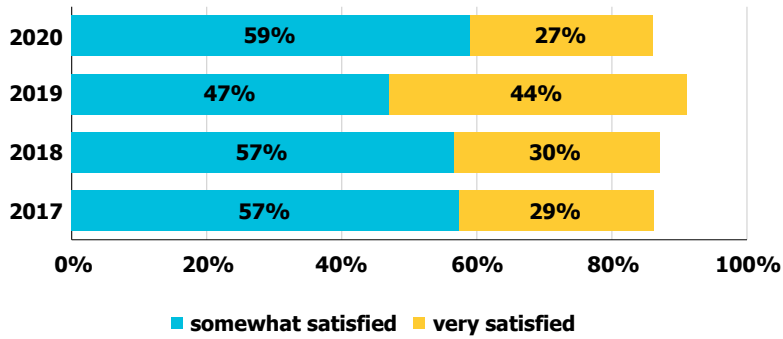


# Property Asset Management

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use City recreation facilities, 86% of citizens surveyed were either satisfied or very satisfied with the condition of recreation facilities in 2020.

This question refers to City of Winnipeg operated facilities only and does not include community centre facilities.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	82%	86%	87%	91%	86%

Source: City of Winnipeg Annual Citizen Survey

#### Vacancy Comparison Between Municipal Accommodation and Winnipeg Overall Vacancy for Office Space

Vacancy Rate (%)	2015	2016	2017	2018	2019
Winnipeg Overall Vacancy Rate	9.3%	8.3%	8.1%	10.1%	11.6%
Municipal Accommodation Vacancy Rate	7.1%	4.9%	4.6%	5.2%	4.0%
Percent Difference	-2.0%	-3.4%	-3.4%	-4.8%	-7.6%

The municipal accommodation vacancy rate continues to be below the Winnipeg overall vacancy rate.

Source: Colliers International: Winnipeg Office Market Report - Fourth Quarter 2019

# Property Asset Management

## Condition of Recreation Leisure and Library Buildings- Facility Condition Index (FCI)

Facility	FCI 2015	FCI 2016	FCI 2017	FCI 2018	FCI 2019	Investment Required Over 10 Years (2020 to 2029)
Field Houses	0.31	0.26	0.35	0.33	0.33	\$10,283,053
Daycares	0.38	0.42	0.36	0.41	0.42	\$7,582,309
Indoor Pools	0.38	0.41	0.42	0.41	0.49	\$169,340,390
Community Centres/Soccer/Arena Complexes	0.31	0.28	0.29	0.44	0.31	\$203,132,006
Libraries	0.43	0.40	0.33	0.49	0.36	\$78,024,824
Recreation Centres/Leisure Centres	0.39	0.43	0.43	0.43	0.53	\$16,693,212
Arenas	0.53	0.58	0.56	0.64	0.63	\$132,337,724
Wading Pools	0.43	0.43	0.43	0.20	0.20	\$28,579,828
Senior Centres	0.37	0.39	0.42	0.42	0.43	\$5,546,203
Outdoor Pools	0.20	0.17	0.14	0.27	0.31	\$13,097,367
<b>TOTAL</b>	-	-	-	-	-	\$664,616,916

The total investment required over a 10 years (2020-2029) is consistent with the State of the Infrastructure Report.

Facility Condition Index (FCI) is a ratio of the estimate for identified requirements and system renewals for a five year period, divided by the estimated replacement value for the facility. A FCI of 0 equates to "new" condition and as the condition worsens, the FCI increases to 1.0, the point where refurbishment equals cost of replacement. The City has adopted the Recreation and Leisure Facilities Policy (RALFP) which states the city will strive toward a "managed care" level for existing facilities. Managed care is where the FCI is in the range from 0.1 to 0.2.

## Cost Comparison of City Buildings Owned and Leased

	2015	2016	2017	2018	2019
Total City Leased Space Cost per sq. ft.	\$20.25	\$13.54	\$13.83	\$13.88	\$13.67
Total Owned Space Cost per sq. ft.	\$19.89	\$13.05	\$13.28	\$13.05	\$13.32
\$/sq. ft. difference	\$0.64	\$0.49	\$0.55	\$0.83	\$0.34
Percent Difference	-3.2%	-3.7%	-4.2%	-6.4%	-2.6%

Cost comparisons are based on generally accepted cost allocation methods consistent with industry practice.

## Efficiency Measurements

### Comparison of In-house and Contracted Custodial Costs

Service Provider	2015	2016	2017	2018	2019
In-house Costs per Square Foot	\$3.38	\$3.38	\$2.70	\$3.00	\$3.22
Contracted Costs per Square Foot	\$1.67	\$1.48	\$1.33	\$1.40	\$1.26
Total Average Cost per Square Foot	\$2.28	\$2.16	\$1.76	\$1.90	\$1.82

In-house Costs include salaries, benefits, cleaning supplies, uniforms and vehicle costs of the mobile cleaning crew.

Contracted Costs are reported as Janitorial Costs in the Division's year end financial statements and assumes that square foot cleaned by contracted services remains unchanged since 2011.

The figures for 2017-18 represent a change in calculation methodology from previous years.

# Cemeteries

*Includes:*

- *Brookside Cemetery*
- *St. Vital Cemetery*
- *Transcona Cemetery*

## Description

Provides interment services and perpetually maintained cemeteries in order to ensure that all citizens have access to a range of choices in interment services. Service activities include:

- Interments
- Sale of plots/lots, niches and interment vaults
- Collection of fees and charges
- Maintaining and preserving interment records
- Interment searches
- Installation of flat marker memorials
- Tours of Brookside Cemetery Field of Honour
- Facilitation of open air memorial services
- Custodian of historical military monuments
- Design and preparation of future interment sites
- Facilities and physical site improvements
- Perpetual maintenance of cemetery grounds

## Key Goals

1. Ensure that the service evolves to reflect the diversity of the community and increase public awareness.
2. Increase revenues to enable self sufficiency while continuing to act as a benchmark for cemetery services within Winnipeg.
3. Continue to develop environmentally sound work processes and practices.
4. Maintain the heritage of cemeteries and continue to promote their significance in the community.

## Service Level Statistics

Description	2017	2018	2019
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections [A]	0	353	0
Lineal Feet of New Field of Honour Precast Beam foundation installed	0	3,104	2,900
Number of Individual Foundations Installed	54	34	69
Number of Educational Tours	15	0	0
Number of Interment Sites re-leveled and re-seeded	1,104	1,025	1,044
Number of Field of Honour Interment Sites re-landscaped	400	440	210
Number of Trees Planted [B]	100	120	0
Lineal feet of existing Field of Honour Precast Beam refurbished	88	1,812	772

[A] Variance due to poured in place foundations for public being installed in accordance with demand and operational needs.

[B] No trees were planted in 2019 as a cost saving measure.

# Cemeteries

## Performance Measurements

### Effectiveness Measurement

#### Comparison of Perpetual Maintenance Reserve Funds of Municipally Owned and Operated Cemeteries (2019)

City	Niche	Scattering	Cremation Lot	Full Size Interment Lot
Brandon	20%	20%	20%	20%
Calgary	40%	0%	40%	40%
Edmonton	15%	0%	15%	15%
Winnipeg	15%	10%	25%	25%

Winnipeg's municipally owned and operated cemeteries' perpetual maintenance reserve funds ensure that general maintenance and improvements will continue in the future after the cemetery is closed and no further property is available for sale.

Note: There is no legislated requirement for a municipality, religious denomination or religious auxiliary owned and operated cemetery to have a perpetual maintenance fund. Each cemetery may create a perpetual maintenance fund by setting aside in a reserve fund a defined percentage of the purchase price of each type of cemetery property or service. Interest earned on investment of the perpetual maintenance fund contributes towards (i) the cost of maintenance and improvement of the cemetery grounds in perpetuity and (ii) reinvestment into the fund to ensure its continued growth. Perpetual care includes general maintenance, improvement and/or embellishment of cemetery properties, grounds, buildings and infrastructure.



# Police Response

## Includes:

- *Police Response*
- *Contract Policing*
- *Crime Investigation*
- *Police Training*

## Description

The Winnipeg Police Service (WPS) provides emergency, urgent, and non-urgent responses to public calls for service. In addition, the Service undertakes criminal investigations, offender identification, arrest or other resolution. The Service is also responsible for training all police and civilian members of the WPS. The Service must marshal its resources appropriately and efficiently to ensure that response is always available to answer to public needs.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

## Key Goals

1. Address crime through evidence-based policing strategies.
2. Ensure people are in the right jobs in the right numbers.
3. Enhance training and professionalism in the Service.

## Service Level Statistics

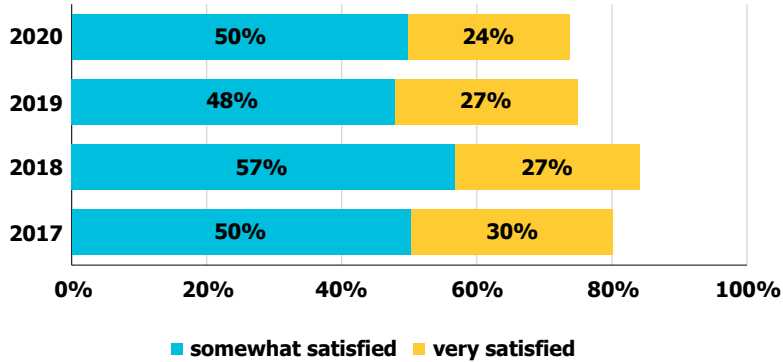
Description	2017	2018	2019
Police Officer Complement (Authorized)	1,412	1,360	1,359
Civilian Staff Complement (Authorized)	551	554	555
Police Officer to Civilian Staff Ratio	2.6:1	2.5:1	2.4:1
Police Officer to Population Ratio (per 100,000)	192	181.4	177.9
Total Calls for Service to the Communications Centre	585,984	618,321	648,247
Total Dispatched and Police-Initiated Calls	225,129	225,204	231,670
% of Total Calls	38.4%	36.4%	35.7%
Police-Initiated Events	80,540	75,320	75,512
% of Dispatched Call and Police-Initiated Calls	35.8%	33.4%	32.6%
Citizen Generated Events	144,591	149,884	156,158
% of Dispatched Call and Police-Initiated Calls	64.2%	66.6%	67.4%
Dispatched via Alternate Phone Response (APR)	3,002	7,934	6,397
% of Dispatched Call and Police-Initiated Calls	1.3%	3.5%	2.8%
<b>Dispatched and Police-Initiated Calls by Priority Level</b>			
Priority 0 to 2: Emergency	21,535	19,823	17,817
Priority 3 to 4: Urgent	79,669	84,564	90,326
Priority 5 to 9: Non-Urgent	123,927	120,817	123,527

# Police Response

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Police Service Efforts in Crime Control

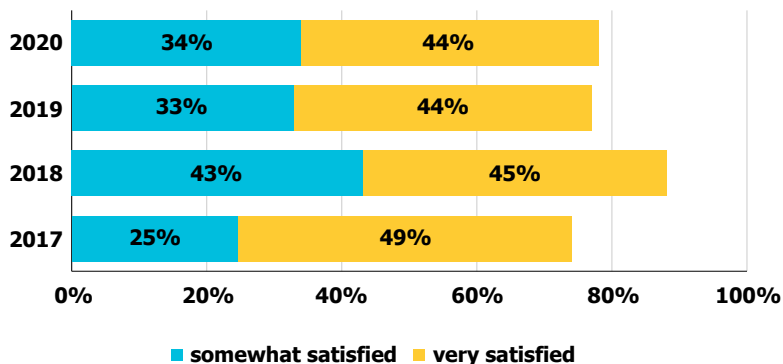


The proliferation of meth events and unusually high homicide numbers may cause concerns to citizens and impact policing in the community. Survey data were collected from 600 Winnipeg residents from May 1 to May 20, 2020. Citizen satisfaction is down slightly to 74% satisfaction in 2020 from 75% satisfaction in 2019.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	80%	80%	84%	75%	74%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with Police Response (Respondents who used 911)



At 78% satisfaction in 2020, the rate remains within normal parameters and was an increase from 77% satisfaction in 2019. Survey data were collected from 600 Winnipeg residents from May 1 to May 20, 2020.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	78%	74%	88%	77%	78%

Source: City of Winnipeg Annual Citizen Survey

#### 911 Calls Answered in 10 seconds or less

	2015	2016	2017	2018	2019
<b>% of Calls</b>	93.0%	92.3%	96.0%	93.8%	93.7%

Number of 911 calls answered within 10 seconds remains high at over 90%.

# Police Response

## Violent Criminal Code Violations - Winnipeg

Code Type	2014	2015	2016	2017	2018
Population	698,553	709,298	719,758	735,552	749,534
Homicide	27	22	25	24	22
Attempted Murder	14	16	27	23	21
Sexual Assault	721	696	783	785	788
Other Sexual Offences	74	101	206	225	209
Assault	4,686	5,223	5,441	5,473	5,374
Abduction	8	5	6	5	3
Robbery	1,310	1,458	1,822	2,053	2,262
Other Crimes	88	63	73	52	33
Total Violent Criminal Code Violations	8,513	9,440	10,271	10,418	10,453
Violent Crime Rate	10.8	11.7	12.9	13.9	13.9

Violent crimes hit a historic low in 2014 but the trend has been increasing since then.

Violent Crime rates are shown in events/100,000 persons.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2019 were not yet available at time of publication.

Source: WPS Annual Statistical Report

## Property Criminal Code Violations - Winnipeg

Code Type	2014	2015	2016	2017	2018
Break & Enter	3,991	4,835	5,063	5,108	6,067
Possess Stolen Property	502	476	494	574	713
Motor Vehicle Thefts	2,434	2,482	2,321	2,327	2,806
Theft - Over \$5,000 (Non-Motor Vehicle)	223	216	250	244	287
Theft - \$5,000 and Under (Non-Motor Vehicle)	10,875	11,402	12,090	13,850	17,765
Fraud	1,486	1,917	2,122	2,473	3,045
Mischief	9,516	11,155	11,968	12,741	13,749
Arson	230	397	512	501	393
Total Property Criminal Code Violations	29,272	32,889	34,820	37,818	44,825
Property Crime Rate	37	41	47	50	60

Expanding the online reporting of property crimes makes reporting easier for the public, accounting for some of the continued increase in property crime rates.

Fraud incidents include Identity Fraud and Identity Theft.

Property crime rates are shown in events/100,000 persons.

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Source: WPS Annual Statistical Report



# Police Response

## Weighted Clearance Rates

Weighted Clearance Rate	2014	2015	2016	2017	2018
Winnipeg	40%	38%	36%	37%	33%
Regina	40%	42%	39%	43%	37%
Saskatoon	36%	37%	37%	36%	34%
Calgary	33%	28%	26%	27%	26%
Edmonton	42%	40%	41%	40%	38%
Weighted Clearance Rate - Violent Crimes	2014	2015	2016	2017	2018
Winnipeg	56%	57%	52%	53%	49%
Regina	57%	64%	55%	68%	58%
Saskatoon	47%	52%	47%	41%	46%
Calgary	49%	49%	48%	47%	43%
Edmonton	58%	55%	50%	56%	54%
Weighted Clearance Rate - Non-Violent Crimes	2014	2015	2016	2017	2018
Winnipeg	30%	27%	25%	27%	24%
Regina	34%	34%	33%	34%	30%
Saskatoon	32%	31%	33%	34%	31%
Calgary	26%	21%	20%	20%	21%
Edmonton	36%	34%	37%	34%	33%

Source: Statistics Canada, CCJS, CMA data

Winnipeg's weighted crime clearance rates are comparable to those of other major prairie cities.

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Data for 2019 were not yet available at time of publication.

## Crime Severity Indices

Violent Crimes	2014	2015	2016	2017	2018
Winnipeg	116.5	124.9	143.9	153.5	161.4
Regina	103.8	108.5	127.0	104.6	120.4
Saskatoon	122.6	113.2	110.4	107.9	109.1
Calgary	63.0	72.9	64.1	73.5	78.0
Edmonton	93.3	105.1	102.1	107.0	107.2
Non-Violent Crimes	2014	2015	2016	2017	2018
Winnipeg	67.7	76.6	87.2	89.9	104.0
Regina	102.2	109.8	125.0	114.3	128.6
Saskatoon	104.8	112.2	118.3	117.2	120.9
Calgary	58.6	81.2	82.1	84.5	91.5
Edmonton	84.7	101.4	107.8	114.0	117.4
Total Crime Severity Index	2014	2015	2016	2017	2018
Winnipeg	80.7	89.6	102.4	106.9	119.4
Regina	102.8	109.6	125.8	111.9	126.6
Saskatoon	109.7	112.7	116.4	115.0	118.0
Calgary	59.9	79.1	77.5	81.8	88.1
Edmonton	87.1	102.6	106.5	112.3	114.9

Source: Statistics Canada CCJS, CMA data

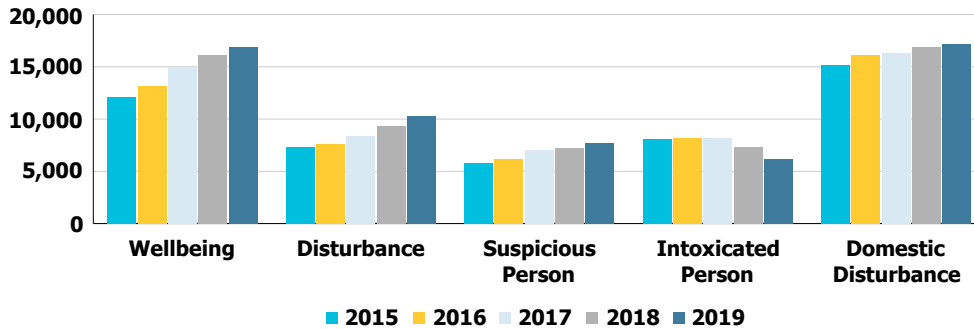
Crime Severity Index (CSI) is a tool for measuring police-reported crime by taking into account the change in volume of a particular crime, and the relative seriousness of that crime in comparison to other crimes (the seriousness is based on an assigned weight derived from incarceration rates for the offence type and the average prison sentences). CSI is expressed as a standardised measure adjusted to equal 100 in the base year 2006.

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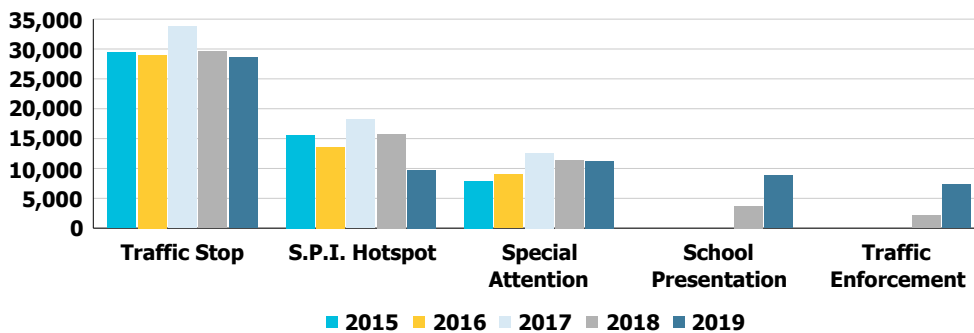
# Police Response

## Top Five Events - Reported to Police



Domestic disturbances remain the most reported event to police.

## Top Five Events - Initiated by Police

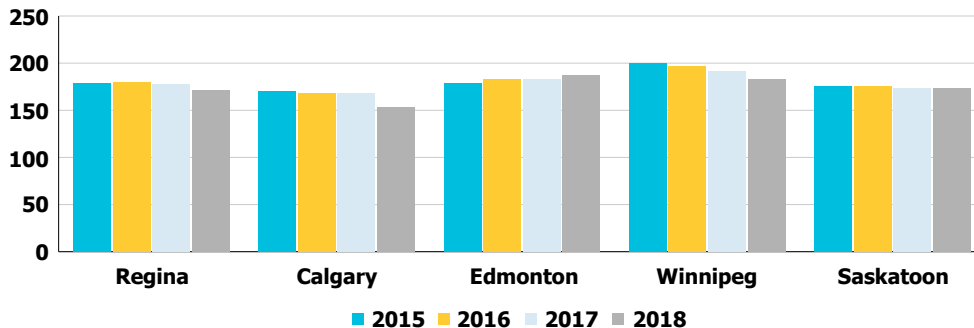


Smart Policing Initiatives (S.P.I.) are intelligence-led, evidence-based and proactive policing tactics. 'S.P.I. Hotspot' is a proactive initiative relating to a place of interest.

School Presentation and Traffic Enforcement are new categories split off from a larger bracket in 2017; thus, no data are available pre-2018.

## Efficiency Measurements

### Rate of Sworn FTE (per 100,000 population)



Winnipeg's rate of sworn officers per population has been dropping steadily since 2015.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

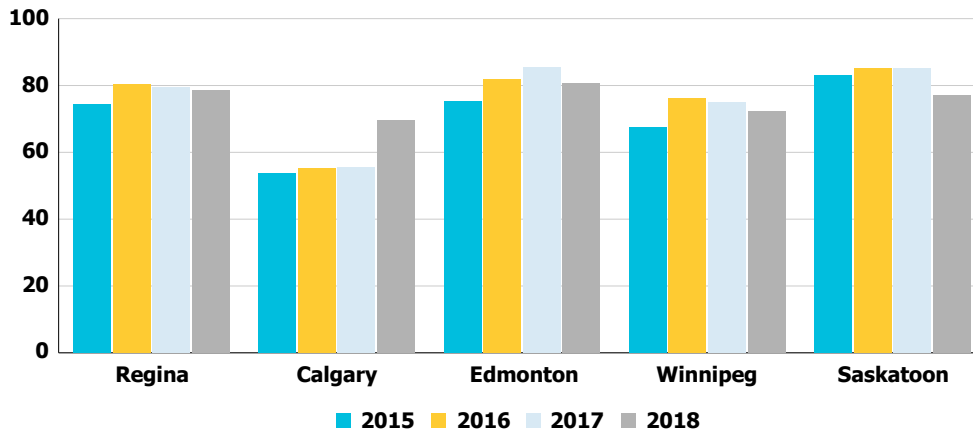
Data for 2019 were not yet available at time of publication.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	200	197	192	184	n/a

Source: Statistics Canada Police personnel and selected crime statistics, municipal police services

# Police Response

## Rate of Non-sworn FTE (per 100,000 population)



Winnipeg non-sworn personnel includes Cadets.

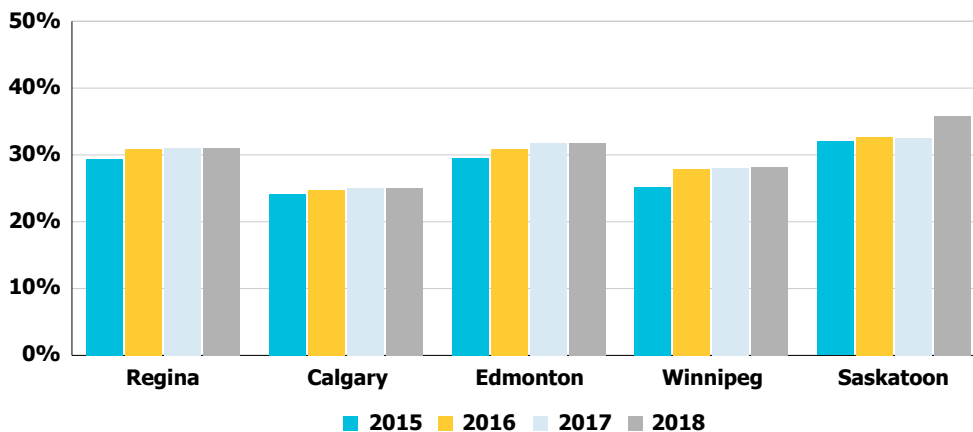
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Data for 2019 were not yet available at time of publication.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	67	76	75	74	n/a

Source: Municipal Data, Calculated from Statistics Canada data.

## Percentage of Civilian Staff of Total Police Personnel



Winnipeg's percentage of civilian staff has been increasing since 2015.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2019 were not yet available at time of publication.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	25%	28%	28%	29%	n/a

Source: Municipal Data, Calculated from Statistics Canada data.

# Crime Prevention

## Includes:

- *Community Policing*
- *Street Lighting*
- *Crime Prevention Initiatives*

## Description

Promote safer communities through engagement, education, and proactive policing.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

## Key Goals

1. Promote positive interaction with the community.
2. Strengthen proactive policing.
3. Increase effectiveness of street lighting.

## Service Level Statistics

Description	2017	2018	2019
<b>Community Policing</b>			
Number of Followers on Social Media Platforms	111,000	118,591	200,176
Thunderwing: Number of referrals	29	54	25
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [A]	72.9%	N/A	66.3%
Citizen Survey: WPS Confidence (% of respondents have average or higher confidence in WPS) [A]	91.3%	N/A	92.0%
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [A]	72.9%	N/A	64.2%
Number of proactive and reactive events in Centreline [B]	19,274	18,278	23,693
Joint projects for Highway Traffic Act and impaired driving enforcement		102	104
Public website development: hits, page views, engagement from social media [C]		191,230	1,411,896
Counter Exploitation Unit/Missing Persons Unit interventions [D]		1,022	972
Number of WPS Diversions		401	409
Number of arrests that involve illicit drugs		1,091	995
<b>Proactive Policing</b>			
Total Proactive target driven events: Smart Policing Initiatives Events	24,001	20,372	12,582
<b>Street Lighting [E]</b>			
Number of Street Lights, Lane Lights and Pathway Lights [F]	76,872	76,680	76,370
Number of Lighting Complaints Requiring a Lighting Upgrade	44	85	48
Number of Lighting Complaints	122	177	135
Prevention & Intervention: Missing Person Incidents	10,990	7,361	6,549

Note: The Winnipeg Police Board established a number of new measures for Service Level Statistics in 2018. Consequently, historic data are not available for these measures.

[A] The Winnipeg Police Service (WPS) conducts the survey every second year. The 2019 WPS Survey reworded some of its survey questions and answers. The changes may have confounded the results, as compared to previous years. Caution should be used in comparing 2017 to 2019 results.

[B] In 2019, the WPS redefined the boundaries for Centreline. The data contained within have been restated to reflect current boundaries. Consequently, these data do not match data submitted in previous Volumes for this measure.

[C] Increase in 2019 due to a growing embracement of social media as a legitimate means of communication by the public.

[D] This figure only includes interventions to up September, 2019 (Q3). Final quarter data are not available from Division.

[E] Data supplied by the Public Works Department.

[F] The total number of street lights have been dropping because of inconsistencies found in billing with Manitoba Hydro.

# Crime Prevention Performance Measurements

## Effectiveness Measurements

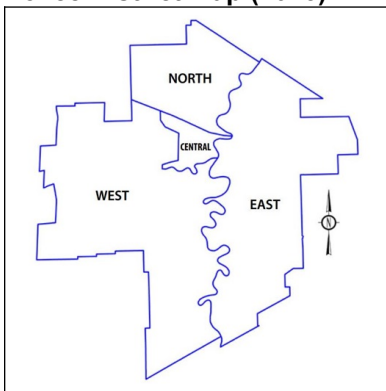
### Citizens' Total Feeling of Safeness by District and Time of Day [A]

District	Daytime 2013	Daytime 2015	Daytime 2017	Daytime 2019	Nighttime 2013	Nighttime 2015	Nighttime 2017	Nighttime 2019
Central (1)	89.0%	88.0%	92.0%	86.0%	44.0%	54.0%	50.0%	33.0%
West (2) [B]	98.0%	97.0%	98.0%	95.0%	79.0%	80.0%	79.0%	75.0%
North (3)	95.0%	95.0%	92.0%	86.0%	48.0%	58.0%	48.0%	44.0%
East (4)	98.0%	89.0%	97.0%	96.0%	70.0%	76.0%	76.0%	71.0%
District 6 [B]	97.0%	98.0%	n/a	n/a	83.0%	n/a	n/a	n/a

[A] Total "feeling of safeness" combines "very safe" and "reasonably safe" responses.

[B] In 2013, the WPS amalgamated Districts #2 and #6 into the West District. Caution should be exercised in interpreting the comparison data.

### Police District Map (2013)



# Traffic Safety and Enforcement

*Includes:*

- *Traffic Safety & Enforcement - Automated*
- *Traffic Safety & Enforcement - Officer*
- *Traffic Safety & Enforcement - Division*

## Description

To improve traffic safety through focusing efforts on enforcement and education.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

## Key Goals

1. Explore data driven approaches to traffic safety.
2. Set enforcement priorities.

## Service Level Statistics

Description	2017	2018	2019
<b>General Traffic Enforcement</b>			
Total Number of Traffic Stops	33,752	29,556	28,591
Highway Traffic Act Provincial Offence Notices Issued	45,803	N/A	41,557
Highway Traffic Act Warnings Issued	9,940	9,808	8,494
Percentage of Notices Issued	70.5%	N/A	72.9%
<b>Photo Enforcement</b>			
Reduced School Zone	50,125	41,784	41,793
All Other Zones	47,196	55,378	49,231
<b>Intersection Safety Cameras</b>			
Speeding	34,132	34,010	28,448
Red Light	10,154	9,856	9,520
<b>Criminal Code Driving Offences</b>			
Persons Charged with Impaired Driving	440	439	381
Persons Charged with Other Criminal Code Driving Offences	228	382	228
<b>Education</b>			
Number of Safe Driving Public Service Announcements	1,214	2,142	2,999

Note: Sources for Service Level Statistics:

Winnipeg Police Service Annual Statistical Reports

Winnipeg Police Traffic Division

Photo Enforcement Safety Program Annual Report: Just Slow Down

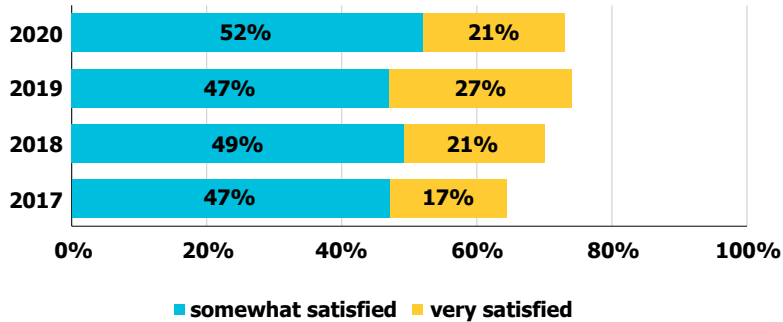
Due to changes in Provincial Regulations, Provincial-based Offences for 2019 are unavailable at time of printing

# Traffic Safety and Enforcement

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Enforcement of Traffic Laws

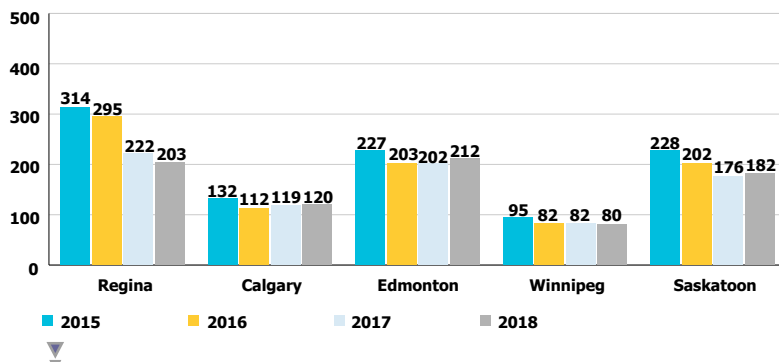


Citizen satisfaction regarding traffic enforcement has been slowly increasing over recent years and slightly decreased to 73% in 2020 compared to 74% in 2019. Survey data were collected from 600 Winnipeg residents from May 1 to May 20, 2020. Citizen satisfaction regarding traffic enforcement is highly variable, and is dependent upon enforcement campaigns, media exposure, etc.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	64%	64%	70%	74%	73%

Source: City of Winnipeg Annual Citizen Survey

#### Impaired Driving Charges per 100,000 Population



Winnipeg's impaired driving charges continue to be lower than those of other major prairie cities.

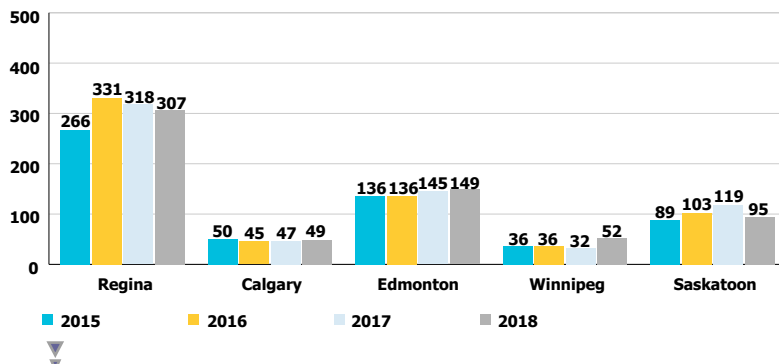
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Data for 2019 were not yet available at time of publication.

Source: Statistics Canada, Canadian Centre for Justice Statistics, Census Metropolitan Area (CMA) data.

# Traffic Safety and Enforcement

## Other Criminal Code Traffic Charges per 100,000 Population



Winnipeg's non-impaired criminal code traffic offences rates remain lower than those of other major prairie cities.

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Data for 2019 were not yet available at time of publication.

Source: Statistics Canada, Canadian Centre for Justice Statistics, CMA data.



# Fire and Rescue Response

## Includes:

- *Fire Investigation*
- *Fire Paramedic Response*
- *Fire Suppression and Life Rescue*
- *Specialty Rescue*

## Description

To provide quick, proficient, emergency and non-emergency fire suppression and rescue assistance to victims of fire, accidents, and other disasters or emergencies in order to prevent or minimize loss of life or property. This includes fire suppression, notification and evacuation of citizens, rescue services, including motor vehicle extrication, high angle, trench, water, and ice rescue, investigation and mitigation of carbon monoxide or other gas leaks, and other hazardous materials incidents.

Additional contributions include standby fire and rescue service at public events, support to public education programs, supplement fire inspection and by-law enforcement program, fire investigation services potentially leading to offender identification, arrest and/or counselling in regard to incidents of deliberately set fires and response to medical emergencies.

## Key Goals

1. Improve capacity to effectively respond to emergencies and disasters in a manner that is financially sustainable for the citizens of Winnipeg.
2. Invest in technology, equipment, and staff training to maximize safety for all emergency responders as well as the public.
3. Invest in technology, equipment, and staff training to protect the environment.
4. Ensure a respectful work environment and positive public image.

## Service Level Statistics

Description	2017	2018	2019
Total Fires	1,560	1,837	1,804
Alarm - No Fire	8,282	8,668	8,653
Gas/Odor/Hazardous Materials Emergencies	934	1,058	1,087
Miscellaneous Emergencies	4,668	5,024	5,476
Rescue Emergencies	193	210	197
Fire Investigations	359	365	422
Arson Determinations [A]	436	441	389
Emergency Medical Incidents - Fire Only Dispatched [B]	16,285	15,675	15,891
Emergency Medical Incidents-Ambulance+Fire Dispatched [B]	42,150	44,287	47,717
Fire Assisted Scheduled Inter-Facility Transfers	8	6	8

[A] Source: Winnipeg Police Service (WPS), based on all charges to a maximum of four.

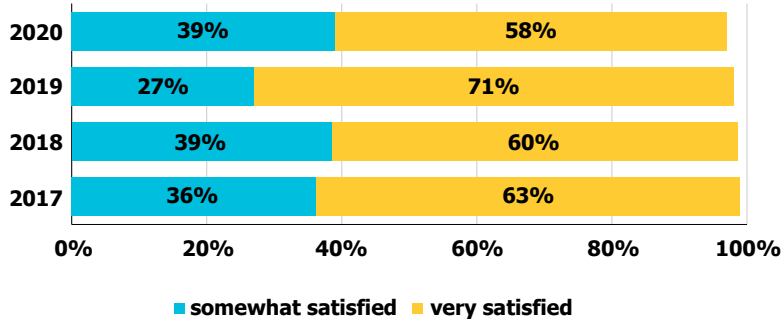
[B] This measure was previously reported under the Medical Response section.

# Fire and Rescue Response

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Fire Service Response to Fire Incidents

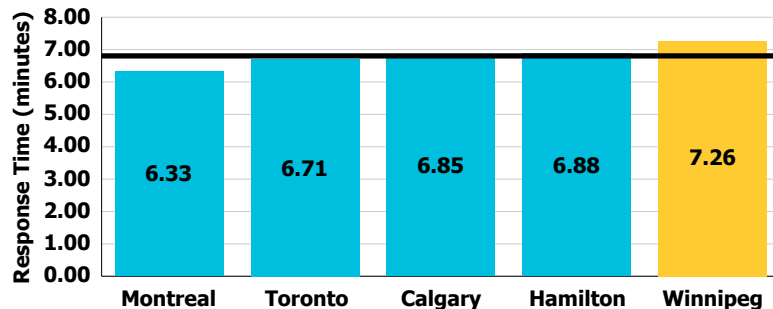


Citizen satisfaction with fire and rescue response to incidents remains high. Customer service remains a core focus for new employee orientations as well as part of continuing education programs for existing employees. New strategies are being implemented in fireground operations to continually improve life safety, property conservation, and incident stabilization.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	98%	99%	99%	98%	97%

Source: City of Winnipeg Annual Citizen Survey

#### Actual 90th Percentile Fire Station Notification Response Time (Minutes) (2018)

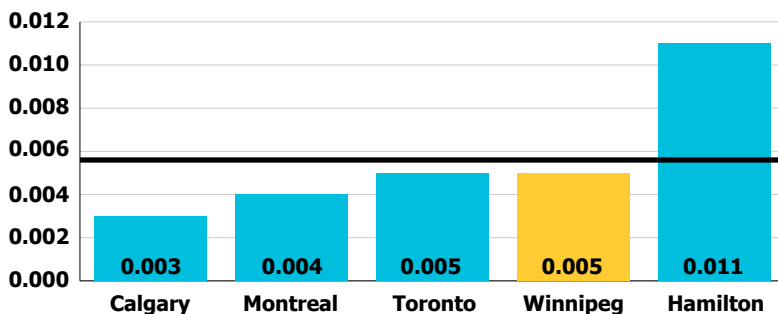


From the time a station is notified of an emergency call, a fire unit arrives at the scene in 7:07 or less (or 7.12 minutes), 90% of the time.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	6.92	6.85	6.95	7.12	7.26

Source: Municipal Benchmarking Network Canada (FIRE405)

#### Number of Residential Fire Related Fatalities Averaged Over 5 Years per 1,000 Persons (2018)



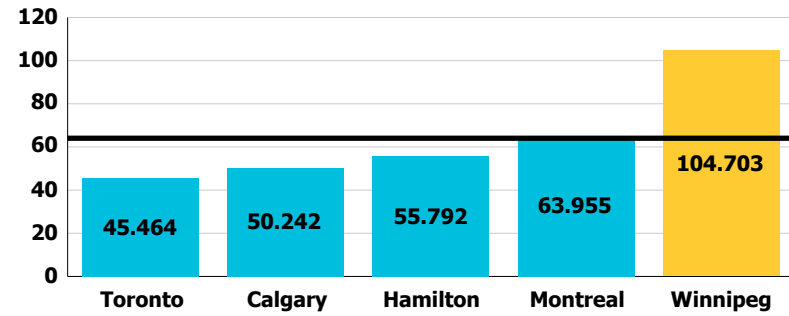
The trend in fire deaths remains consistent over time; the five-year average annual number of civilian fire deaths experienced is 3.6.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	0.007	0.006	0.006	0.005	0.005

Source: Municipal Benchmarking Network Canada (FIRE140, previously FIRE935M)

# Fire and Rescue Response

## Number of Unique Incidents Responded to by Fire Services per 1,000 Population (2018)



Winnipeg's fire service responds to more incidents than many other fire services due to the integrated service model that dispatches paramedic-staffed fire trucks to moderate the medical incident volume assigned to ambulance units.

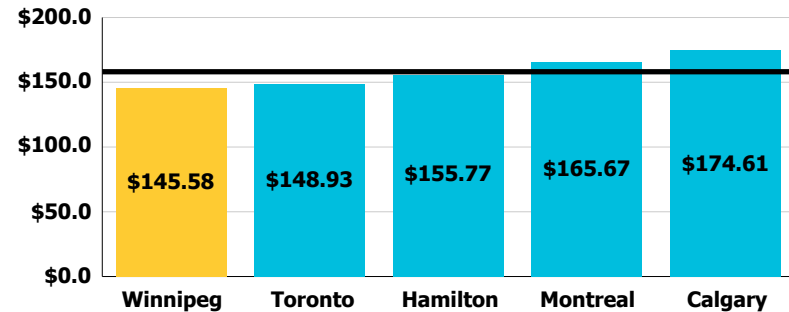
Thus this measure reflects the Fire Service involvement across both Fire and Rescue Response and Medical Response service areas.

	2014	2015	2016	2017	2018
Wpg. Trend	85.425	89.289	93.167	101.402	104.703

Source: Municipal Benchmarking Network Canada (FIRE240)

## Efficiency Measurements

### Fire Staffing Costs per Capita (2018)

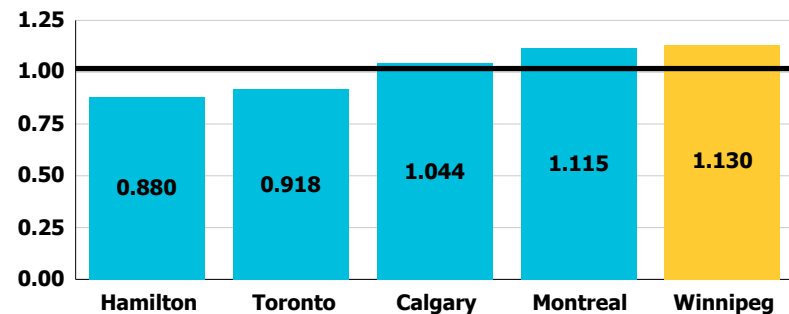


As Winnipeg's population grows, the overall per capita costs for fire protection remains stable.

	2014	2015	2016	2017	2018
Wpg. Trend	\$142.86	\$148.54	\$150.80	\$147.73	\$145.58

Source: Municipal Benchmarking Network Canada (FIRE220)

### Fire Suppression Staff per 1,000 Population (2018)



Winnipeg maintains a steady level of fire suppression staff. The decrease in rate from 2017 to 2018 is attributed to a population increase in 2017.

	2014	2015	2016	2017	2018
Wpg. Trend	1.173	1.185	1.158	1.135	1.130

Source: Municipal Benchmarking Network Canada (FIRE212)

# Fire and Injury Prevention

## Includes:

- Fire & Injury Prevention Education
- Fire Inspection

## Description

To reduce the incidence of illness, injury, death and property loss due to fire, accident or personal health by educating citizens regarding fire and life safety, and through the enforcement of the Manitoba Fire Code and the Fire Prevention By-law.

## Key Goals

1. Provide fire and life safety educational programming to citizens of all ages to help prevent fire and medical emergencies and reduce injury, death, and property loss.
2. Identify the need for, develop new educational programming, and deliver that programming to identified groups within our community.
3. Promote and participate in public safety initiatives with partner agencies.
4. Enforce structural fire and life safety standards through the provision of plan examination, building fire inspection services and enforcement.
5. Ensure the required maintenance of fire and life safety systems is conducted by qualified individuals through the ongoing licensing of service persons.
6. Regulate potentially hazardous activities to ensure they are conducted in an approved, and safe manner through permit processes.

## Service Level Statistics

Description	2017	2018	2019
Fire Prevention By-Law/Fire Code Inspections	10,210	10,836	11,115
Operations Inspections [A]	1,297	1,116	1,021
Permits Issued	254	311	339
Property File Searches/Plans Examined	1,019	890	921
Fire Code/By-Law Violations Cited	12,408	11,304	10,057
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	611	657	520
Fire Safety House	205	152	203
Other Community Events	161	112	123
Fire Safety Lectures/Presentations	209	184	211
Medical/Injury Prevention Lectures/Presentations	174	186	197
Youth Fire Stop	13	53	13
Career Symposiums	7	14	5
Evacuation Fire Drills	100	80	108
Fire/Paramedic Station Tours	159	154	129
Community Fire Prevention Partnership	309	1,648	600
Arson Prevention in Schools	35	45	11
Career Camps [B]		19	12
Community Education [B]		7	1

[A] In 2017, to support existing standards and practices, the frequency of fire inspections was updated from annually to once every 3 years.

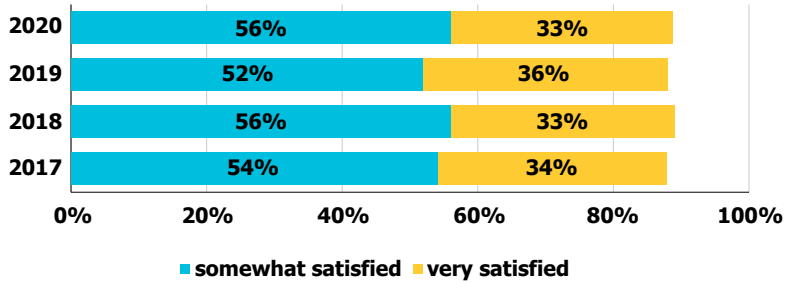
[B] Data collection began in 2018.

# Fire and Injury Prevention

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Fire and Injury Prevention Education

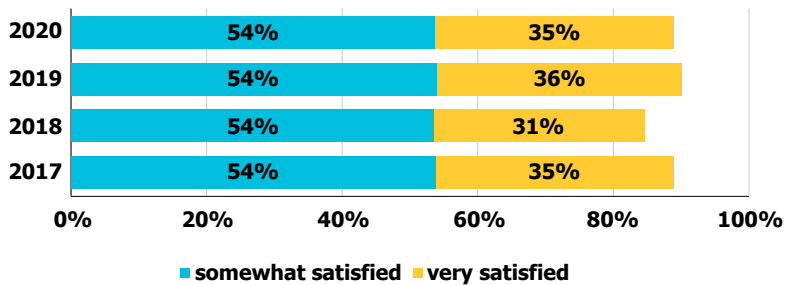


Citizens continue to be satisfied with efforts in fire and safety education.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	87%	88%	89%	88%	89%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with Safety of Existing Buildings Through Fire Inspections and Enforcement



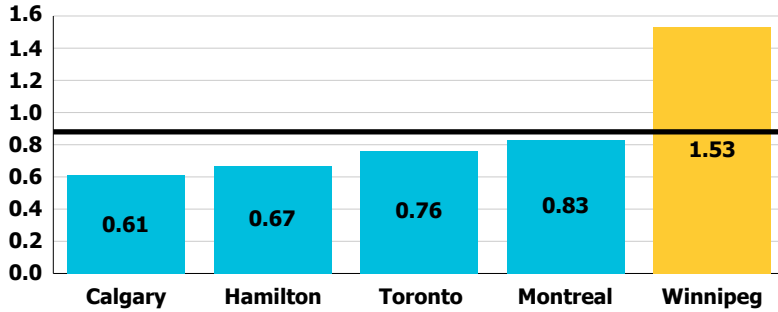
The survey results continue to indicate a high level of citizen satisfaction with the safety of existing buildings through fire inspections and enforcement.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	90%	89%	85%	90%	89%

Source: City of Winnipeg Annual Citizen Survey

# Fire and Injury Prevention

## Rate of Residential Structural Fires with Losses per 1,000 Households (2018)



Winnipeg continues to experience substantially more fires per household than any of our comparator cities. Winnipeg's diverse community faces a large number of socio-economic challenges. This combined with older housing stock results in a higher residential fire rate.

Wpg. Trend	2014	2015	2016	2017	2018
	1.36	1.43	1.23	1.34	1.53

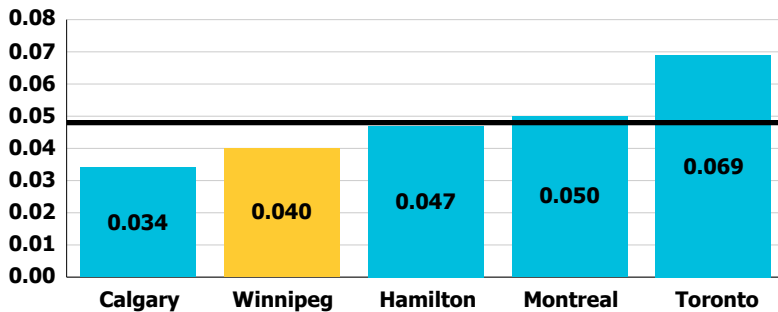
Source: Municipal Benchmarking Network Canada (FIRE115)

## Rate of Non-Residential Structural Fires with Losses per 1,000 Population (2018)

Wpg. Trend	2014	2015	2016	2017	2018
	n/a	n/a	n/a	0.170	0.176

## Efficiency Measurements

### Fire Prevention Staff per 1,000 Population (2018)



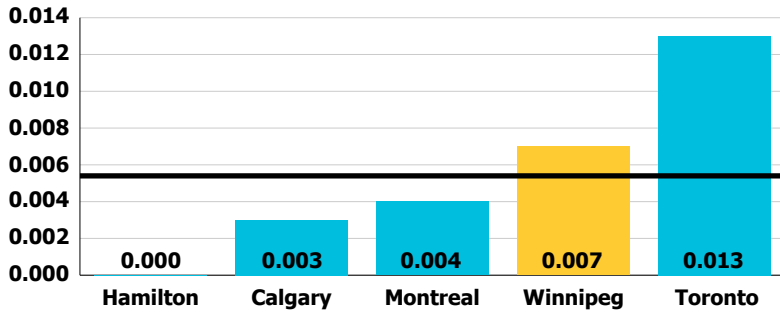
The number of Fire Prevention Staff per 1,000 population remains lower than three of the other comparator cities.

Wpg. Trend	2014	2015	2016	2017	2018
	0.028	0.029	0.034	0.032	0.040

Source: Municipal Benchmarking Network Canada (FIRE213)

# Fire and Injury Prevention

## Fire Education Staff per 1,000 Population (2018)



Public Education Branch events vary greatly from small events such as babysitter training courses and seniors' injury prevention courses, to medium-sized events such as school assemblies and fire drills, and large events such as the Children's Festival and Teddy Bears' Picnic. The Public Education Branch has included partnerships with other agencies as a strategy to minimize costs and increase audiences.

Wpg. Trend	2014	2015	2016	2017	2018
	0.007	0.007	0.007	0.007	0.007

Source: Municipal Benchmarking Network Canada (FIRE214)

# Medical Response

## Includes:

- *Community Paramedicine*
- *Emergency Ambulance*
- *Medical Transfers*

## Description

To provide quick, proficient primary response to all medical emergency situations, including the provision of pre-hospital patient care, patient transport to hospital, patient transfer services between facilities, and standby at critical police and fire rescue incidents, and special events.

## Key Goals

1. Improve capacity to effectively respond to medical emergencies in a manner that is financially sustainable for the citizens of Winnipeg.
2. Improve quality of medical service provided.
3. Expand the quality improvement process to quantify and improve customer satisfaction.
4. Pursue partnerships to enhance delivery of medical service.
5. Ensure a respectful work environment and positive public image.

## Service Level Statistics

Description	2017	2018	2019
Emergency Medical Incidents-Total Ambulance Dispatched	64,418	67,679	73,420
Emergency Medical Incidents-Ambulance Only Dispatched	22,268	23,392	25,703
Emergency Medical Incidents-Ambulance & Fire Dispatched	42,150	44,287	47,717
Scheduled Inter-facility Transfers-Total Dispatched	6,414	6,104	6,098
Emergency Patient Transports	51,770	53,194	55,607
Patients Assessed or Treated at Scene (not transported)	25,712	26,340	27,246
Total Patient Contacts (no Community Paramedicine)	81,967	83,794	86,769
Patient Contacts per Thousand Population	109.4	111.2	113.6
Main Street Project Patient Contacts	13,948	13,547	14,062
Community Paramedicine Patient Contacts (EPIC) [A] [B]	1,421	1,254	1,261

[A] EPIC = Emergency Paramedics in the Community program

[B] 2017 and 2018 values restated; newly available database has allowed for collection of more accurate values.

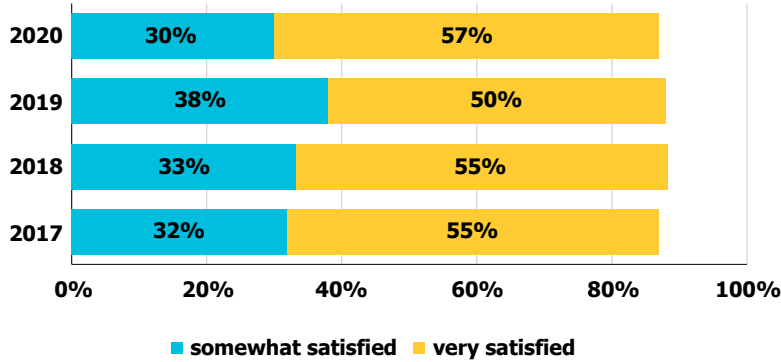


# Medical Response

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Emergency Response Capability for Medical Emergencies (respondents who used service)



Citizen satisfaction with medical response to incidents remains high. Customer service remains a core focus for new employee orientations as well as part of continuing education programs for existing employees.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	84%	87%	88%	88%	87%

Source: City of Winnipeg Annual Citizen Survey

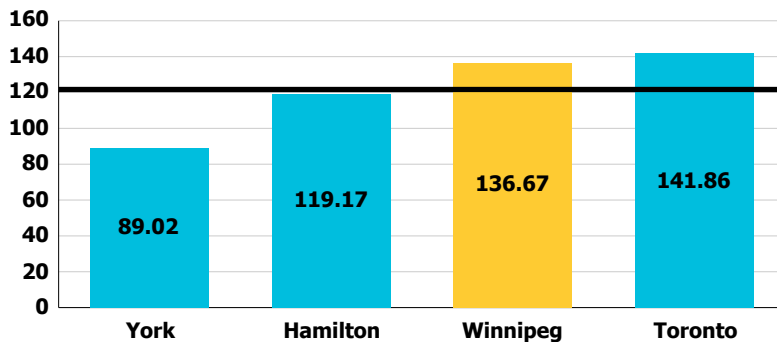
#### 90th Percentile Response Time

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	7.67	7.88	8.17	8.18	8.55

In 2019, from the time of unit notification of an emergency call, a paramedic-staffed unit arrives at the scene in 8:33 or less (or 8.55 minutes), 90% of the time.

Winnipeg's integrated service delivery model that dispatches paramedic-staffed fire trucks and/or ambulances to medical incidents continues to provide fast response times.

#### Total Emergency Medical Service Responses per 1,000 Population (2018)



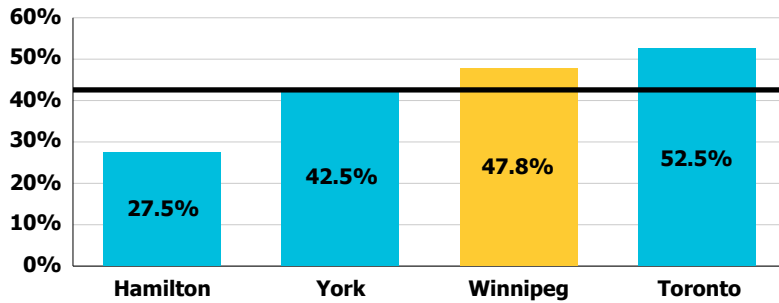
In 2018, the Winnipeg Fire Paramedic Service responded to 136.67 medical incidents for every 1,000 citizens.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	120.76	120.26	123.41	132.58	136.67

Source: Municipal Benchmarking Network Canada (EMDS229)

# Medical Response

## Percent of Ambulance Time in Excess of Standard 30 Minutes Lost to Hospital Turnaround (2018)



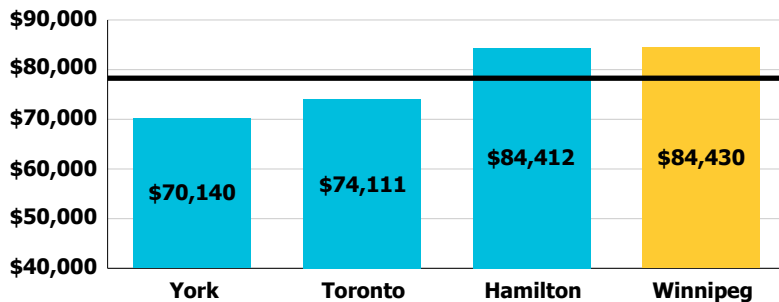
	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	60.7%	57.3%	54.5%	52.2%	47.8%

Source: Municipal Benchmarking Network Canada (EMDS155)

For each emergency patient transport to hospital, 47.8% of the time the unit is out of service at hospital on that call for more than 30 minutes after arrival at hospital. This is due to the hospitals' capacity to accept patients in a timely manner. Winnipeg Fire Paramedic Service and the Winnipeg Regional Health Authority continue to work on strategies to address these issues.

## Efficiency Measurements

### Emergency Medical Service Operating Cost per 1,000 Population (2018)

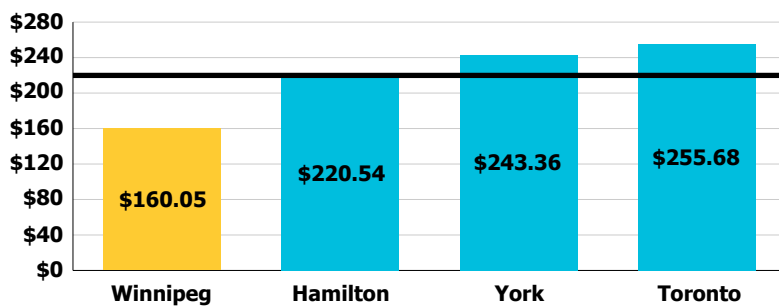


	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$74,032	\$75,374	\$77,111	\$78,427	\$84,430

Source: Municipal Benchmarking Network Canada (EMDS256)

The cost per capita for Emergency Medical Services increased in 2018. Increase due to a combination of an increase in salaries, allocated departmental costs, provision for bad debt, and worker's compensation unfunded liability.

### Emergency Medical Service Operating Cost per Weighted Vehicle In-Service Hour (2018)



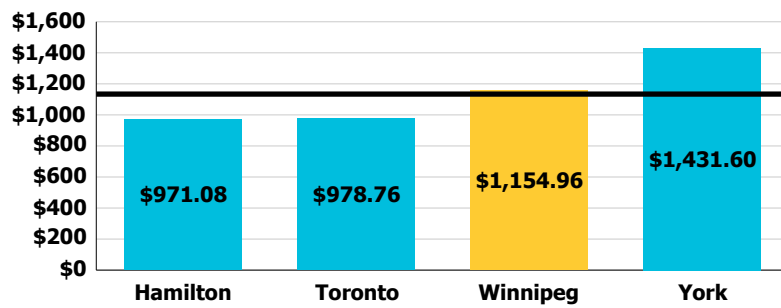
	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$130.00	\$137.00	\$145.10	\$147.74	\$160.05

Source: Municipal Benchmarking Network Canada (EMDS306)

Winnipeg's integrated fire paramedic service delivery model accounts for the marked differences from other municipalities.

# Medical Response

## Emergency Medical Service Total Cost per Patient Transported (2018)



Increase due to a combination of an increase in salaries, allocated departmental costs, provision for bad debt, and worker's compensation unfunded liability.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$995.92	\$1,028.63	\$1,066.46	\$1,056.36	\$1,154.96

Source: Municipal Benchmarking Network Canada (EMDS321T)

# Emergency Management

## Description

To provide a prompt and coordinated response by the City of Winnipeg to major peacetime disasters by:

- Minimizing the impact of an emergency or disaster on the City of Winnipeg.
- Protecting and preserving the health and property of the citizens of Winnipeg.
- Maintaining and restoring essential services during an emergency or disaster.
- Building resilient communities through sustainability, business continuity and enhanced recovery programs.

This service was formerly known as Disaster Preparedness and Response.

## Key Goals

1. Prepare and test plans and strategies for new and emerging health risks and hazards.
2. Develop new and/or enhance current partnerships with other levels of government, authorities and community agencies.
3. Enhance the City's emergency plan to be more responsive to the needs of at risk populations (e.g. disabled, seniors, and children) and geographic communities and stakeholders within Winnipeg.
4. Provide emergency management education and training to staff, partnering agencies, and the general community.

## Service Level Statistics

Description	2017	2018	2019
OEM Presentations/Consultations Delivered	21	16	2
OEM Disaster Management Training Sessions Delivered	9	4	4
OEM Individuals Trained [A]	150	83	122
OEM Exercises (internal and with stakeholders)	6	5	4
OEM Notifications and Threat Assessments [B]	n/a	12	1
EOC / Multiple Department Activation	2	4	4
EOC Days Activated	14	4	9

\* OEM - The Office of Emergency Management  
EOC - Emergency Operating Centre

[A] Comprised of both City staff and external organizations.

[B] Data collection began in 2018.

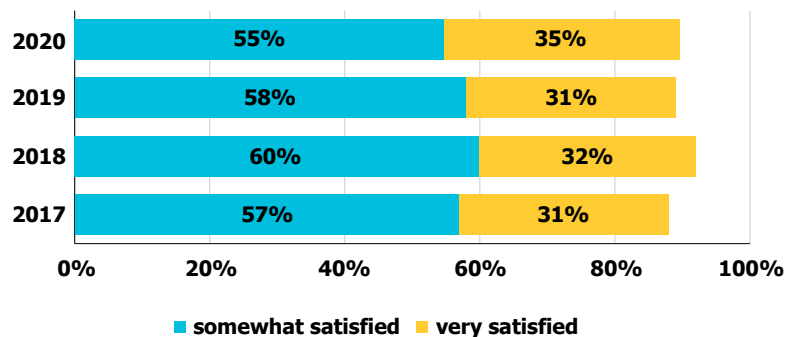
# Emergency Management

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Level of City Preparedness, Ability to Respond, and Assist Residents (Natural and Human-Caused Disasters)

Citizen satisfaction remains high with about 90% of citizens satisfied with disaster planning and response for emergencies like floods, tornadoes, train or airplane incidents.



	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	87%	88%	92%	89%	90%

Source: City of Winnipeg Annual Citizen Survey

#### Number of City Staff Trained to Work within the Emergency Operation Centre (EOC)

The Office of Emergency Management is developing and partnering to provide targeted courses to enhance the number of City staff trained to work within the emergency response during a disaster event.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	n/a	n/a	17	40	57

#### Number of Mock or Real Emergency Responses

Actions	2015	2016	2017	2018	2019
Number of Emergency Exercises	6	12	6	5	4
Number of EOC Events	3	5	2	4	9
Number of EOC Operational Days	11	5	14	4	9

The City continues to stage several mock disasters/exercises each year including partner agencies to ensure inter-agency awareness and effective working relationships are in place. Real emergencies provide a practical application of the working knowledge and relationships developed during these exercises.

# Emergency Management

## Efficiency Measurements

### Office of Emergency Management (OEM) Operating Cost per Capita

	2015	2016	2017	2018	2019
Wpg. Trend	\$0.44	\$0.37	\$0.37	\$1.36	\$1.18

This includes expenditures related to emergency management, the Emergency Operating Centre and the Public Information Officers.

# Recreation

## Includes:

- Arenas
- Aquatic Services
- Recreation Services
- Community Centres

## Description

Provide high quality aquatics, recreation and leisure opportunities/programs in order to enhance life skills, community leadership development and overall safety and well-being for citizens in our neighbourhoods.

Includes the administration of the Community Centre Renovation Grant Program to support repairs, upgrades, retrofits, safety improvements, and renovation projects at City of Winnipeg community centre facilities.

## Key Goals

1. Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
2. Provide leadership and support the work of other service providers to build the foundation for quality of life and to promote a safe and healthy community.
3. Provide recreation services by collaborating and leveraging resources through partnerships.
4. Provide equitable opportunities to participate in recreation programs and services.
5. Provide meaningful and relevant recreational opportunities to increase the participation of Indigenous youth in City of Winnipeg services.
6. Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.
7. Provide safe and healthy environments in the delivery of programs conducive to an enjoyable experience and personal well-being.

## Service Level Statistics

Description	2017	2018	2019
% of Prime Time Ice Sold in the Regular Season	82%	85%	81%
Number of Paid Aquatics Courses	8,333	7,788	8,498
Number of Recreation and Leisure Paid Courses	3,431	3,538	3,518
Number of Hours of Recreation & Leisure Paid Courses [A]	34,681	36,845	35,029
Number of Registered Course Subsidies Issued [B]	2,365	3,065	3,861
Number of Facility Pass Subsidies Issued [B]	4,288	5,161	6,534
Number of Public Swim Visits to Outdoor Pools [C]	155,967	151,073	129,297
Participation Visits to Recreation, Leisure & Free Swim Programming [D]	257,028	239,121	252,855
Number of Hours of Wading Pool Free Programming	21,331	22,483	21,739
Number of Hours of Spray Pad Free Programming [E]	21,186	23,947	22,700
Number of Recreation Grants Administered	7	7	7
Value of Recreation Grants Administered	\$2,130,014	\$2,157,374	2,217,374

[A] Excludes Aquatics and Leadership Development.

[B] Promotion of Recreation & Aquatics Fee Subsidy Program introduced in March 2016.

[C] Outdoor pool attendance is subject to weather conditions. In 2019, the number of outdoor pools was reduced from 10 to 9.

[D] Total Free Public Skate & Free Youth and Children Drop-In Visits.

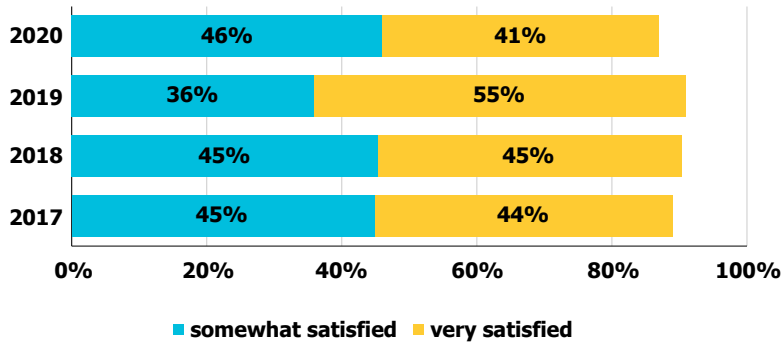
[E] Decrease in 2019 due to spray pad mechanical failure.

# Recreation

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with City-Operated Recreation Programs

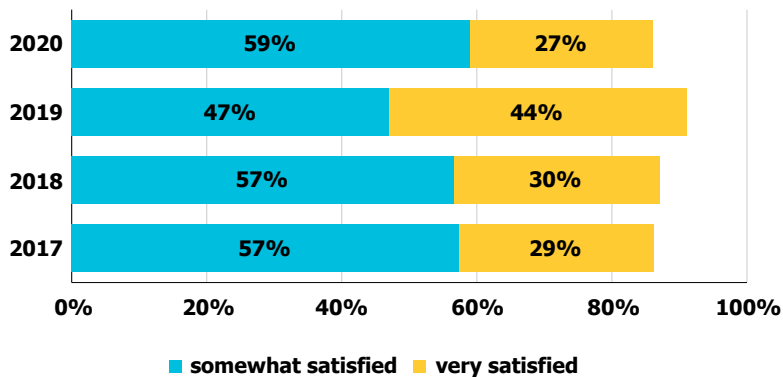


In 2020, 87% of citizens who participated in recreation programs were satisfied with the programs offered by the City (e.g. swimming lessons, Learn to Skate, or other Leisure Guide programs).

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	90%	89%	90%	91%	87%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use City recreation facilities, 86% of citizens surveyed were either somewhat satisfied or very satisfied with the condition of recreation facilities in 2020. This represents a decrease since 2019 when 91% were either somewhat satisfied or very satisfied.

This question refers to City of Winnipeg managed facilities only and does not include community centre facilities.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	82%	86%	87%	91%	86%

Source: City of Winnipeg Annual Citizen Survey

#### Number of Registrants per 1,000 Population

Program	2015	2016	2017	2018	2019
Aquatics	47.98	46.94	49.09	44.36	51.96
Learn to Skate	8.35	8.71	9.04	9.25	10.13
Recreation and Leisure (other)	29.44	28.65	29.25	29.61	31.34

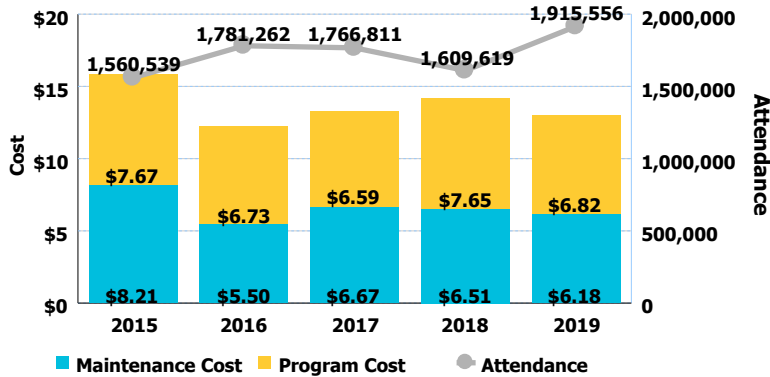
This measurement represents the number of registrants for paid programming only and does not include free programming participants. Recreation and Leisure excludes Aquatics and Learn to Skate.



# Recreation

## Efficiency Measurements

### Cost per Aquatic Attendee - Indoor Pools

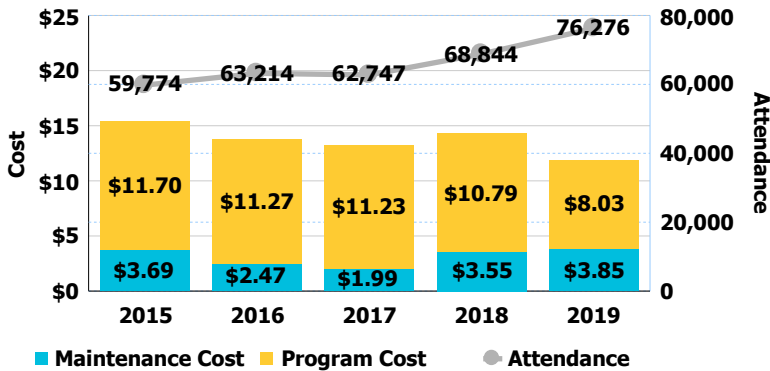


Attendance includes public swim visits, drop-in visits, rentals/permitted visits and registered aquatic program visits.

Attendance in Recreation facilities and programs overall continues to grow. In 2019 while costs increased as a result of increased maintenance and an increase in allocation of internal costs due to an internal Department restructure, an increased number of attendees results in a lower cost per attendee.

Costs include programming, facility maintenance and allocations from Community Services Department's internal support divisions (Finance and Administration, Human Resources, Strategic Management and Business Support Services, and Information Services).

### Cost per Learn to Skate Attendee

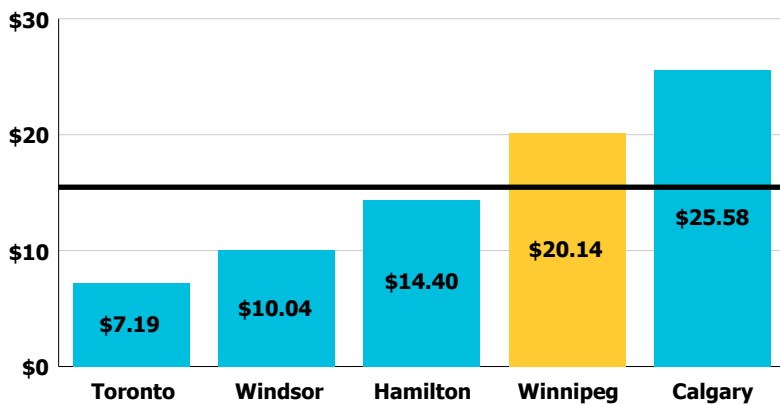


An individual is counted as an attendee every time they attend an arena for Public Service operated skating lessons.

Attendance in Recreation facilities and programs continues to grow. An increase in the number of attendees and reduced total costs in 2019 due to a decrease in allocation of internal costs from a divisional restructure has resulted in a lower cost per attendee.

Costs include programming, facility maintenance and allocations from Community Services Department's internal support divisions (as noted above).

### Total Cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage (2018)



Total cost for recreation programs and recreation facilities includes operating costs for registered and non-registered recreation programs and operating costs for recreation facilities, including arenas, community centres, fitness centres, indoor and outdoor pools, wading pools and spray pads.

Operating costs increase annually for inflation related to repairs, maintenance, utilities and operating supplies as well as negotiated increases for salaries and benefit costs related to programming and maintenance staff.

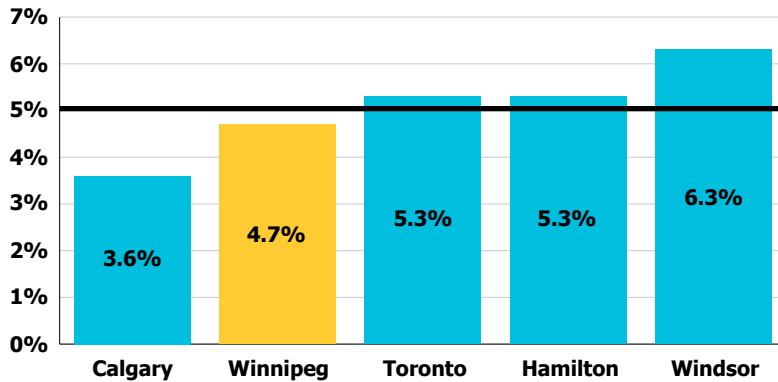
The average of the comparable cities reported is \$15.47.

	2014	2015	2016	2017	2018
Wpg. Trend	\$13.71	\$15.95	\$17.33	\$18.53	\$20.14

Source: Municipal Benchmarking Network Canada (SREC310T)

# Recreation

## Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population (2018)



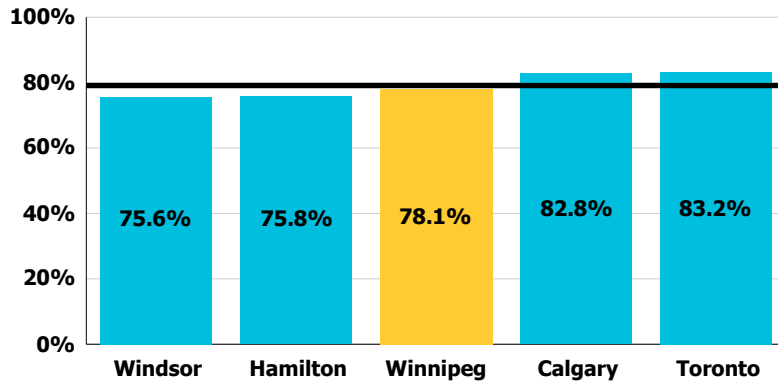
This measure covers only the City-operated registered component of sports and recreation users, and does not include the City-operated non-registered programs and private service provider programs. Program interest and user fees may influence registration.

The average of the comparable cities reported is 5.1%.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	4.7%	4.6%	4.6%	4.6%	4.7%

Source: Municipal Benchmarking Network Canada (SREC140)

## Utilization Rate for Directly Provided Registered Programs (2018)



This measure shows utilization rate for registered programs delivered by municipal staff.

The average of the comparable cities reported is 79.4%.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	75.2%	76.9%	74.8%	76.4%	78.1%

Source: Municipal Benchmarking Network Canada (SREC410)

# Recreation

## Performance Measurements

### Recreation Facility Costs

Arenas	2017	2018	2019
Facility Costs	\$3,596,261	\$3,697,006	\$4,121,954
No. of Facilities	12	12	12

Aquatic Services	2017	2018	2019
Facility Costs	\$12,311,312	\$13,421,663	\$14,027,159
No. of Facilities	125	125	123

Recreation Services	2017	2018	2019
Facility Costs	\$1,204,361	\$1,177,874	\$1,388,451
No. of Facilities	13	13	13

Community Centres	2017	2018	2019
Facility Costs*	\$6,768,305	\$6,902,111	\$6,994,054
No. of Community Centres	63	63	63

\* Includes the maintenance provided by Municipal Accommodations and the Universal Funding Formula Grants provided to the community centres intended for building maintenance.

Recreation facility costs represent basic maintenance for recreation facilities, such as utilities, labour and materials, to provide a given level of service. Facility maintenance costs are still incurred while facilities are closed for refurbishment or renovations.

Facility costs represent operating expenses and do not include any capital investment funding.

Community centre facilities are owned by the City of Winnipeg, but operated/managed by the community via volunteer-run boards.

# Parks and Urban Forestry

## Includes:

- Park Grass Maintenance
- Park Amenity Maintenance
- Athletic Field Maintenance
- Park Pathway Maintenance
- Park Planning / Development
- Tree Planting
- Tree Pruning & Removal (non-DED)
- Dutch Elm Disease Control (DED)
- Weed Control
- Natural Areas Management
- Playground Management
- Winter Amenity Maintenance
- Boulevard Maintenance

## Description

To develop, operate, maintain and preserve all parks and open spaces to promote vibrant, healthy communities while fostering environmental stewardship.

This service includes park, boulevard, and open space maintenance; litter collection; athletic field maintenance; pathway maintenance; park planning and development (shared with Planning, Property and Development); tree planting, pruning, removal; Dutch Elm Disease control (inspection, removal, disposal, public education); Emerald Ash Borer Management; weed control (inspection, serving of weed notices); natural areas management (replanting of native species, controlled burns, native and invasive species monitoring, education); playground equipment inspection and repair; and winter amenity maintenance (knock-down hockey rinks, pleasure skating rinks/ponds, toboggan slides/hills, park pathway snow clearing, cross-country ski trails and speed skating oval maintenance).

## Key Goals

1. Maintain and improve parks, athletic fields, playgrounds and related amenities to meet community leisure needs and interests.
2. Provide natural environment and conservation education.
3. Preserve and enhance natural areas across the City's park and open space system.
4. Protect and enhance the urban forest through effective tree care practices and replacement planting.
5. Invest strategically in new and existing infrastructure.

## Service Level Statistics

Description	2017	2018	2019
Total hectares of parks and open spaces [A]	3,610	3,615	3,592
Hectares of park, boulevard and athletic field turf mowing [A]	2,325	2,275	2,254
Park pathways/walkways maintained (linear km) [A]	280	284	286
Number of environmental program participants	5,427	5,020	5,436
Number of ecologically significant natural areas	476	479	495
Number of athletic fields in Parks and Open Spaces [A]	665	667	668
Number of boulevard and park trees [B]	304,530	302,986	299,798
Number of trees planted [B] [C]	2,448	2,586	1,434
Number of DED trees and non-DED trees removed [B] [D]	6,575/2,093	9,031/2,894	6,093/3,301
Number of trees pruned [B] [D]	11,154	12,395	9,751
Number of playground equipment sites inspected and maintained [A]	499	501	505
Number of 311 Service Requests [D] [E]	14,650	15,778	23,318
Number of Park Projects (New / Completed)	12 / 36	60 / 50	39 / 54

[A] Source: Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

[B] Source: Urban Forestry Tree Inventory.

[C] Significant decrease in plantings is a result of funding reallocations towards tree health management

[D] Significant changes in 2019 related to the major October 2019 storm.

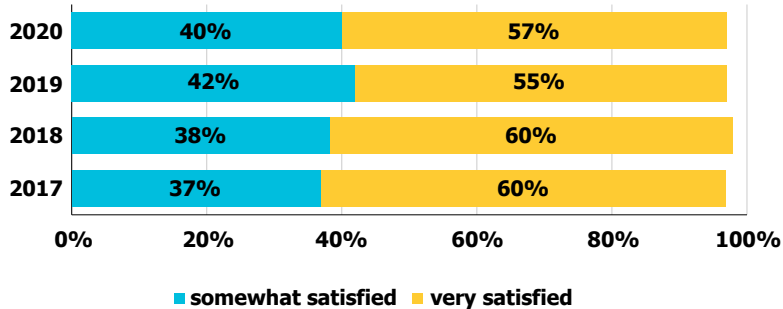
[E] Source: 311 Annual Reports. Does not include Insect Control.

# Parks and Urban Forestry

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Condition of Major Parks (e.g. St. Vital or Kildonan)

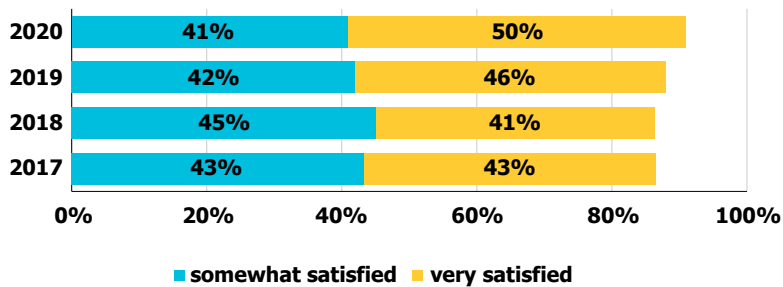


97% of citizens who have used the City's major parks were either somewhat satisfied or very satisfied in 2020.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	96%	97%	98%	97%	97%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with Condition of Local Parks in Your Neighbourhood



91% of respondents were somewhat satisfied or very satisfied with the condition of local parks in their neighbourhoods. This has remained relatively constant over the last five years.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	88%	86%	86%	88%	91%

Source: City of Winnipeg Annual Citizen Survey

#### Percentage of Trees Pruned Annually

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	6.0%	4.5%	4.0%	4.0%	3.3%

Winnipeg pruned 9,751 of 299,798 trees in the urban forest in 2019. The industry best practice is 14%.

Since 2015, more resources have been reallocated to Dutch elm disease management as cases of the disease have increased significantly. Responses to invasive pests such as Emerald ash borer (detected in 2017) and cottony ash psyllid have also increased the reallocation of resources. The emergency response to the unprecedented winter storm of October 2019 further contributed to the pruning decrease in 2019.

# Parks and Urban Forestry

## Performance Measurements

### Tree Pruning Cycle

	2015	2016	2017	2018	2019
Wpg. Trend	17.0	22.2	27.3	26.5	31.0

The 2019 tree pruning cycle is represented as 1 in 31 trees pruned. The pruning cycle in 2015 represents an adjustment from estimated to actual number of trees, confirmed by the release of the Urban Forestry Tree Inventory. Increases since 2016 reflect reallocation of funding and resources from the tree pruning program to Dutch Elm Disease and Emerald Ash Borer Management, respectively.

### Parks Mowing Cycles

	2015	2016	2017	2018	2019
Wpg. Trend	n/a	n/a	n/a	15.0	15.0

The average mowing cycle in 2019 remained at 1 in 15 days. The Parks mowing cycle data collection process was first implemented in 2018.

### Number of Pleasure Rinks

	2015	2016	2017	2018	2019
Wpg. Trend	43	43	41	38	37

The number of pleasure rinks does not include skating ponds at Kilcona Park, St. Vital Park, or Kildonan Park. The number of pleasure rinks has declined since 2015.

### Number of Knockdown Rinks

	2015	2016	2017	2018	2019
Wpg. Trend	24	23	15	14	13

Knockdown rinks are installed and removed seasonally throughout the City. The values shown include knockdown rinks installed at Community Centres. The decrease in this type of skating surface is correlated to a trending decrease in demand and usage.

# Parks and Urban Forestry

## Performance Measurements

### Length of Cross-Country Ski Trails - kms

	2015	2016	2017	2018	2019
Wpg. Trend	n/a	22.84	24.29	24.29	23.57

The available kilometres of cross-country ski trails has remained relatively consistent in the last few years. Slight decrease in 2019 is due to removal of some trails in St. Vital Park.

---

### Number of Pickle Ball Courts

	2015	2016	2017	2018	2019
Wpg. Trend	31	33	43	44	47

The popularity of the sport of pickle ball has increased significantly over the last few years. The number of pickle ball courts available to the public has increased year over year to meet the increased public demand.

---

### Number of Tennis Courts

	2015	2016	2017	2018	2019
Wpg. Trend	117	117	111	110	110

The net number of tennis courts varies from year to year, and reflects both old courts taken out of service and the commissioning of new courts.

---

### Number of Fitness Parks

	2015	2016	2017	2018	2019
Wpg. Trend	10	11	16	20	20

The total number of fitness parks has doubled since 2015. The value shown represents individual areas with fitness stations, fitness trails or fitness equipment structures.

# Parks and Urban Forestry

## Performance Measurements

### Number of Toboggan Slides

	2015	2016	2017	2018	2019
Wpg. Trend	19	19	20	24	24

The values include built structures and designated hills. The number of toboggan slides in parks has increased since 2015.

---

### Number of Fields Aerated (visited)

	2015	2016	2017	2018	2019
Wpg. Trend	1,194	1,690	1,393	1,727	1,502

The number of athletic fields aerated each year varies. If operationally possible, fields are visited more than once annually, making the number of visits higher for aeration than for fertilization and top dressing.

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### Number of Fields Top Dressed (visited)

	2015	2016	2017	2018	2019
Wpg. Trend	661	652	656	664	680

The number of athletic fields top dressed each year has remained relatively consistent.

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### Number of Fields Fertilized (visited)

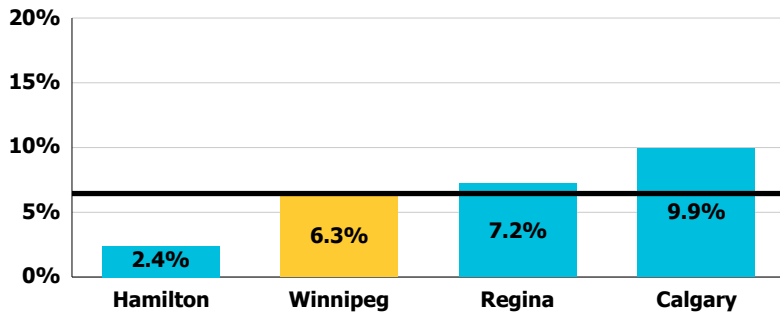
	2015	2016	2017	2018	2019
Wpg. Trend	799	772	772	768	782

The number of athletic fields fertilized has remained relatively consistent.



# Parks and Urban Forestry

## All Parkland in Municipality (Maintained and Natural) as a Percent of Total Area of Municipality (2018)

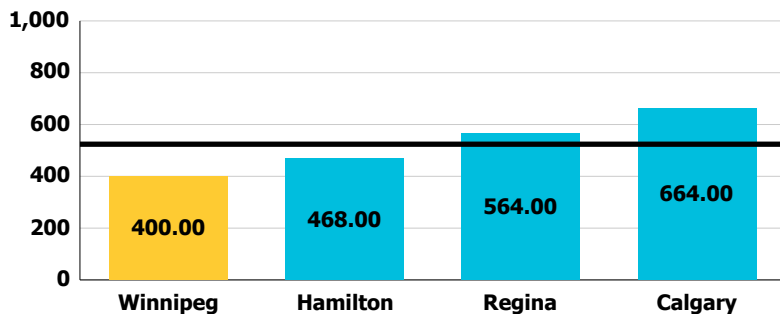


Winnipeg is just slightly below the 2018 average of 6.6%. The 6.6 % average is calculated from values reported by 11 major cities across Canada in the Municipal Benchmarking Network Canada.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	6.1%	6.2%	6.2%	6.4%	6.3%

Source: Municipal Benchmarking Network Canada (PRKS125)

## Hectares of Maintained and Natural Parkland per 100,000 Population (2018)

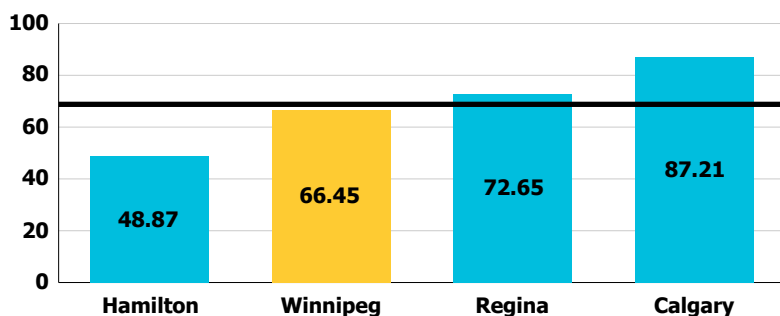


Winnipeg is below the 2018 average of 564 hectares per 100,000 population. The population of Winnipeg continues to increase, which has resulted in a downward trend.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	412.00	410.00	399.00	403.00	400.00

Source: Municipal Benchmarking Network Canada (PRKS205; PRKS210; PRKS215)

## Number of Playground Sites per 100,000 Population (2018)



Winnipeg is just below the 2018 average of 70.67 playground sites per 100,000 population when compared alongside other major Canadian cities.

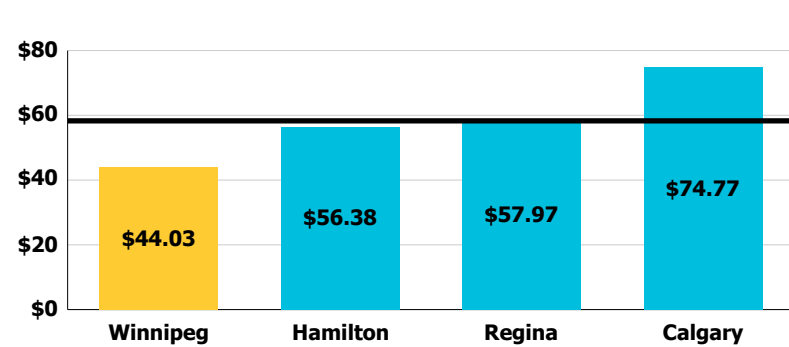
	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	72.07	71.17	68.61	66.53	66.45

Source: Municipal Benchmarking Network Canada (PRKS260)

# Parks and Urban Forestry

## Efficiency Measurements

### Operating Cost of Parks (Maintained and Natural) per Capita (2018)

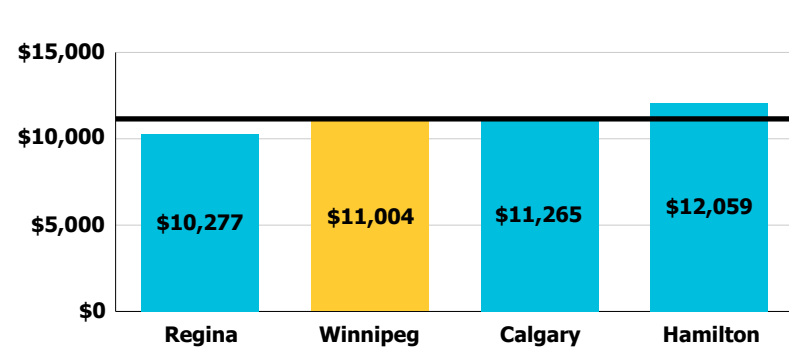


Winnipeg is below the 2018 average operating cost of \$64.38 per person when compared alongside other major Canadian cities.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$36.88	\$40.72	\$39.51	\$40.94	\$44.03

Source: Municipal Benchmarking Network Canada (PRKS230)

### Operating Cost per Hectare of Maintained and Natural Parkland (2018)



Winnipeg's calculated value is exactly equal to the 2018 average operating cost of \$11,004 per hectare when compared alongside other major Canadian cities.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$8,947	\$9,934	\$9,905	\$10,148	\$11,004

Source: Municipal Benchmarking Network Canada (PRKS315)

# Community Liveability

## Includes:

- Community By-law Enforcement
- Vacant Building Enforcement
- Community Development
- Community Crisis Response
- Community Grants
- Bicycle Recovery

## Description

Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community including:

- Community By-law Enforcement Services - promoting neighbourhood liveability by regulating housing and property standards on all properties, with a specialized focus on vacant buildings.
- Business Licensing (Doing Business in Winnipeg By-law).
- Community Development - working collaboratively with stakeholders to improve the capacity, safety and well-being of the community.
- Crisis response coordination - connecting citizens to available services as required in relation to mandated city services.
- Critical support services for citizens during local emergencies (24 hours a day, seven days a week).
- Administration of grants to community organizations in support of safe and healthy neighbourhoods, including the Community Incentive Grant Program.
- Administration of a bicycle recovery program.

## Key Goals

1. To continue to build and enhance performance measurement/accountability systems in order to improve service quality, operational due diligence, and customer service.
2. To continue to build on the success of our community-based civic engagement model to strengthen partnerships and increase community capacity.
3. To continue to deliver a coordinated, integrated, and seamless service response to address community needs and priorities that contribute to building healthy communities.
4. To continue to deliver an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

## Service Level Statistics

Description	2017	2018	2019
No. of Service Requests [A]	12,703	14,478	23,053
No. of Service Requests per By-Law Officer	652	712	1,048
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits [A]	24,715	26,469	35,727
No. of Vacant Buildings as at January 1	536	536	470
No. of Vacant Buildings Added to List During the Year	235	199	376
No. of Vacant Buildings Removed from List During the Year	235	265	253
No. of Vacant Buildings as at December 31	536	470	593
No. of Compliance Orders Issued [A]	4,955	6,848	10,736
No. of Offence Notices Served (Tickets) [A]	290	1,950	4,314
No. of Property Clean-Ups Conducted by the Public Service	540	587	987
No. of Business Types Regulated	15	15	15
No. of Business Licenses Issued	918	894	878
No. of Crisis Response/Resource Connection/Information Referrals Responded to	246	297	406
No. of Emergencies Responded/No. of Individuals Impacted	14 / 538	14 / 170	14/249
No. of Community Grants Administered [B]	20	18	17
Value of Community Grants Administered [B]	\$1,622,037	\$1,577,039	\$1,077,039
No. of New Bike Registrations [C]	510	2,451	2858

[A] Fluctuations in numbers can be attributed to a combination of increased public complaints and activism, and improved business efficiencies.

[B] Excludes Community Incentive Grant Program (CIGP).

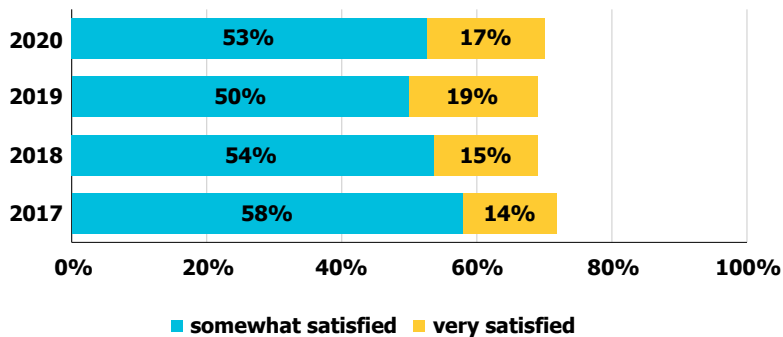
[C] The new online bike registry launched in April 2018.

# Community Liveability

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Efforts to Ensure Residential Property Standards are Met Through Inspections



In 2020, 70% of citizens indicated that they were satisfied with the efforts to ensure residential property standards are met through inspections.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	73%	72%	69%	69%	70%

Source: City of Winnipeg Annual Citizen Survey

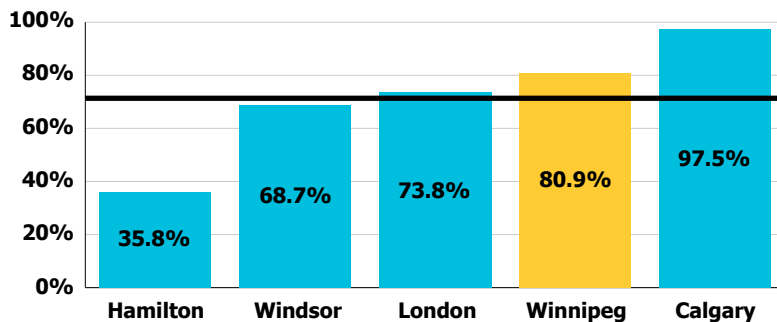
#### Average Number of Working Days to Respond to a Public Request for Service

Program	2015	2016	2017	2018	2019
Neighbourhood Liveability Program	16.0	12.0	20.0	24.0	13.9
Vacant Building Program	13.0	11.0	13.0	17.0	6.6
Vegetation Program	4.0	3.0	24.0	18.0	7.0

The average number of days to respond to a complaint is affected by multiple factors including staffing levels, the number of high priority calls received, complexity of investigations as well as prioritizing compliance inspections.

The decrease in 2019 is based on efficiencies to internal business processes; not an increase of staff.

#### Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws (2018)



This measure shows the percentage of complaints that do not require follow-up enforcement (legal action or prosecution). Noise refers to mechanical noise only.

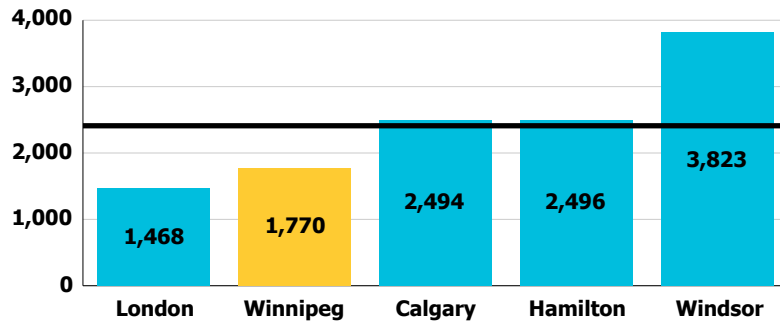
The average of comparable cities reported is 68.95%.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	93.7%	90.1%	89.7%	93.5%	80.9%

Source: Municipal Benchmarking Network Canada (BYLW120)

# Community Liveability

## Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population (2018)



Noise refers to mechanical noise only.

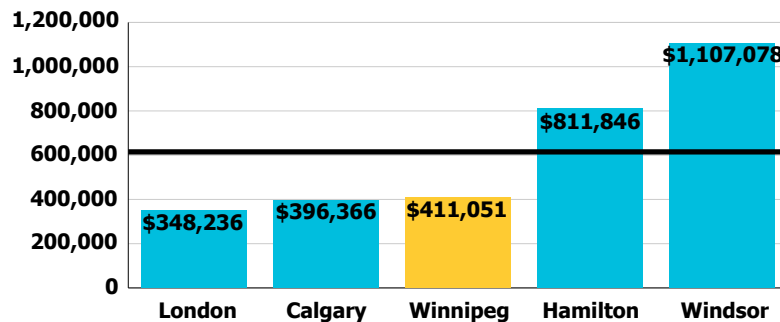
The average of the comparable cities reported is 2,570.

	2014	2015	2016	2017	2018
Wpg. Trend	2,663	2,008	1,938	1,725	1,770

Source: Municipal Benchmarking Network Canada (BYLW205)

## Efficiency Measurements

### By-Law Enforcement Operating Cost for Noise, Property Standards, Yard Maintenance and Zoning By-Laws per 100,000 Population (2018)



Noise refers to mechanical noise only.

The average of the comparable cities reported is \$665,882.

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	\$454,353	\$495,250	\$449,359	\$411,051

Source: Municipal Benchmarking Network Canada (BYLW273)

# Libraries

Includes:

- *Library Circulation*
- *Library Information*
- *Children's Library*

## Description

To enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.

Key services include programming, technology, facilities and collections.

## Key Goals

1. Provide excellent customer service.
2. Ensure all library branches are safe, welcoming and accessible destinations.
3. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
4. Invest in more programs and services that advance digital literacy.
5. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
6. Adjust open hours of library branches to encourage new library users to visit and to be more convenient.
7. Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.
8. Increase awareness of the library and its benefits through expanded promotion of programs/services.
9. Develop stronger relationships with newcomers and Indigenous peoples by providing responsive programs and services.
10. Provide opportunities for older adults to meet, learn and contribute so that we build strong connections within the community.
11. Expand the impact of the library beyond branches through community outreach and digital services.

## Service Level Statistics

Description	2017	2018	2019
Number of Items Circulated	4,888,125	4,879,201	5,006,407
Number of Information Questions Answered	163,957	231,896	267,951
Number of Library Material Holdings	1,262,438	1,290,385	1,278,273
Number of Programs (All ages)	3,808	3,603	3,886
Number of Programs (Children/Youth) [A]	2,770	2,487	2,530
Number of Attendees at Programs (All ages)	100,650	95,272	101,371
Number of Attendees at Programs (Children/Youth) [A]	77,184	69,743	70,210
Number of Computer Bookings [B]	368,544	313,010	266,914
Number of Visits to Library Website [C]	11,628,048	11,596,929	14,964,147
Number of Annual In-person Visits [D]	2,969,413	2,832,351	2,418,558

[A] 2018 restated due to error.

[B] Library supplied computer use is decreasing because customers have access to library wifi for their own devices.

[C] Increase due to reorganization of website and availability of new information and resources

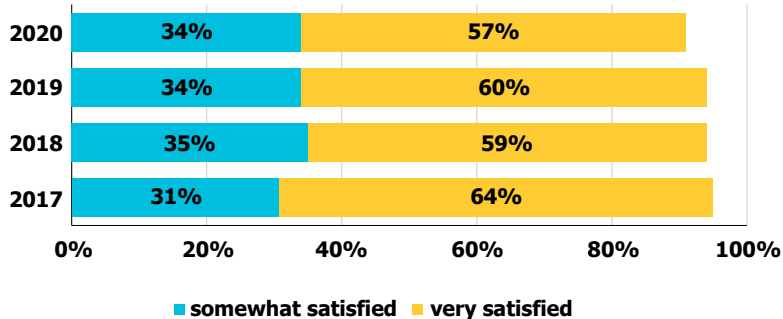
[D] Corresponds with 78 weeks of branch closures due to renovations and lower attendance at the main library.

# Libraries

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Libraries (respondents who used libraries)

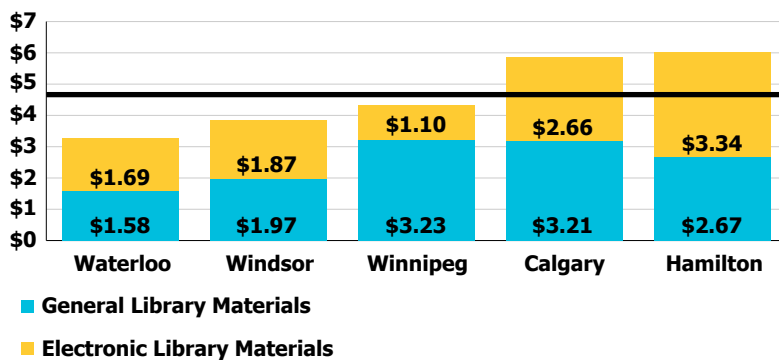


Citizen satisfaction remains very high for library services. Satisfaction was 91% in 2020.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	95%	95%	94%	94%	91%

Source: City of Winnipeg Annual Citizen Survey

#### Material Expenditures per Capita (2018)



The decrease in electronic materials expenditures reflects collection management of electronic database resources.

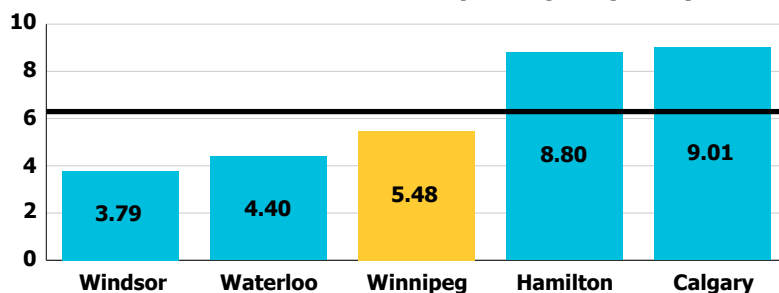
These figures are expected to remain constant for the next 4 years.

The average combined general and electronic library materials expenditures for the comparable cities reported is \$4.75.

Wpg. Trend	2014	2015	2016	2017	2018
General Library Materials	\$3.04	\$3.09	\$2.98	\$3.21	\$3.23
Electronic Library Materials	\$1.45	\$1.62	\$1.49	\$1.19	\$1.10

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

#### Annual Non-Electronic Circulation per Capita (2018)



The downward trend in non-electronic circulation per capita is due in part to the growing popularity of e-formats.

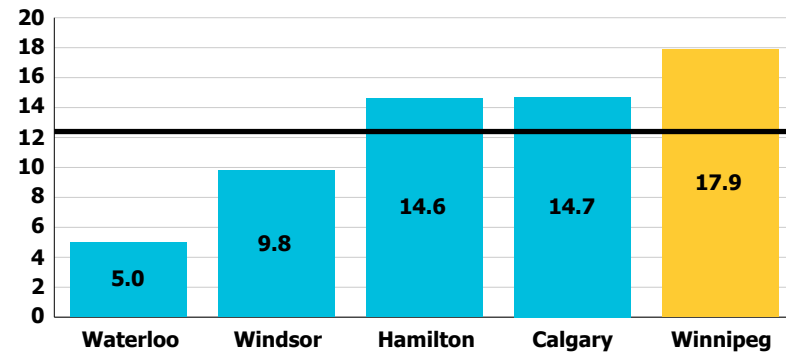
The average of the comparable cities reported is 6.30.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	6.70	6.49	6.12	5.65	5.48

Source: Municipal Benchmarking Network Canada (PLIB110)

# Libraries

## Electronic Library Uses per Capita (2018)



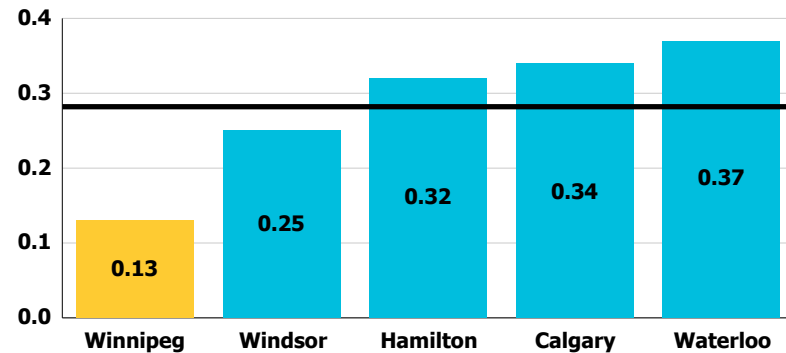
Fewer customers are using Winnipeg Public Library databases due to the ability to access other online resources.

The average of comparable cities reported is 11.0.

	2014	2015	2016	2017	2018
Wpg. Trend	17.7	21.1	22.4	18.1	17.9

Source: Municipal Benchmarking Network Canada (PLIB106)

## Annual Program Attendance per Capita (2018)



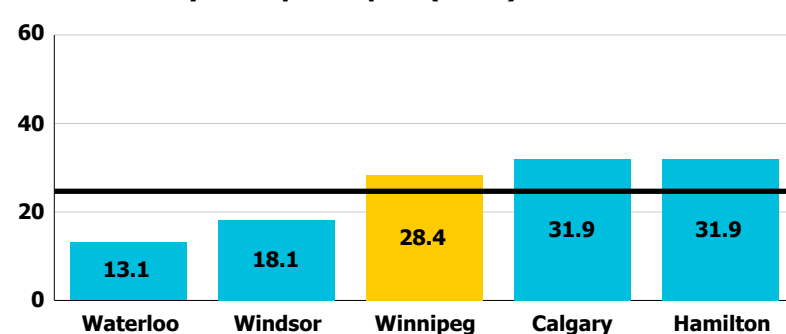
Programming levels are impacted by available staffing resources which have been limited over time.

The average program attendance per capita for the comparable cities reported is 0.32.

	2014	2015	2016	2017	2018
Wpg. Trend	0.13	0.14	0.14	0.13	0.13

Source: Municipal Benchmarking Network Canada (PLIB115)

## Annual Library Uses per Capita (2018)



Library use includes both electronic and non-electronic use.

The average of the comparable cities reported is 23.75 per capita.

	2014	2015	2016	2017	2018
Wpg. Trend	30.4	33.3	34.2	29.1	28.4

Source: Municipal Benchmarking Network Canada (PLIB105)



# Libraries

## Efficiency Measurements

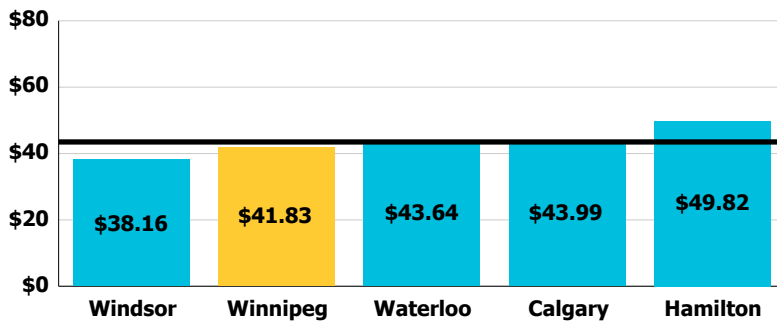
### Library Facility Costs

	2017	2018	2019
<b>Library Facility Costs</b>	\$7,996,928	\$8,687,075	\$8,577,313
<b>Number of Branches</b>	20	20	20

Library facility costs represent market value rent for city-owned properties, leased costs for third party-owned properties, and basic maintenance for library facilities, such as utilities, janitorial, snow removal, and basic tenant improvements, to provide a given level of service. Facility costs are still incurred while branches are closed for refurbishment or renovations.

Facility costs represent operating expenses and do not include any capital investment funding.

### Operating Cost of Library Services per Capita (2018)



Operating costs include facility costs (see above).

The average of the comparable cities reported is \$43.90. Winnipeg continues to offer one of the most cost-effective library services in Canada.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$39.71	\$40.40	\$41.44	\$40.90	\$41.83

Source: Municipal Benchmarking Network Canada (PLIB221)

# Arts, Entertainment and Culture

## Includes:

- Arts, Entertainment and Culture Grants
- Arts, Entertainment and Culture Events
- Museums
- Assiniboine Park Conservancy

## Description

To provide citizens and visitors with attractions, entertainment, arts and cultural events that contribute to a dynamic urban image, economic development and a vibrant city lifestyle through:

- Operating and capital grant support to the Assiniboine Park Conservancy Inc., a not-for-profit corporation established to manage, fundraise and redevelop Assiniboine Park and its attractions. Assiniboine Park is a 400 acre manicured English landscape style park featuring a zoo with one of Canada's largest animal collections, a conservatory with ever-changing botanic displays, outdoor gardens, theatre, performance and art displays, annual community events, trails, meadows and athletic fields for year-round leisure activities;
- Grant support to museums, arts, entertainment and cultural communities to provide a wide range of events, shows and displays for Winnipeg residents and visitors to the City; and
- Attracting and assisting film-makers and event organizers by providing logistical support, facilitated contact and liaison with civic departments, private sector business and organizations in support of a welcoming community for film activities and a strong and vibrant calendar of cultural and special events.

## Key Goals

1. Work with Assiniboine Park Conservancy to support capital development and improvement to the Park.
2. Support film, culture and special events by working cooperatively with civic departments and other organizations to provide logistical support to the film industry, event organizers, and arts organizations.

## Service Level Statistics

Description	2017	2018	2019
<b>Film, Culture, and Special Events</b>			
Visitors Attending Festivals [A]	1,231,336	1,219,432	1,186,582
Visitors Attending Cultural Events [A]	2,956,557	2,920,842	2,833,308
Manitoba Value in Film Industry [B] [C]	\$139 million	\$269 million	
Special Events Held in Winnipeg [C]	393	509	
Number of Full Length Feature Films Filmed in Winnipeg	67	75	100

[A] Source: Winnipeg Arts Council

[B] Source: Manitoba Film & Sound

[C] 2019 statistics unavailable at time of printing

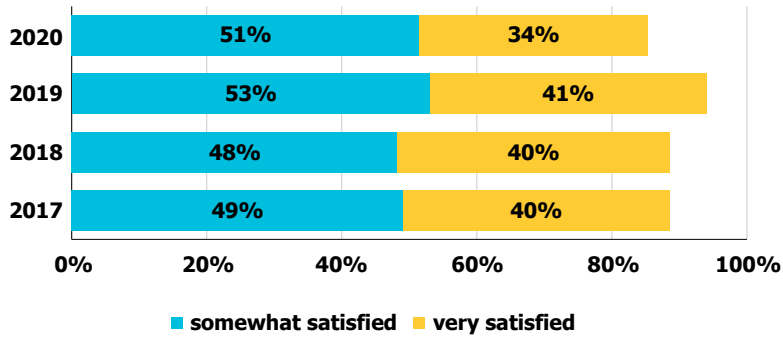
# Arts, Entertainment and Culture

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with City's Support for Arts, Entertainment & Culture

Citizen satisfaction with the City's support for arts, entertainment and culture remains very high (85% of citizens are satisfied).



	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	88%	89%	88%	94%	85%

Source: City of Winnipeg Annual Citizen Survey

# Insect Control

## Description

Provide insect abatement in order to protect persons and properties against the negative effects of insects while minimizing impact on the environment.

## Key Goals

1. Effective and coordinated nuisance mosquito control and mosquito-borne disease control.
2. Use surveillance-based Integrated Pest Management strategies to effectively control targeted species with biological and reduced risk products.
3. Protect the urban forest by reducing the damage caused by tree pest caterpillars, Elm Bark Beetle and Emerald Ash Borer.
4. Evaluate new control products and equipment to maximize services and minimize impact on the environment.
5. Enhance public education and communication systems related to Insect Control.

## Service Level Statistics

Description	2017	2018	2019
No. of hectares larvicided with biorational insecticides [A] [B]	11,464	17,398	19,527
No. of hectares larvicided by aircraft	7,950	10,020	13,307
No. of hectares larvicided by ground-based operations	3,514	7,378	6,220
No. of hours committed to larval mosquito surveillance	27,026	24,796	27,890
No. of hectares fogged for adult nuisance mosquito control [B]	0	0	2,464
No. of trap nights for adult mosquito surveillance	5,661	5,587	5,513
No. of boulevard and parkland trees treated for defoliator insects	44,585	26,073	53,157
No. of parkland trees treated for the control of Elm Bark beetle	82,325	20,197	6,521
No. of stumps treated for the control of Elm Bark beetle	5,277	1,871	529
No. of 311 inquiries [B]	2,751	1,228	3,185
No. of website visits	158,333	62,740	114,426

[A] In addition to Winnipeg, portions or all of the following municipalities are larvicided: East St. Paul, Headingley, Ritchot, Rosser, Springfield, St. Clements, Tache, West St. Paul, MacDonald, St. Andrews.

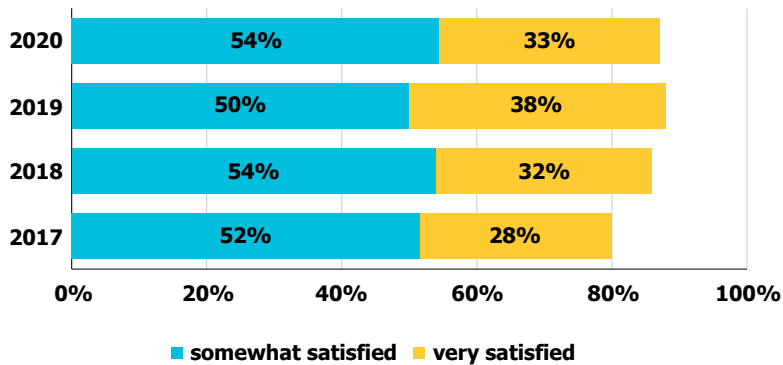
[B] Drier than normal conditions resulted in less mosquito control activities in 2017 and 2018.

# Insect Control

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Insect Control



87% of citizens are either somewhat satisfied or very satisfied with Insect Control services in 2020, an decrease of 1% from 2019.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	82%	80%	86%	88%	87%

Source: City of Winnipeg Annual Citizen Survey

#### Percentage of Hectares Treated with Biorational Insecticides

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	100.0%	100.0%	100.0%	100.0%	100.0%

The City of Winnipeg was the first municipality to use biorational insecticides (environmentally friendly) for mosquito control.

These programs began in 1984. The City of Winnipeg's 2019 larviciding program was 100% biorational.

#### Number of Days Nuisance Mosquito Fogging Required

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	14	11	0	0	2

Fogging instances vary significantly depending on the weather. In 2015, an early, average spring occurred followed by a wet summer. 2016 was a normal, wet spring followed by an average summer. 2017 and 2018 had normal, wet springs followed by dry summers. 2019 had a normal, dry spring followed by an average summer.

# Insect Control

## Efficiency Measurements

### Cost per Hectare for Aerial Application of Biorational Larvicides

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$194	\$219	\$302	\$303	\$266

Since 2012, the cost for Aerial Application of Biorational Larvicides has varied due to two factors: the number of hectares which are treated each year, and the product type and quantity which is used each year. As a result of using longer-lasting biorational insecticides, the cost per hectare for aerial application started increasing in 2016. In 2017 and 2018, less than 50% of the normal hectares were treated because of drier than normal conditions. Therefore, the cost per hectare in 2017 and 2018 increased because of fixed costs. In 2019, more hectares were treated lowering the average cost as fixed costs comprised a smaller proportion of the total costs.

### Cost per Hectare for Ground Application of Biorational Insecticides

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$534	\$512	\$1,323	\$672	\$830

The cost per hectare is directly related to weather conditions and includes fixed and variable costs. The increase in cost per hectare in 2017 was attributed to a significant decrease in hectares treated, and an increase in fixed and variable costs compared to the previous years. In 2018 and 2019, fewer hectares were treated because of drier than normal conditions and a reduction in the area treated in the Capital Region from 10 km to 8 km from the City limits, except for East St. Paul, which provided additional funding. Therefore, the cost per hectare in 2018 and 2019 increased because of fixed costs compared to years previous to 2017.

### Cost per Hectare for Residential Nuisance Fogging

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$7.42	\$4.98	\$0.00	\$0.00	\$17.08

The cost per hectare is directly related to weather conditions and includes fixed and variable costs. In 2015, two significant rainfall events required two fogging programs. 2016 weather conditions were drier, resulting in a reduced requirement for residential nuisance fogging. In 2017 and 2018, an effective spring and summer larviciding program coupled with drier than normal summer conditions resulted in no residential nuisance fogging program. In 2019 a very small program was required and the cost was higher because of fixed costs and the increase in cost of the new adulticide product: DeltaGard.



# Innovation, Transformation and Technology

## Includes:

- Innovation
- Information Technology
- Enterprise Architecture
- Enterprise Transformation

## Description

The Innovation, Transformation and Technology service includes enabling innovation across the city, finding new ways to deliver services to improve effectiveness and efficiency and maximize value to the citizen.

Providing change management support to the organization as it adopts a culture of innovation and implements the required processes to identify, evaluate and implement high value innovation opportunities that support our most important business outcomes.

Implementation of enterprise architecture practices to identify and document business services, inter-relationships with other services and supporting capabilities to facilitate effective business planning across the city. Strategic planning leadership and support for all business services to ensure optimal decision making to encourage and foster growth within the city.

Providing technology leadership to all city services and advise on solutions that support their evolving needs of today and the future.

## Key Goals

1. Establish a culture of innovation across the city, empowering all employees to make meaningful improvements to service delivery.
2. Deliver upon a wide range of innovation projects that deliver high levels of Return on Investment and Return on Value with significant organizational and citizen impact.
3. Apply innovation engineering methodology to address business challenges in new ways and expand effective approaches everywhere they can be applied for benefit.
4. Utilization of performance measures to ensure all activities are effective, efficient and providing high value to the outcomes that are most important to the city.
5. Enable collaboration across service areas, balancing focus on departmental and corporate goals to achieve optimal results.
6. Provision of highly reliable, flexible and cost effective technology services that are aligned with business needs.

## Service Level Statistics

Description	2017	2018	2019
Number of Website Visits [A]	23.3 million	19.0 million	19.7 million
Percentage of Service Level Agreements Achieved	98%	97%	96%
Number of Open Data Datasets	114	126	141
Number of Managed Workstations	6,625	6,877	7,320
Number of Technology Service tickets addressed	30,023	31,854	32,809
Computer network available during business hours	99.960%	99.800%	99.874%
Infrastructure Condition	B-	B-	B-
Number of Innovation ideas received [B]	17	52	30
Number of Innovation projects initiated [B]	9	19	10
Cumulative number of staff trained in Innovation Engineering [C]	0	20	40
Return on Investment attained on Innovation projects	\$119,000	\$562,000	\$1,301,000
Cumulative number of City Staff in Innovation network	0	20	100

[A] 2018 restated due to error and refined measurement approach to remove non-human (bot) activity.

[B] In 2017 the number is related to the Innovation Capital Fund (ICF) (City Clerks). In 2018 the number is a combined ICF and Innovation Strategy Program (Innovation, Transformation and Technology).

[C] Innovation Engineering training is a new activity that began in 2018.

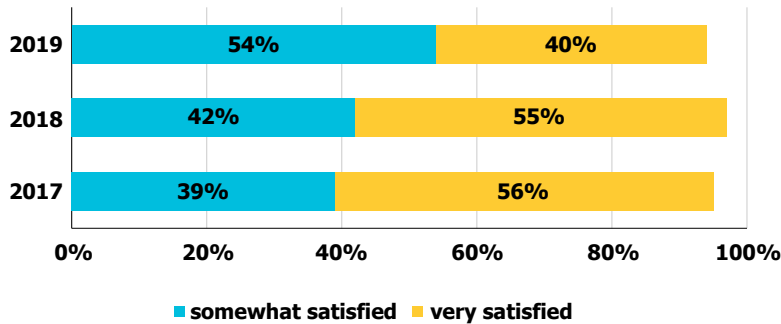


# Innovation, Transformation and Technology

## Performance Measurements

### Effectiveness Measurements

#### City Department's Satisfaction with Services (2019)

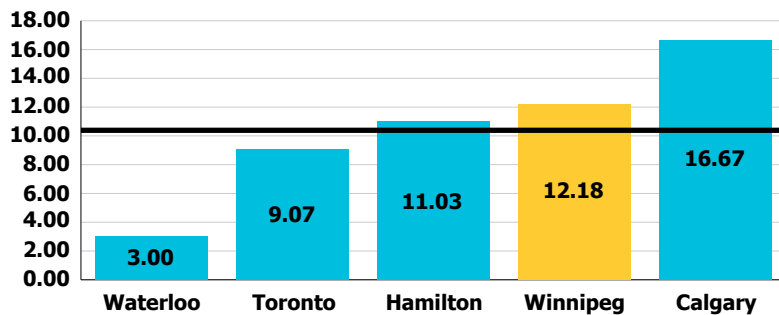


Client satisfaction continues to remain high based on ongoing survey results.

	2015	2016	2017	2018	2019
<b>Total Satisfied</b>	95%	95%	95%	97%	94%

Source: Innovation, Transformation and Technology Client Survey

#### Number of Visitor Sessions to Municipal Website per Capita (2018)



Winnipeg has one of the highest levels of website usage indicating the citizens are eager to engage digitally for services.

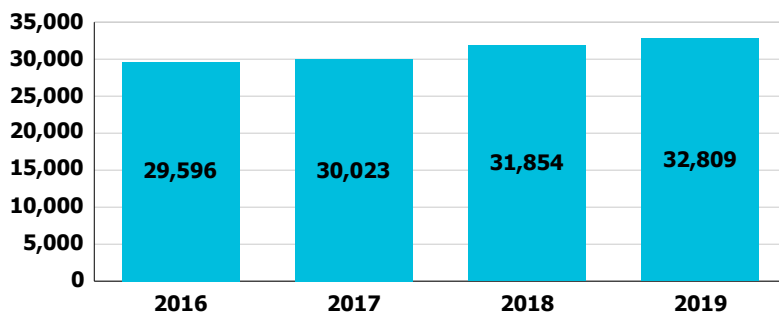
2018 results lower due to refining the measurement approach, eliminating non-human (bot) visits.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	16.06	17.34	17.66	18.47	12.18

Source: Municipal Benchmarking Network of Canada (INTN105)

### Efficiency Measurements

#### Total Technology Service Tickets Addressed and Service Level Agreements Achieved (2019)

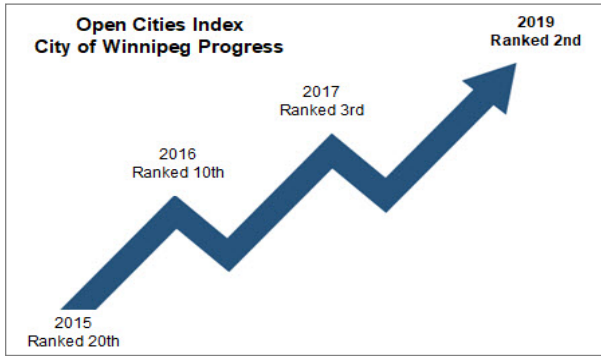


Demand for service continues to rise as technology enables business at an ever increasing rate. Investment to support the service capability has struggled to keep pace resulting in service level agreement (SLA) fulfillment trending downward.

	2016	2017	2018	2019
<b>SLA Achieved</b>	97.0%	98.0%	97.0%	96.0%

# Innovation, Transformation and Technology

## Open Cities Index and Open Datasets per 100,000 Capita (2019)

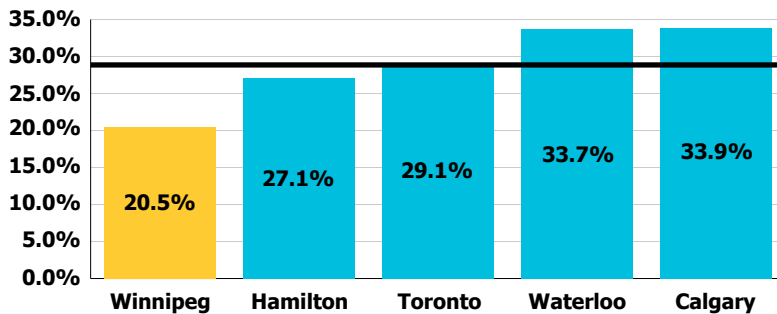


Winnipeg's Open Data Program is expanding and maturing to support open and transparent government, ranked as one of best in Canada in the Open Cities Index (OCI) by the independent Public Sector Digest.

	2015	2016	2017	2018	2019
<b>Number of Datasets</b>	15.17	14.83	15.22	16.71	18.46

Source: Public Sector Digest (Note: they did not perform an OCI ranking in 2018)

## Percentage of Smartphones per Municipal FTE (2018)

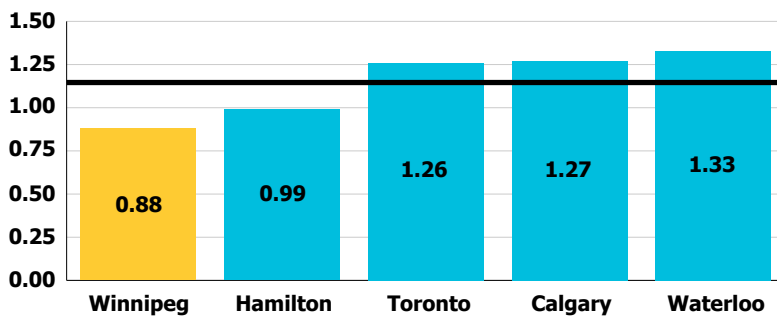


Winnipeg's adoption of mobile technology to enhance service delivery is significantly lower than other cities, an indication there are additional opportunities for service automation.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	18.8%	22.3%	21.8%	21.9%	20.5%

Source: Municipal Benchmarking Network of Canada (INTN216)

## Devices per Municipal FTE (2018)



The number of computing devices is an indication of the level of automation within city services, with Winnipeg being lower than other cities.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	0.88	1.12	0.99	0.90	0.88

Source: Municipal Benchmarking Network of Canada (INTN205)

# Economic Development

## Description

To encourage economic growth and prosperity in Winnipeg through delivery of Council approved programs, partnership with senior levels of government, and support to partner agencies and businesses as well as to coordinate resources across City departments to respond to high priority projects of strategic economic importance to the City.

Service activities include:

- Partner with the Province of Manitoba in creation of business development programs and initiatives.
- Support partner agencies including Economic Development Winnipeg and Yes! Winnipeg in business attraction, expansion and retention.
- Support CentreVenture Development Corporation in strategic development initiatives, programs and development projects in the downtown.
- Coordinate interdepartmental responses to confidential and high profile strategic economic incentive requests to attract new business.
- Report and make recommendations to Council regarding economic development initiatives and tax increment financing programs to support local business and economic growth and prosperity of Winnipeg.
- Administer Council approved tax increment financing (TIF) programs.
- Manage strategic economic development projects.

## Key Goals

1. Build a strong economic climate for Winnipeg.
2. Facilitate strategic economic development incentives that demonstrate a return on investment to Winnipeg.
3. Identify opportunities to respond to critical success factors for industries wanting to do business in Winnipeg through existing City services, incentives and discount programs.
4. Capitalize on opportunities to establish intergovernmental and public/private partnerships.
5. Identify and recommend, policies, processes and resources required to support Manitoba's economic development strategy and new tax increment financing (TIF) framework.

## Service Level Statistics

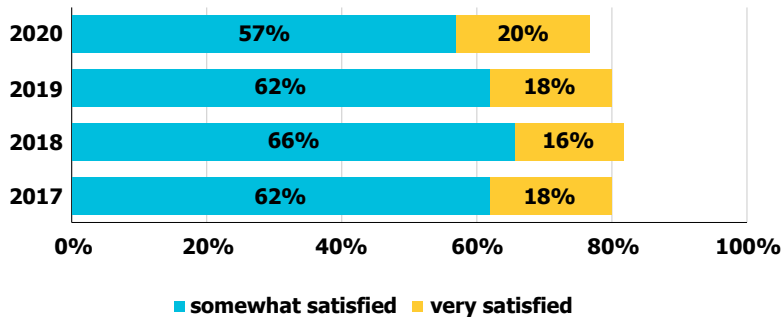
Description	2017	2018	2019
Residential Building Permit Applications	6,649	6,493	6,639
Residential Building Permit Application Value (in millions)	\$643	\$563	\$547
Commercial Building Permits Issued	3,657	3,398	3,483
Commercial Building Permit Value (in millions)	\$1,208	\$882	\$1,156
Total Building Permit Value (in millions)	\$1,851	\$1,445	\$1,703
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	20	19	20
Construction Value of Downtown Projects Above (in millions)	\$146	\$50	\$45
Number of Major City-Wide Development Projects (>\$2 million)	88	81	114
Construction Value of Major City-Wide Projects (in millions) (>\$2 million)	\$896	\$554	\$811
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,708	16 / 4,679	16 / 4,668

# Economic Development

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with City's Effort in Promoting Economic Development to Attract Businesses and Major Events

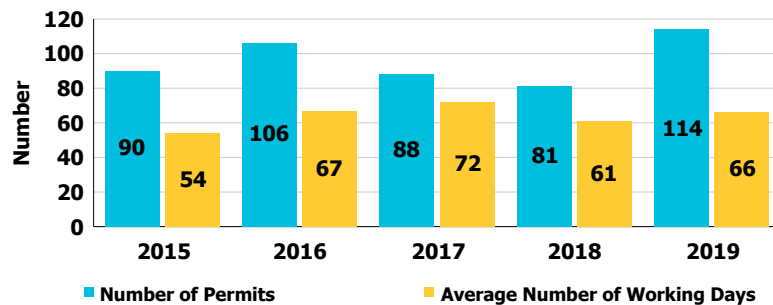


Satisfaction with the City's efforts in attracting business and major events remains high.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	74%	80%	82%	80%	77%

Source: City of Winnipeg Annual Citizen Survey

#### Major Development Applications / Average Permit Approval Time



Major development applications are a relatively small subset of the permits that are processed each year and are unique with respect to their complexity in design, nature and consideration of alternative by-law and code compliance solutions.

#### Economic Growth Comparison of 13 City Regions - Real Gross Domestic Product (%)

City	2019	City	2020f	City	2021f-2024f
Montréal	3.4	Ottawa-Gatineau	-2.4	Calgary	4.3
Victoria	2.9	Victoria	-2.8	Edmonton	4.3
Vancouver	2.8	Toronto	-3.0	Saskatoon	3.4
Halifax	2.6	Vancouver	-3.0	Regina	3.3
Ottawa-Gatineau	2.6	Hamilton	-3.2	Toronto	3.3
Québec City	2.3	Québec City	-3.2	Vancouver	3.2
Hamilton	2.1	Halifax	-3.4	Halifax	3.0
<b>Winnipeg</b>	2.1	<b>Winnipeg</b>	-3.5	<b>Winnipeg</b>	2.9
Toronto	1.9	Montréal	-3.6	Hamilton	2.8
Edmonton	0.3	Regina	-4.6	Victoria	2.8
Calgary	0.1	Saskatoon	-4.9	Montréal	2.7
Regina	-0.1	Calgary	-5.5	Québec City	2.7
Saskatoon	-0.1	Edmonton	-5.6	Ottawa-Gatineau	2.7

Forecasts are strongly influenced by the current COVID-19 pandemic. Furthermore, government announcements are being made gradually based upon information available at the time. They are not providing long-term forward guidance for reopening the economy and therefore a poor indicator for future economic performance. Using epidemiological research/modelling is informative for developing economic scenarios by providing some clarity in where the state of public health measures could be and thus what parts of our economy will continue to be dramatically impacted by COVID-19.

Source: Conference Board of Canada Metropolitan Outlook Report - Spring 2020

f - forecast

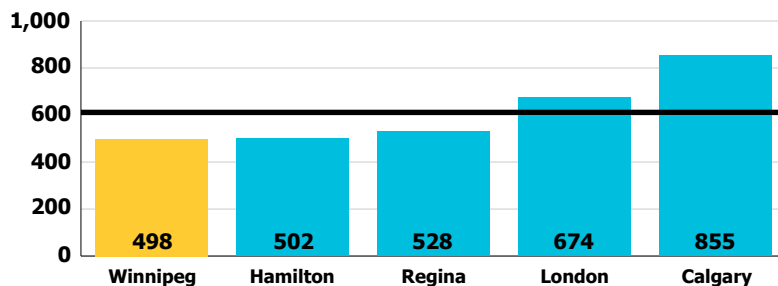
# Economic Development

## Number of Building Permits Issued per 100,000 Population

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	1,211	1,448	1,375	1,362	1,394

The City has seen an increase in building permit activity due to current real estate market trends combined with population growth.

## New Residential Units Created per 100,000 Population (2018)



This is an economic indicator that highlights development trends in a municipality. Typically, there is a correlation between the number of new residential dwelling units, population growth and the overall economic growth of a municipality.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	652	469	543	650	498

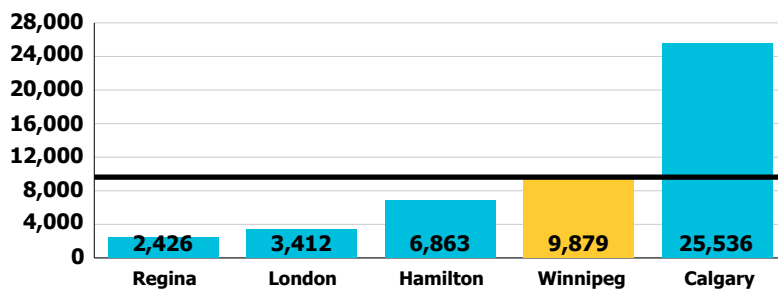
Source: Municipal Benchmarking Network Canada (BLDG221)

## Construction Value to Total Building Permits Issued per Capita

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$2.10	\$2.70	\$2.40	\$2.42	\$2.91

The City has seen an increase in construction value due to current real estate market trends combined with population growth.

## Number of Building Permits Issued (2018)



This measure includes residential and ICI (Industrial, Commercial and Institutional) building permits issued. Building permits are defined as "permits required for construction" and are subject to the respective Building Code Act of each province.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	8,561	10,654	10,929	11,669	9,879

Source: Municipal Benchmarking Network Canada (BLDG801)

# Winnipeg Fleet Management Agency (SOA)

## Description

Winnipeg Fleet Management Agency provides economical, state-of-the-art, safe and eco-friendly fleet vehicle, equipment and other asset management services to The City of Winnipeg and other public sector organizations, in support of their service delivery. The Agency delivers the following comprehensive fleet management services to City of Winnipeg departments:

1. Specification, inspection and procurement
2. Insurance, licensing and registration
3. Manufacturing and fabrication
4. Vehicle and equipment leases, seasonal and short-term rentals
5. Surplus sales and disposal
6. Fuel
7. Repair and maintenance

## Key Goals

1. Provide planned, and unscheduled, fleet vehicles and equipment to City departments, meeting operational performance, environmental, and safety requirements.
2. Maintain Fleet Service Centres to support the City's geographically dispersed and varying fleet, providing superior customer service, reliability and safety.
3. Manage the City's fuel distribution system on a day-to-day and emergency basis, providing a safe, dependable and convenient fuel supply.
4. Encourage fleet greenhouse gas emission awareness through research, testing, and offering environmentally friendly vehicles and equipment, recommendations and alternative fuels.

## Service Level Statistics

Description	2017	2018	2019
Number of vehicle and equipment units managed	2,199	2,230	2,273
Number of vehicle and equipment bid opportunities completed	64	58	57
Number of vehicle and equipment units acquired	265	325	200
Number of insurance and license registrations completed	1,835	1,935	1,997
Number of service repairs, by work order lines completed	33,779	35,373	37,078
Number of service labour hours completed	65,735	65,125	64,801
Number of parts transactions	35,631	41,543	38,607
Number of fuel fill-up transactions and odometer readings verified	115,955	115,275	116,544
Litres of unleaded gasoline, clear diesel, and marked diesel provided	7,770,068	7,719,032	7,860,658
Number of vehicle and equipment motor pool rental days provided	108,489	109,069	108,275
Number of vehicle and equipment units disposed	234	322	317

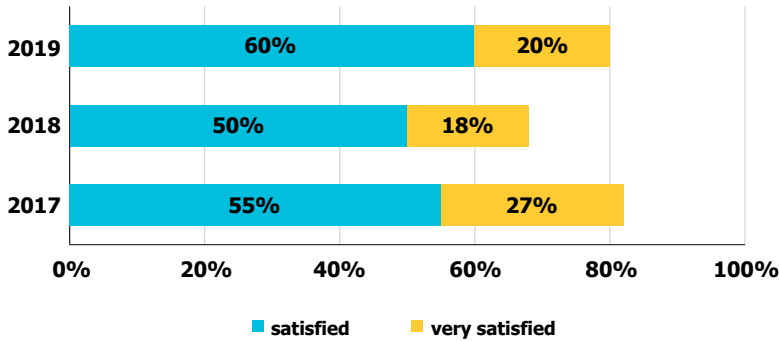
# Winnipeg Fleet Management Agency (SOA)

## Performance Measurements

### Effectiveness Measurements

#### City Departments' Satisfaction with Fleet Management Services

Winnipeg Fleet Management Agency conducted a customer survey and approximately 80% of the customers were satisfied with Fleet Management services.

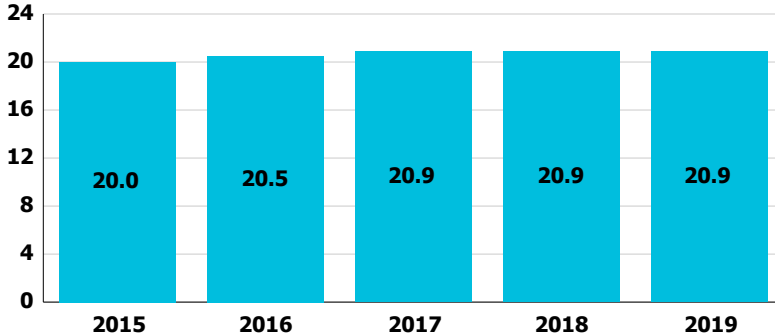


	2015	2016	2017	2018	2019
Wpg. Trend	79%	72%	82%	68%	80%

### Efficiency Measurements

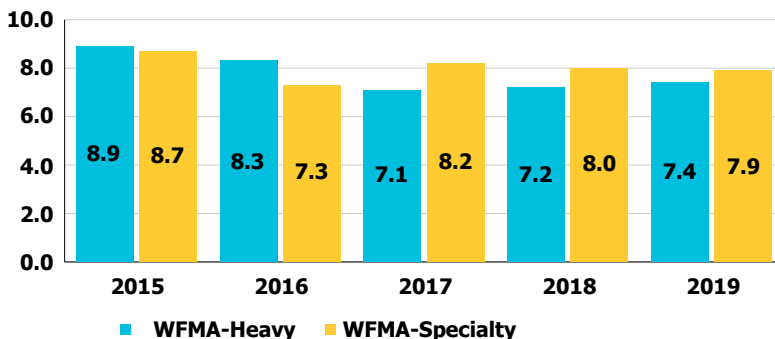
#### Fuel Efficiency by Category - Light Vehicles in Litres per 100 Kilometre

Light fleet average fuel efficiency is based on data gathered from January 1, 2015 to December 31, 2019 and is reported for the City excluding Transit.



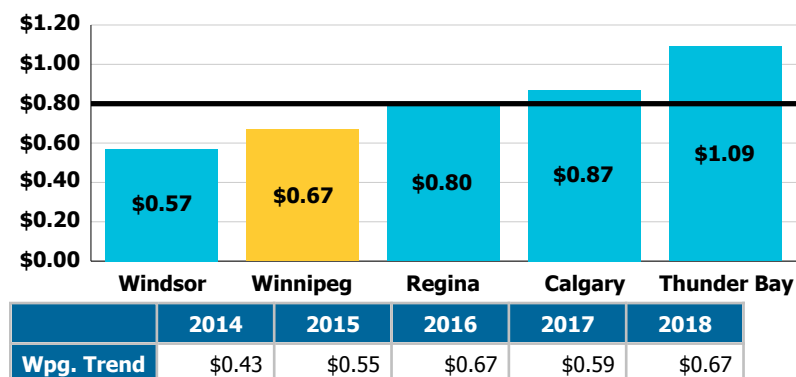
#### Fuel Efficiency by Category - Heavy Vehicles and Specialty Equipment in Litres per Hour

Heavy vehicles and specialty equipment average fuel efficiency is based on data gathered from January 1, 2015 to December 31, 2019, and is reported for the City excluding Transit.



# Winnipeg Fleet Management Agency (SOA)

## Operating Cost per Vehicle Kilometre (Municipal Equipment) (2018)



Operating costs exclude Transit, Winnipeg Police Service and Winnipeg Fire Paramedic Service. Higher costs for some comparison cities reflect municipal service delivery differences. For example, street side garbage and recycling pick up in other municipalities results in low kilometre travel but high volume fuel consumption, thus increasing the per kilometre cost significantly; municipalities such as Winnipeg that do not provide this service in-house, do not incur these high per kilometre costs.

Operating cost accounts for work order costs (labour, parts, external repairs), and fuel costs. Costs exclude depreciation, license, insurance, and other indirect costs such as training.

Source: Municipal Benchmarking Network Canada (FLET326)

## Fuel Efficiency By City Department - Light Vehicles in Litres per 100 Kilometre

Department	2015	2016	2017	2018	2019
Assessment & Taxation	9.89	9.90	9.80	9.80	8.50
Corporate Support Services	20.70	20.80	20.40	20.80	15.70
Winnipeg Fire Paramedic Service	20.00	19.00	19.80	20.90	20.80
Fleet Management Agency	15.70	18.30	19.70	21.70	22.00
Planning, Property and Development	16.60	19.80	20.00	20.20	21.30
Winnipeg Parking Authority	12.30	13.30	13.30	14.50	12.90
Public Works - Engineering	15.30	13.80	15.10	15.70	15.20
Public Works - Parks & Open Spaces	23.70	24.50	25.10	25.10	25.20
Public Works - Streets Maintenance	22.00	23.10	23.60	22.60	23.00
Public Works - Traffic Signals	32.40	30.70	37.00	32.40	25.40
Public Works - Transportation Signals	23.80	22.50	22.60	20.70	20.50
Winnipeg Police Service	19.80	19.50	19.80	19.50	20.00
Water & Waste - Engineering	16.00	17.60	17.50	17.10	17.10
Water & Waste - Environmental Standards	11.30	13.00	14.40	10.50	9.80
Water & Waste - Solid Waste	25.20	24.80	23.10	24.10	24.60
Water & Waste - Wastewater	21.90	22.00	22.00	22.20	21.80
Water & Waste - Water Services	24.40	24.30	24.40	24.30	23.60

Fuel efficiency is presented for City departments excluding Transit by light vehicles based on litres per 100 kilometres.



# Winnipeg Parking Authority (SOA)

## Includes:

- *Parking Facilities*
- *On-Street Parking Enforcement*
- *On-Street Parking*
- *Vehicles for Hire*
- *MBEA non-parking*

## Description

The Parking Authority provides management for City-owned on-street and off-street parking. It provides leadership to local parking service providers and provides input from a parking services perspective in support of public policy objectives.

The Parking Authority currently manages and administratively supports the Screening and Adjudication process for all Municipal By-law offences which are under the jurisdiction of the Municipal By-law Enforcement Act (MBEA) and Provincial Offences Act.

The Parking Authority also currently provides regulatory and licensing oversight of the Vehicle for Hire industry in the City of Winnipeg including taxis, limousines and personal transportation providers, with an emphasis on safety and accessibility.

## Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate.
2. Ensure the impartiality and transparency of the screening and adjudication process under the Municipal By-law Enforcement Act.
3. Manage the regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.
4. Improve the quality of service offered to customers in all lines of service.
5. Maintain engagement with key stakeholder groups.
6. Optimize the use of agency resources in order to balance cost efficiencies and high levels of customer service.

## Service Level Statistics

Description	2017	2018	2019
Number of Pay Stations on Street [A]	572	375	418
Number of Pay Stations in City Lots	12	9	6
Number of Parking and Non-Moving Violations Issued [B]	162,674	139,239	128,118
Number of High Demand On-Street Spaces[C]	1,319	1,287	1,312
Number of Low Demand On-Street Spaces	2,571	2,523	2,543
Average Number of Vehicles for Hire Available per Month [D]	n/a	994	1,244
Total Vehicles for Hire Trips [E]	n/a	4,309,216	5,435,454
Total Vehicles for Hire Inspections [F]	n/a	16,706	19,969
Number of MBEA Screening Request processed [G]	11,776	12,004	12,270

[A] Long term construction projects can impact the number of on-street paystations and spaces per zone on a year over year basis.

[B] Ticket volumes are subject to fluctuations dependent on seasonal events such as street cleaning and snow fall.

[C] Number of High Demand On-Street spaces includes on-street spaces in the vicinity of St. Boniface Hospital and Health Sciences Centre.

[D] The average number of vehicles for hire per month represents the industry supply. It includes taxi cabs and limousines as well as personal transportation providers that offer ridesharing services. The year 2018 only has 10 months of data as the City began regulating the vehicle for hire industry in March of 2018.

[E] The number of vehicles for hire trips includes trips provided by taxi cabs, limousines and personal transportation providers that offer ridesharing services. In 2019, taxi cabs accounted for 92% of the total vehicle for hire trips. The year 2018 only has 10 months of data as the City began regulating the vehicles for hire industry in March of 2018.

[F] As part of the regulatory oversight of the vehicles for hire industry, the City conducts regular inspections of both taxi cabs and personal transportation providers to ensure that all vehicle-required safety equipment is functioning as intended as well as to promote safety amongst all industry participants. Taxi cab inspections accounted for 94% of total vehicle inspections in 2019.

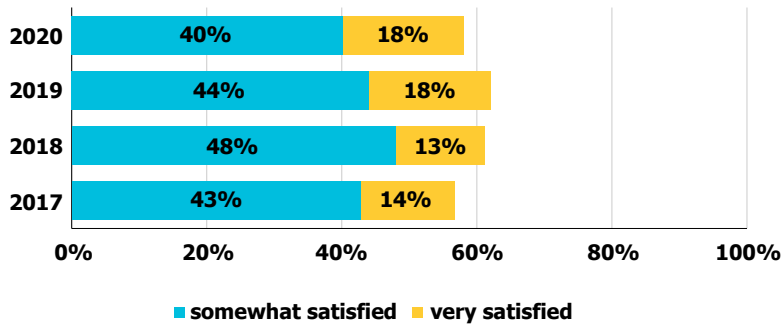
[G] MBEA non-parking accounted for approximately 7% of MBEA screening request processed in 2019.

# Winnipeg Parking Authority (SOA)

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with the Availability and Convenience of On-Street Parking

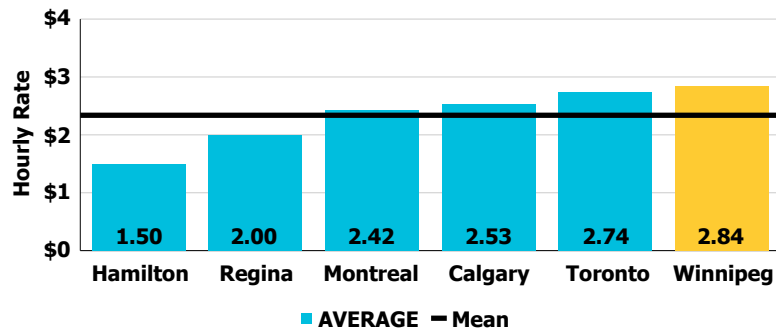


In 2020, when asked about their level of satisfaction with the availability and convenience of on-street parking, 58% of citizens indicated they were satisfied or somewhat satisfied. The level of citizen satisfaction with on-street parking decreased from 62% in 2019 to 58% in 2020.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	61%	57%	61%	62%	58%

Source: City of Winnipeg Annual Citizen Survey

#### Weighted Average Hourly Rate for On-Street Parking (2018)

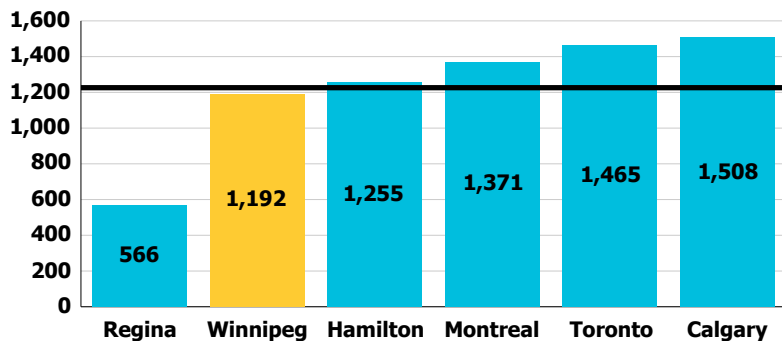


Hourly rates for all on-street paid parking spaces in Winnipeg were increased by \$1.50, effective April 1, 2018. In June 2020, City Council approved a recommendation to reduce rates by \$0.75 per hour based on a review of on-street parking space occupancy data as well as hourly rates in other Canadian jurisdictions.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$1.34	\$1.34	\$1.34	\$1.34	\$2.84

Source: Municipal Benchmarking Network Canada (PRKG105)

#### Number of Paid Parking Spaces Managed per 100,000 Population (2018)



The total paid parking spaces managed by Winnipeg Parking Authority includes on-street spaces as well as spaces in off-street structures, off-street public surface lots and off-street employee parking surface lots.

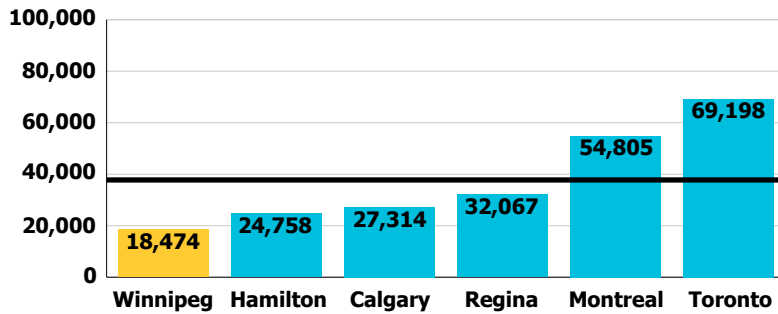
	2014	2015	2016*	2017*	2018
<b>Wpg. Trend</b>	750	1,166	1,104	1,209	1,192

\* Restated due to change in methodology

Source: Municipal Benchmarking Network Canada (PRKG205)

# Winnipeg Parking Authority (SOA)

## Gross Number of All Parking Tickets Issued per 100,000 Population (2018)



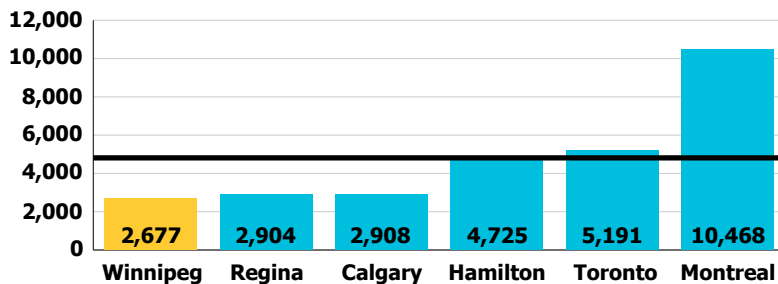
In 2018, a number of factors may have influenced the gross number of parking tickets issued, including downtown road renewal construction and decreased on-street parking usage.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	21,455	22,062	20,091	22,615	18,474

Source: Municipal Benchmarking Network Canada (PRKG220)

## Efficiency Measurements

### Gross Number of Tickets Issued per Parking Enforcement FTE (2018)



Citations issued reflect the number of offence notices issued and may not accurately reflect the level of compliance to existing regulations.

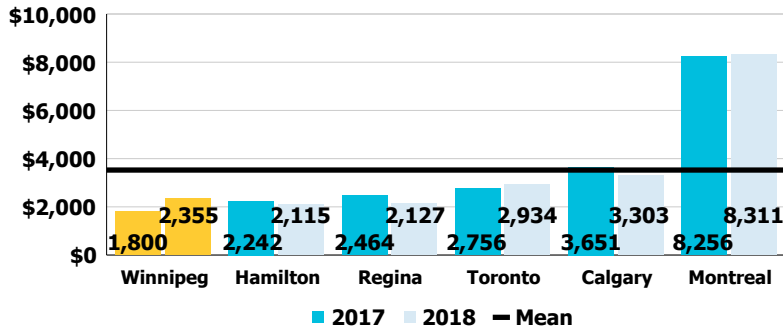
	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	3,043	3,048	2,842	3,259	2,677

Source: Municipal Benchmarking Network Canada (PRKG221)

# Winnipeg Parking Authority (SOA)

## Gross Parking Revenue Collected per On-Street Space (2018)

Rates for all on-street paid parking spaces were increased by \$1.50, effective April 1, 2018.

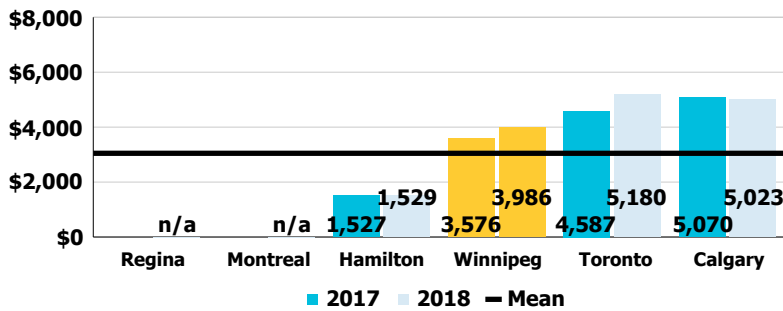


	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$1,542.00	\$1,635.00	\$1,801.00	\$1,800.00	\$2,355.00

Source: Municipal Benchmarking Network Canada (PRKG310)

## Gross Parking Revenue Collected per Off-Street Structure (Parkade) Space (2018)

Structured off-street parking generates higher per stall revenue than surface parking. The increase in on-street paid parking rates may have contributed to an increase in the use of off-street structure parking.



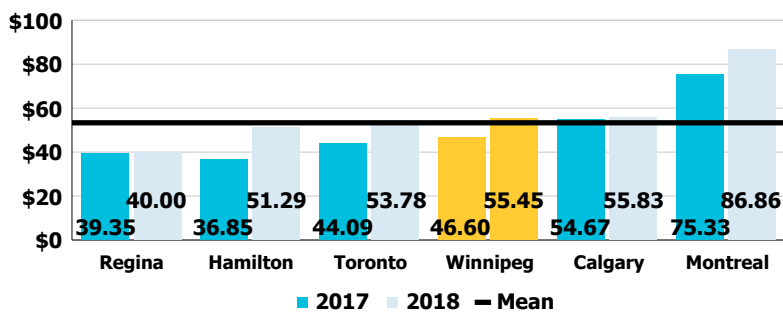
In the 2018 year, Regina did not operate any off-street structured spaces. Montreal does not allocate off-street revenue between structured and surface lot parking.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$1,780.00	\$1,984.00	\$2,937.00	\$3,576.00	\$3,986.00

Source: Municipal Benchmarking Network Canada (PRKG317)

## Gross Fine Revenue per Ticket (2018)

Variations in early payment volumes can have a significant impact on gross fine revenue. The Municipal By-Law Enforcement Act Enabling By-Law previously allowed for a 50% discount when fines were paid within 14 days of being issued. This discount was reduced to 25%, effective April 1, 2018.

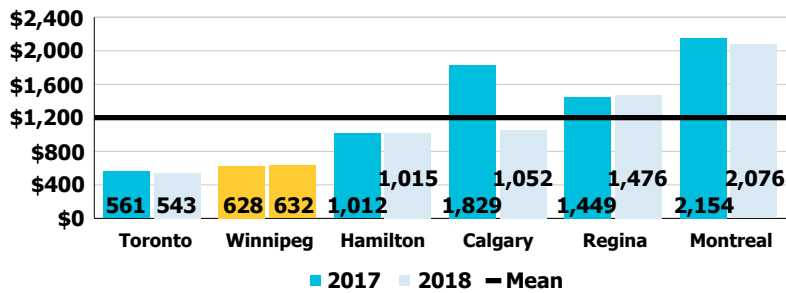


	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$55.83	\$51.01	\$48.26	\$46.60	\$55.45

Source: Municipal Benchmarking Network Canada (PRKG360)

# Winnipeg Parking Authority (SOA)

## Parking Services Operating Cost per On-Street Paid Parking Space Managed (2018)

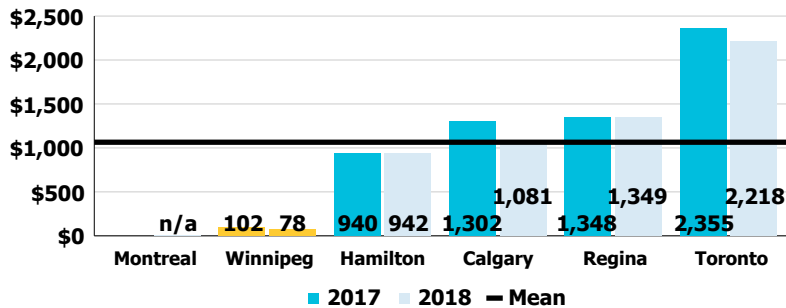


Winnipeg has the second lowest operating cost per on-street parking space for cities compared in 2018.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$729	\$794	\$691	\$628	\$632

Source: Municipal Benchmarking Network Canada (PRKG325)

## Parking Services Operating Cost per Off-Street Surface Paid Parking Space Managed (2018)

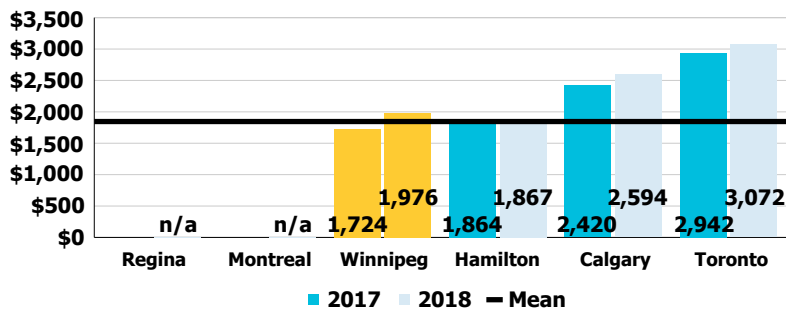


The majority of the City of Winnipeg off-street surface paid parking is managed lots owned by the City or used for municipal employee parking and are generally not lots used by the public. In 2018, the WPA assumed responsibility for maintenance costs (mostly snow clearing) for all City surface parking lots used by City employees. Current reporting data does not fully capture operating costs at these lots. Efforts are underway to fully capture operating costs associated with management of these lots.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$568	\$167	\$122	\$102	\$78

Source: Municipal Benchmarking Network Canada (PRKG331)

## Parking Services Operating Cost per Off-Street Structure (Parkade) Paid Parking Space Managed (2018)



Structured parking requires a higher per space operating cost due to additional maintenance and staffing costs along with potential ventilation and heating costs for fully enclosed or underground facilities.

In 2018, Regina did not operate off-street structured spaces. Montreal does not allocate off-street revenue between structured and surface lot parking.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	\$2,834	\$2,745	\$2,284	\$1,724	\$1,976

Source: Municipal Benchmarking Network Canada (PRKG332)

# Golf Services (SOA)

## Description

The City of Winnipeg has operated municipal golf courses since 1921. Winnipeg Golf Services was established in 2002 to administer the City's 12 golf course assets. The Agency is responsible for operating and maintaining golf courses, managing contracts and leases for City lands used by privately operated golf courses, managing a contracted cross country ski operation and managing the lease for Thermea Spa.

## Key Goals

1. Ensure financial and environmental sustainability.
2. Provide high quality customer service.
3. Improve golf course playability.
4. Improve the image of municipal courses.

## Service Level Statistics

Description	2017	2018	2019
<b>Kildonan (39.49 hectares)</b>			
Days Open	186	179	175
Total Rounds	24,034	24,884	27,312
<b>Windsor (46.13 hectares)</b>			
Days Open	166	171	168
Total Rounds	20,638	21,482	23,915
<b>Crescent Drive (15.39 hectares)</b>			
Days Open	158	159	162
Total Rounds	13,872	14,158	13,596
<b>Harbour View (12.8 hectares)</b>			
Days Open	187	174	175
Total Rounds	10,262	9,609	9,790

There are four different types of arrangements under which the golf courses are managed:

- City Operated and Maintained: Kildonan Park, Windsor Park, Crescent Drive
- Leased Properties: Rossmere, St. Boniface, Transcona, Wildwood Club, Assiniboine, Canoe Club, Tuxedo
- Managed Contract: John Blumberg
- City Maintained/Contractor Operated: Harbour View Golf Course and Recreation Complex

# Golf Services (SOA)

## Performance Measurements

### Efficiency Measurement

#### Golf Services Operating Cost per Round (18 holes) [A]

<b>Kildonan Golf Course</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Total Cost (Operations)	\$805,403	\$941,862	\$907,486	\$780,641	\$839,176
Total Revenue	\$973,641	\$947,487	\$892,786	\$994,485	\$1,064,110
Net Revenue/(Loss)	\$168,238	\$5,625	(\$14,700)	\$213,844	\$224,934
Operating Cost per Round	\$29.03	\$35.97	\$37.76	\$31.37	\$30.73
<b>Windsor Golf Course</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Total Cost (Operations)	\$863,043	\$829,506	\$802,284	\$703,944	\$701,902
Total Revenue	\$782,182	\$716,839	\$723,005	\$754,331	\$844,411
Net Revenue/(Loss)	(\$80,861)	(\$112,667)	(\$79,279)	\$50,387	\$142,509
Operating Cost per Round	\$36.62	\$38.93	\$38.87	\$32.77	\$29.35

#### Golf Services Operating Cost per Round (9 holes) [A]

<b>Crescent Drive Golf Course</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Total Cost (Operations)	\$310,900	\$314,642	\$302,752	\$327,524	\$302,874
Total Revenue	\$247,905	\$243,778	\$235,939	\$253,952	\$254,407
Net Revenue/(Loss)	(\$62,995)	(\$70,864)	(\$66,813)	(\$73,572)	(\$48,467)
Operating Cost per Round	\$19.01	\$20.94	\$21.82	\$23.13	\$22.28
<b>Harbour View Golf Course</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Total Cost (Operations)	\$204,790	\$190,813	\$195,187	\$204,567	\$175,664
Total Revenue	\$76,495	\$68,135	\$72,280	\$69,961	\$71,308
Net Revenue/(Loss)	(\$128,295)	(\$122,678)	(\$122,907)	(\$134,606)	(\$104,356)
Operating Cost per Round	\$18.62	\$16.96	\$19.02	\$21.29	\$18.53

[A] Only direct operating costs for each course. No administrative charges included.

#### Golf Services Operating Cost per Hole Played

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Kildonan Golf Course	\$1.61	\$2.00	\$2.10	\$1.74	\$1.71
Windsor Golf Course	\$2.03	\$2.16	\$2.16	\$1.82	\$1.63
Crescent Drive Golf Course	\$2.11	\$2.33	\$2.42	\$2.57	\$2.48
Harbour View Golf Course	\$2.07	\$1.88	\$2.11	\$2.37	\$2.06

The Golf Services Operating Cost per Hole is calculated annually for comparative purposes. The costs can be influenced by weather conditions, the length of the operating season, as well as the age of the golf services infrastructure and assets.

# Animal Services (SOA)

## Description

To provide animal control measures under the Responsible Pet Ownership By-Law. The Agency's services include:

- Licensing: Pet licensing and permits.
- Kenneling: Kenneling and care for stray pets. Quarantine kenneling for biting dogs.
- Adoption: A progressive adoption program for unclaimed dogs, which reduces euthanasia.
- Educational Outreach: Attendance at community events regarding responsible pet ownership and pet safety. Additional ongoing presentations to school groups, service organizations, and newcomer groups.
- By-Law Enforcement: Enforcement of the Responsible Pet Ownership By-Law, neighbourhood dispute resolution, investigation and response, pick up of injured animals, after hours emergency response, police and fire assists, investigation of illegal animal complaints.

The Agency also provides funding to the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals, and a subsidized cat spray/neutering program.

## Key Goals

1. Increase customer service and satisfaction.
2. Improve health and safety of neighbourhoods.
3. Enhance the Agency's public image.

## Service Level Statistics

Description	2017	2018	2019
Number of requests for service	12,755	10,325	10,262
Number of dogs impounded	987	972	900
Number of dogs adopted	239	286	348
Number of dogs returned to owners by the Animal Services Agency	646	564	499
Number of licensed pets reunited with their owner by 311 [A]	670	534	619
Number of dogs sent to rescues	65	28	27
Number of dogs euthanized [B]	31	32	11
Number of biting dog complaints	236	248	240
Number of biting dogs quarantined	60	78	40
Number of dogs running at large complaints	2,402	2,646	2,105
Number of cats running at large complaints	680	783	733
Number of current dog licenses	51,665	48,302	46,769
Number of current cat licenses	27,026	26,053	27,020
Number of by-law charges laid	1,045	749	981

[A] Includes dogs and cats wearing licenses reunited by 311 without those pets setting foot in an animal shelter.

[B] Out of the 11 dogs euthanized in 2019, 8 had bitten people.

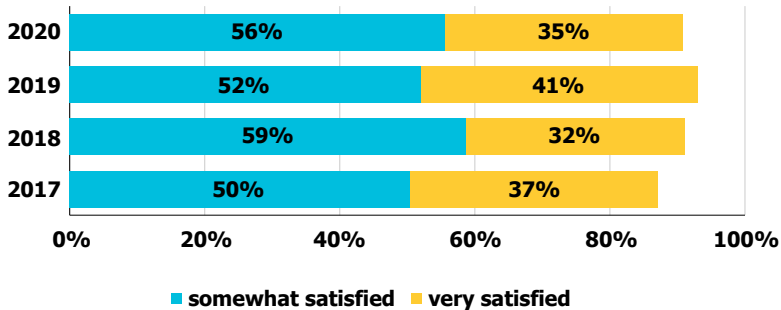


# Animal Services (SOA)

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Animal Services

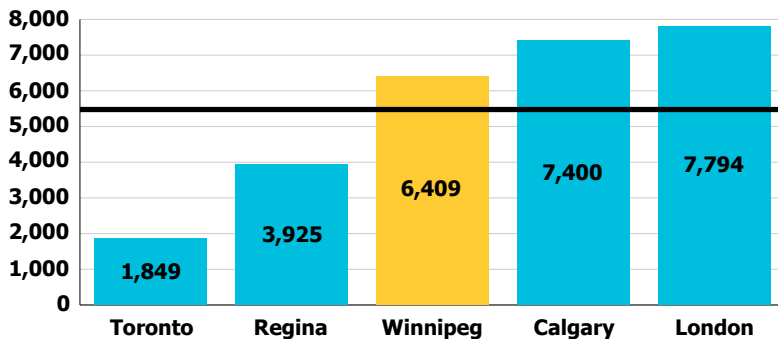


In 2020, 91% of respondents indicated they were satisfied with the provision of animal services.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	86%	87%	91%	93%	91%

Source: City of Winnipeg Annual Citizen Survey

#### Number of Dog Licenses / Registrations Issued per 100,000 Population (2018)



The average of the comparable cities reported is 5,242.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	5,954	6,775	7,420	6,893	6,409

Source: Municipal Benchmarking Network Canada (BYLW110)

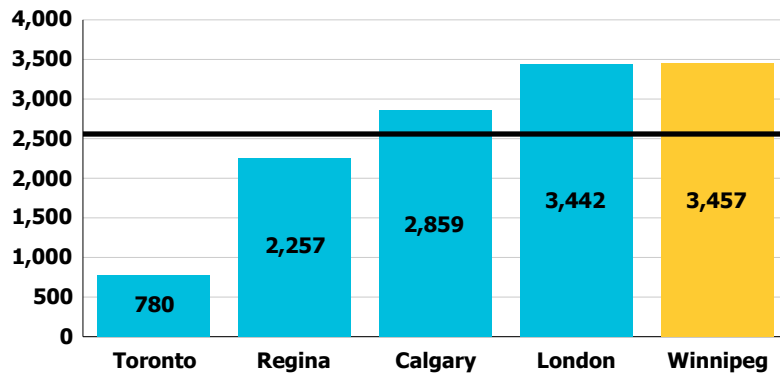
#### Live Release Rate

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	96.0%	97.0%	97.0%	96.0%	99.0%

Indicates percentage of dogs that leave Animal Services alive either back to their owner, to a rescue or adopted to a new family.

# Animal Services (SOA)

## Number of Cat Licenses / Registrations Issued per 100,000 Population (2018)



The City of Winnipeg Cat Licensing Program was implemented January 1, 2015.

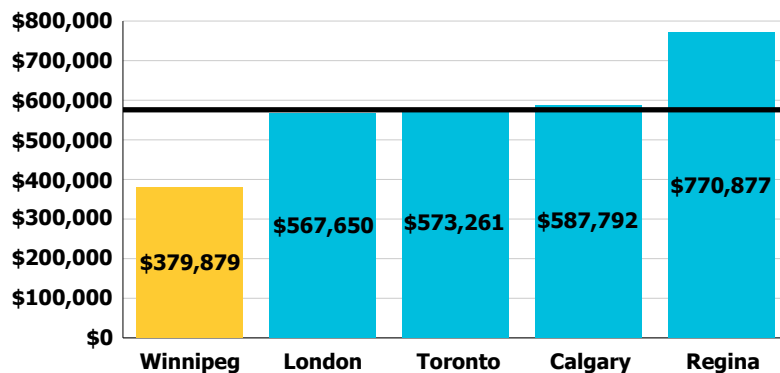
The average of the comparable cities reported is 2,334.

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	3,187	3,929	3,606	3,457

Source: Municipal Benchmarking Network Canada (BYLW115)

## Efficiency Measurements

### Operating Cost of Enforcement for Animal Control By-laws per 100,000 Population (2018)



Decreased operating expenses mainly due to change in worker's compensation liability from 2017 to 2018.

The average of the comparable cities reported is \$624,895.

	2014	2015	2016	2017	2018
Wpg. Trend	\$415,698	\$493,774	\$555,927	\$476,326	\$379,879

Source: Municipal Benchmarking Network Canada (BYLW275)

### Cost of Sheltered Animal

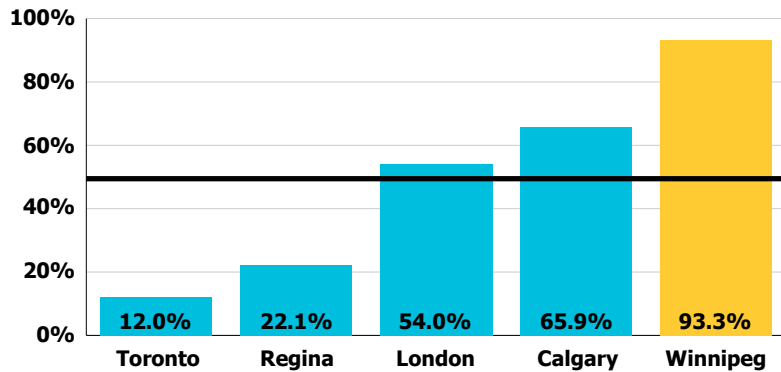
	2015	2016	2017	2018	2019
Wpg. Trend	\$320	\$355	\$362	\$392	\$454

Reflects the cost per dog impounded at the Animal Services facility.

The number of impounded dogs decreased from 1,108 in 2014 to 900 in 2019. Due to fixed costs, this resulted in an increased cost per sheltered dog. Educational activities, licensing, and expanded social media contributed to the decrease in impounded dogs. 311 is also able to reunite licensed pets, avoiding the need for impoundment.

# Animal Services (SOA)

## Percent of Recovery of Animal Control Costs (2018)



Increased percent of recovery in animal control costs mainly due to decreased operating expenses from change in worker's compensation liability from 2017 to 2018.

The average of the comparable cities reported is 38.5%.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	63.6%	65.9%	59.8%	76.6%	93.3%

Source: Municipal Benchmarking Network Canada (BYLW318)

## Cost per Dog Adopted

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$516	\$544	\$665	\$506	\$324

Adoptable dogs are advertised on winnipeg.ca, Petfinder.com, and through dog sales, media coverage and the use of social media.

A reduction in operating costs and an increase in the number of dogs adopted resulted in a decreased cost per dog adopted. The total number of dogs adopted in 2019 was 348.

# Organizational Support Services

## Includes:

- Chief Administrative Offices
- Communications
- Financial Management
- Human Resource Services
- Indigenous Relations
- Infrastructure Planning
- Legal Services

## Description

Organizational Support Services provides leadership and professional services to support the delivery of public services to the citizens of Winnipeg. By providing financial, human resource, and other specialized services, Organizational Support Services ensures that the civic organization has the capability and technical expertise to support the delivery of public services.

## Key Goals

1. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. To provide the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. To provide strategic direction and leadership in the planning and governance of City-wide business service delivery, including enhancement of decision making, as well as asset use optimization.
5. To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.

## Service Level Statistics

Description	2017	2018	2019
Tax Supported Operating Budget	\$1.079 billion	\$1.082 billion	\$1.125 billion
Utility Operating Budget (expenditures) [A]	\$582 million	\$593 million	\$685 million
Special Operating Agencies Operating Budget (expenditures)	\$73 million	\$84 million	\$89 million
Capital Budget [B]	\$453 million	\$380 million	\$368 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.1%	53.2%	52.7%
Average Annual Headcount	10,444	10,490	10,638
Average Age of City Employees / Average Years of Service	41.88 / 11.60	41.78 / 11.46	42.07 / 11.63
Number of Workers Compensation Claims	1,343	1,296	1391
Number of News Releases	443	361	527
Translation - Words Translated [C]	486,371	414,834	555,773
Media Inquiries	2,226	2,742	2,945
In-person Interactions - Bilingual Service Centre	7,163	10,903	9,842
Number of Public Engagement Events [D]	93	61	104

[A] 2017 to 2019 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately \$35.6 million, \$38.2 million, and \$34.2 million, respectively.

[B] 2017 and 2018 restated include capital from special operating agencies.

[C] 2018 was restated to include both internal and external translations.

[D] Fewer Public Engagement Events in 2018 due to the election.

# Organizational Support Services

## Indigenous Relations

### Description

Enhancing the City of Winnipeg's role as a leader in reconciliation and Indigenous Relations in Winnipeg. Including but not limited to initiatives such as:

- Implementing the five Truth and Reconciliation Commission (TRC)'s Calls to Actions directed at municipalities:
  - Number 43 United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP)
  - Number 47 Doctrine of Discovery
  - Number 57 Training
  - Number 77 Archives
  - Number 75 Cemeteries
- Supporting Indigenous Youth through Oshki Annishinabe - the City of Winnipeg's Indigenous Youth Strategy
- Executing the Welcoming Winnipeg Policy and related projects
- Providing a foundation for Winnipeg's Indigenous Accord
- Responding to the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice

### Key Goals

1. To provide guidance and empower departments to become leaders in Indigenous Relations through the City's Journey of Reconciliation, which includes the implementation of the TRC Calls to Action and other reconciliation-based initiatives.
2. To collaborate with stakeholders and provide resources that support Indigenous community priorities.

### Service Level Statistics

Description	2017	2018	2019
<b>INTERNAL</b>			
Number of internal requests for support	26	38	47
Number of policy, process, system or physical changes	3	9	1
Number of staff who participated in education and awareness opportunities [A]	3,364	5,546	2,345
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	35	34	29
<b>EXTERNAL</b>			
Number of external requests for support	83	72	62
Number of youth participants	335	204	279
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	42	40	30
Number of Accord partners (cumulative)	105	135	166
Number of attendees at IRD Events [B]	n/a	n/a	285

[A] Achieved goal of providing mandatory Indigenous Awareness Training to all Public Service staff in 3 years.

[B] This number is an estimate.

# Assessment, Taxation and Corporate

## Includes:

- Assessment and Taxation
- Corporate Accounts

## Description

To provide timely and accurate property and business valuations, tax billing and collection services.

General revenue and corporate expenses/savings that are not attributable directly to any other public or internal service, include:

- Taxation revenue and tax credits.
- Operating grants from the Province of Manitoba.
- Provincial payroll tax and offsetting support grant from the Province.
- Revenue from sale of Winnipeg Hydro/utility dividends.
- Pension contribution adjustments.
- Interest income.
- Debt and finance charges not attributable to any other City services.
- Corporate risk management.

## Key Goals

1. Provide valuations that are accessible to the public.
2. Reduce the financial risk of assessment appeals.
3. Provide accurate valuations that are fair and timely.
4. Enhance the understanding of valuations and their underlying principles both internally and externally.
5. Deliver a timely, accurate tax billing and collection service.
6. Improve customer service.

## Service Level Statistics

Description	2017	2018	2019
<b>Budgeted Revenue:</b>			
Property tax	\$570.2 million	\$586.9 million	\$609.1 million
Business tax	\$57.5 million	\$56.9 million	\$56.9 million
Other taxation	\$24.1 million	\$24.2 million	\$24.7 million
<b>Property Tax:</b>			
Residential properties	215,871	218,361	220,877
Non-residential properties	13,799	13,873	13,863
% Residential	94.0%	94.0%	94.1%
% Non-residential	6.0%	6.0%	5.9%
Total market value assessment	\$85.3 billion	\$89.6 billion	\$90.8 billion
Total taxable portioned assessment	\$41.4 billion	\$43.6 billion	\$44.2 billion
% Residential	73.2%	72.06%	72.28%
% Non-residential	26.8%	27.94%	27.72%
Number of real and personal property assessment notices produced [A]	26,208	225,735	24,533
<b>Business tax:</b>			
Number of businesses	15,393	15,708	15,112
<b>Collections:</b>			
Current	97.7%	98.0%	97.7%
Arrears	63.8%	59.8%	61.7%

[A] General Reassessment in 2018

# Contact Centre - 311

## Description

To provide accurate information and enhanced customer service through requests for non-emergency services to the citizens and customers of the City of Winnipeg through a single point of contact.

## Key Goals

1. Improve citizen satisfaction through the ease of use and access to 311.
2. Improve call tracking capabilities to better analyze citizen needs for service.
3. Improve service request routing and tracking to ensure accountability to citizens.

## Service Level Statistics

Description	2017	2018	2019
Total Calls Received [A]	959,676	858,962	799,210
Total Calls Answered [A] [B]	808,666	666,565	674,011
Number of Service Requests	496,946	417,628	374,623
Number of Information Requests	646,192	583,016	526,211
Number of Emails	107,082	93,107	112,460
Average Talk Time (in minutes)	4:39	4:54	5:13
Average Wait Time (in minutes) [C]	3:04	7:36	2:56
Number of Self Service Online	1,782	2,032	2,084
Number of Mobile App Interactions	1,032	1,464	3,233
Number of In-person Interactions [D]	6,459	22,360	36,757
Number of Social Media Interactions	13,862	12,969	17,017

[A] The difference between Total Calls Received and Total Calls Answered is due to a combination of abandoned calls, as well as the use of an Interactive Voice Response (IVR) system which answers the caller's question without needing to speak to an agent.

[B] Overall call volumes decreased but complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. More interactions are also seen in other service channels other than phone.

[C] Increase in 2018 wait time due to issues with staffing. Decrease in wait time in 2019 due to lower turnover of Customer Service Representatives (CSRs), updated training curriculums that results CSRs taking calls earlier in the training process as well as fewer calls received.

[D] Decrease in 2017 In Person Interactions is attributable to lack of recording the statistic.

# Council Services

*Includes:*

- Auditing
- Mayor and Council
- Archives
- Elections
- Citizen Access and Appeals
- Council Support
- Executive Support

## Audit

### Description

The Audit Department is classified as an independent external auditor under Government Auditing Standards due to statutory safeguards that require the City Auditor to report directly to Council, through the Audit Committee. The Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee).

The purpose of the Audit Department is to provide independent and objective information, advice and assurance with respect to the performance of civic services in support of open, transparent and accountable government. The value to Council is the ability to use credible information to support their decision-making efforts. Stakeholders are the Public Service and residents.

### Key Goals

1. To support the achievement of transparent, efficient and effective City government services.
2. To deliver value-added, cost-effective and innovative audit services and reports.
3. To continue the proactive involvement of Audit in organizational initiatives.
4. To complete the projects identified in the audit plan and to report results to stakeholders.
5. To promote a respectful, team-oriented and professional workplace.

### Service Level Statistics

Description	2017	2018	2019
Audit Committee Meetings	5	5	8
<b>Audit Projects Completed</b>			
Assurance Projects	24	21	24
Advisory Projects	3	2	4
Investigation Projects [A]	81	114	105
Projects in Progress	18	12	17

[A] In 2019 there were 117 new Fraud & Waste Hotline reports - 12 investigations were in progress and were carried over to 2020.



# Council Services

## City Clerks

### Description

The City Clerk's Department provides direct policy, procedural and administrative services to the Mayor, Speaker and Members of Council, Executive Policy Committee, Standing Policy Committees, the Mayor's Office and Senior Administrators. The Department is the gateway to the City for political decision-making and providing access to information about the City, its services and the decision-making process. It captures, communicates and maintains a complete and accurate record of all Council decisions since the City's inception.

The City Clerk's Department has statutory responsibility for the administration of elections and by-elections as designated by The City of Winnipeg Charter, The Municipal Councils and School Boards Elections Act and for supporting Council and its Committees under The City Organization By-law, and undertakes all hearings related to assessment appeals through the Board of Revision. As well, the Department coordinates requests for access to information under The Freedom of Information and Protection of Privacy Act (FIPPA), leads the City-wide records and information management program and preserves civic history through the operation of the City of Winnipeg Archives.

### Key Goals

1. To lead in the provision of customer service to our varied clients including the Mayor's Office, Councillors, the Administration and the Public.
2. Enable cost savings and improve delivery of services to Council and the Public through the ongoing development of information technology by continuing to enhance Open Government, e-government and other electronic systems.
3. Review existing systems to ensure they are in keeping with changing environmental conditions and making full usage of technology and processes to reduce costs and maximize efficiency.
4. Ensure democracy at the local government level with ongoing election planning and delivery for by-elections and general elections.

### Service Level Statistics

Description	2017	2018	2019
Total Committee meetings held	277	244	247
Public Council / Standing Committee meetings undertaken	114	84	118
Committee meeting videos - live streamed & posted	241	222	217
Board of Revision appeals filed	5,653	602	5,923
Board of Revision hearings	337	318	401
Board of Adjustment meetings	24	23	23
Board of Adjustment orders issued	257	322	316
Appeal Committee hearings	66	66	94
Decision Making Information System site visits [A]	n/a	527,385	557,033
Decision Making Information System documents posted	1,004	811	1,369
FIPPA requests processed	859	917	1,049
Records requested from Records Centre [B]	1,301	903	804
Records requested from Archives	1,473	1,061	1,187
In-person visits to Archives	347	353	304
Mail and phone inquiries processed by Archives	1,021	908	919
Public tours	29	11	14
Archival exhibits	5	4	7
Records transferred to Archives/Records Centre [B]	961	155	1,932
Records destroyed - By-law 86/2010 (Cu. Ft.) [C]	40	405	254
Visits to Archives Website [D]	35,579	105,475	89,426

[A] Method to track statistics has been modified beginning 2018.

[B] Change in 2018 and 2019 in order to accommodate the move of records to 1450 Mountain Ave.

[C] Volumes vary from year to year as the rate of destruction depends on the retention schedules.

[D] 2018 and 2019 includes the addition of visits to the Winnipeg in Focus website.

# Organizational Balanced Scorecard

## Citizen and Stakeholder Perspective

Corporate Objective	Performance Measure	2017	2018	2019	2020
Maximize Customer Satisfaction	Citizen satisfaction with City services	88%	87%	88%	90%
	Citizen satisfaction with customer service	83%	79%	81%	82%
	Citizen satisfaction with value received for tax dollar	70%	71%	68%	78%
Corporate Objective	Performance Measure	2017	2018	2019	
Improve Customer Service	Average 311 wait time (minutes) [A]	3:04	7:36	2:56	

## Financial Resource Perspective

Corporate Objective	Performance Measure	2017	2018	2019
Deliver Cost-Effective Services	City's operating expenditures/capita (all services)	\$1,725	\$1,738	\$1,804
	Municipal property taxes on the average house	\$1,694	\$1,733	\$1,774
Strengthen Financial Performance	City Credit Rating - Moody's	Aa2	Aa2	Aa2
	City Credit Rating - Standard & Poor's	AA	AA	AA
	Debt/capita - Tax Supported and Other Funds	\$918	\$878	\$1,016
	Debt/capita - Utilities and Other	\$382	\$408	\$677
	Debt/capita - Total City	\$1,415	\$1,398	\$1,799
	Stabilization reserve balances as a % of tax supported operating expenditures	7.5%	10.2%	9.5%
	Tax collection rate for current taxes	97.74%	98.00%	97.68%
	Achieved the International Association of Assessing Officers (IAAO) Appraisal Quality Standards [B]	Yes	Yes	Yes
	International Organization for Standardization (ISO) 9001:2008 certified for Assessment [C]	Yes	Yes	Yes

## Employee and Organizational Perspective

Corporate Objective	Performance Measure	2017	2018	2019
Promote Learning & Growth	In-house training hours per annual average headcount [D]	15.92	18.58	16.97
Recruit & Retain Skilled & Diverse Workforce	Employee Turnover Rate < 2 years [E]	1.80%	2.16%	2.23%
	Employee Turnover Rate 2-10 years [E]	1.75%	2.18%	2.14%
	Employee Turnover Rate >10 years [E]	0.36%	0.25%	0.27%
	Workplace Diversity - Women	30.19%	29.90%	30.00%
	Workplace Diversity - Indigneous Persons	8.86%	9.71%	10.24%
	Workplace Diversity - Visible Minorities	13.40%	14.98%	15.86%
	Workplace Diversity - Persons with Disabilities	2.48%	2.76%	2.87%
Safe & Healthy Workforce	Sick time usage per annual average headcount (in hours)	72.39	75.13	81.02
	Number of lost time injuries/100 workers/year	7.3	7.4	7.9

## Internal Business Process Perspective

Corporate Objective	Performance Measure	2017	2018	2019
Increase Operational Efficiencies of Support Services	Audit costs as a percentage of operating expenditures	0.07%	0.08%	0.07%
	Assessment and Taxation costs as a percentage of operating expenditures [F]	1.37%	1.72%	1.35%
	City Clerks costs as a percentage of operating expenditures [G]	0.45%	0.60%	0.52%
	Legal costs as a percentage of operating expenditures	0.22%	0.23%	0.24%
	Corporate Support Services costs as a percentage of operating expenditures [H]	2.14%	2.30%	n/a
	Human Resource Services costs as a percentage of operating expenditures [H]	n/a	n/a	0.40%
	Customer Service & Communications costs as a percentage of operating expenditures [H]	n/a	n/a	0.58%
	Innovation, Transformation & Technology costs as a percentage of operating expenditures [H]	n/a	n/a	1.49%
	Corporate Finance costs as a percentage of operating expenditures	0.67%	0.67%	0.60%
	Cost per 311 interaction [A]	\$5.44	\$6.15	\$6.54
Optimize Business Processes	% of value-added audit recommendations implemented in the last five years	84%	66%	62%
	% of property assessment roll value sustained after 1st level appeal - Residential	99.5%	99.9%	99.1%
	% of property assessment roll value sustained after 1st level appeal - Business	96.3%	99.7%	93.4%
	Average time per permanent hire (days) - External [E] [I] [J]	80.39	67.68	68.43
	Average time per permanent hire (days) - Internal [E] [I] [J]	61.55	64.28	63.27

- [A] Increase in 2018 wait time due to issues with staffing. Decrease in wait time in 2019 due to lower turnover of Customer Service Representatives (CSRs), updated training curriculums that results CSRs taking calls earlier in the training process as well as fewer calls received.
- [B] Statistical measures relative to the International Association of Assessing Officers (IAAO) Standards are determined at the time of General Assessment. The measures indicate accuracy, uniformity and equity of appraisals relative to market value.
- [C] The ISO quality standard specifies requirements for a quality management system where an organization needs to demonstrate its ability to consistently provide a product or service that meets customer and applicable regulatory requirements, and aims to enhance customer satisfaction through the effective application of the system. By being ISO 9001:2000 certified the Department has positioned itself among the industry leaders in the field of valuation and taxation.
- [D] "In-house" training refers to that organized, registered and/or delivered by City employees. Exclusions 1. Police Recruit Training which is 37-weeks long and Police Cadet training which is 14 weeks long; 2. Fire/Paramedic Training; 3. "External Training" which is measured by number of people, not training hours; and, 4. Transit Driver Training.
- [E] Includes Permanent and Part-Time Employee Establishment.
- [F] Assessment and Taxation costs as a percentage of operating expenditures increased due to increased funding for the municipal tax appeal liability in 2018.
- [G] City Clerks costs as a percentage of operating expenditures increased due to election costs being incurred in 2018 as well as increased grant payments resulting from a 2017 deferral. The increase in election costs was offset by additional revenue related to the election.
- [H] 2018 figures have not been restated for the reorganization of Corporate Support Services (CSS). In 2018, Human Resource Services, Customer Service & Communications, and Innovation, Transformation & Technology were reported as CSS.
- [I] Length of time is measured from job closing date to the date the person starts in the position.
- [J] This includes all civic recruitment with the exception of uniformed staff e.g. Fire Fighters, Paramedics, Police Officers, and Bus Operators. Recruitment and selection of uniformed staff in these areas is very specialized and intensive, including multiple steps.

# Organizational Performance Measurements

## Benchmarking

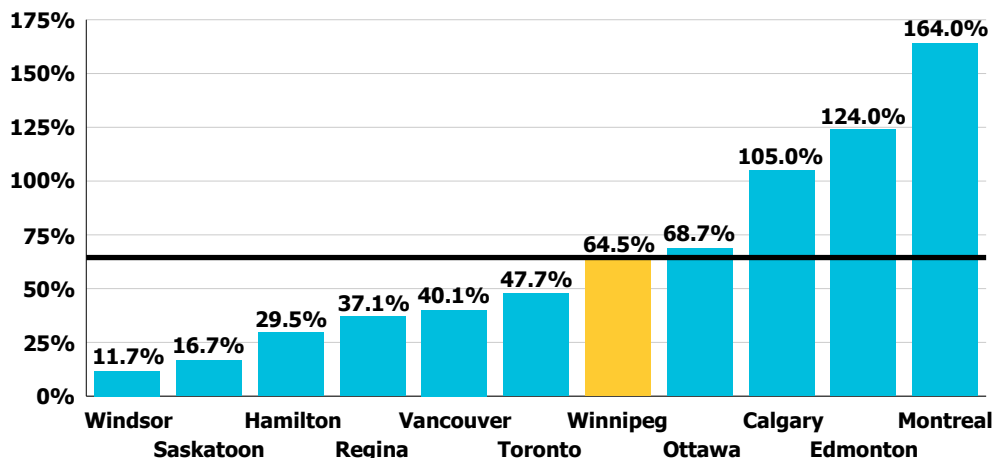
### Credit Ratings - City Comparison (2019)

City	Moody's	Standard & Poor's
Ottawa	Aaa	AA
Calgary	no rating	AA+
Edmonton	no rating	AA
Vancouver	Aaa	AAA
Toronto	Aa1	AA
<b>Winnipeg</b>	<b>Aa2</b>	<b>AA</b>
Hamilton	no rating	AA+
Montreal	Aa2	AA-

Winnipeg's credit rating is similar to other Canadian cities.

Source: Compiled by the City of Winnipeg from rating agency information.

### Direct Debt as a Percent of Operating Revenues - City Comparison (2018)

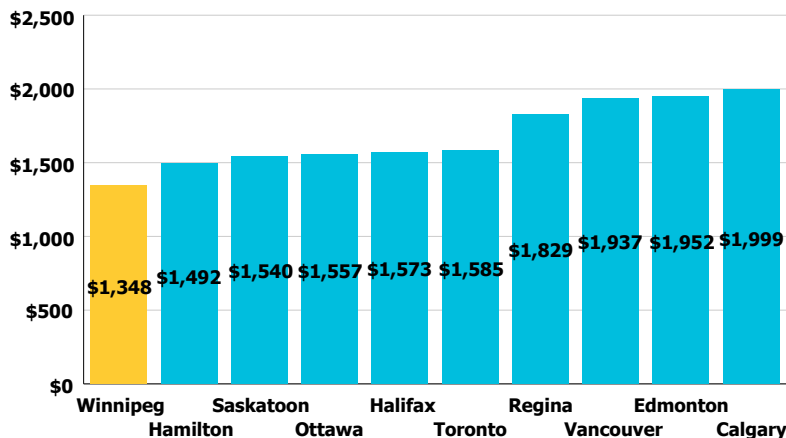


Winnipeg's direct debt as a percentage of operating revenues is approximately average when compared to other major Canadian cities.

	2014	2015	2016	2017	2018
<b>Wpg. Trend</b>	65.4%	69.0%	70.0%	66.1%	64.5%

Source: Standard & Poor's

### Operating Expenditures per Capita - City Comparison (2017)



In 2017, Winnipeg had the lowest operating expenditures per capita from the 10 cities selected. All of the other cities had higher operating costs per capita than Winnipeg, ranging from 10% higher in Hamilton to 48% higher in Calgary.

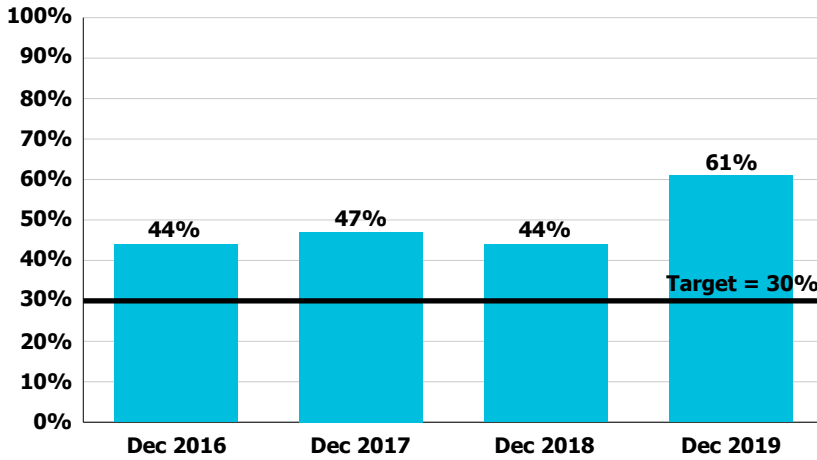
To make this comparison, expenditures were adjusted to match a similar basket of services between cities by removing social services, housing and public health, ambulance, assessment, cemeteries, transit and electric utility. In addition, all cities include water costs except for Edmonton.

	2014	2015	2016	2017
<b>Wpg. Trend</b>	1,444	1,357	n/a	1,348

Source: Derived from Annual Financial Reports

# Organizational Performance Measurements

## Total City Liquidity



This measure is an important indicator of the City's ability to service its financial obligations. Liquidity is actively monitored to ensure it remains within acceptable parameters. An internal target of a minimum of 30% is utilized for treasury management and reporting.

The City of Winnipeg calculates liquidity as Free Cash Flow plus Liquid Assets and Committed Credit Facilities, divided by Consolidated Operating Expenditures minus Amortization.

## Service Based Budget – Services By Policy Area

Service	Sub-Service	Service	Sub-Service
<b>Infrastructure Renewal and Public Works</b>		<b>Protection, Community Services &amp; Parks / Winnipeg Police Board</b>	
Roadway Constr. and Maintenance	Bridge Constr. & Maint.	Police Response	Police Response
	Regional Streets Constr. & Maint.		Contract Policing
Transp. Planning and Traffic Mgmt.	Local Streets Constr. & Maint.	Crime Prevention	Crime Investigation
	Regional Sidewalk Constr. & Maint.		Police Training
	Local Sidewalk Constr. & Maint.		Community Policing
Roadway Snow Rmvl. and Ice Cont.	Transportation Plan & Design	Traffic Safety and Enforcement	Street Lighting
	Traffic/Right of Way Management		Crime Prevention Initiatives
	Regional Streets Snow & Ice Removal		Traffic Safety and Enforcement-Automated
	Local Streets Snow & Ice Removal		Traffic Safety and Enforcement-Officer
Public Transit	Sidewalk Snow & Ice Removal	Fire and Rescue Response	Traffic Safety and Enforcement-Division
	Parks & Facility Snow & Ice Removal		Fire Suppression and Life Rescue
	Snow Disposal Sites		Special Rescue
City Beautification	Conventional Transit	Fire and Injury Prevention	Fire Investigation
	Transit Plus		Fire Paramedic Response
Water and Waste, Riverbank Management and the Environment	Chartered & Special Events Transit	Medical Response	Fire & Injury Prevention Education
	Litter Collection		Fire Inspection
	Public Gardens/Landscaping		Emergency Ambulance
	OrnLight/Flags, Banners/Public Art		Medical Transfers
	Graffiti Control		Community Paramedicine
Water	Regional Street Cleaning	Emergency Management	Emergency Management
	Local Street Cleaning		Recreation
Wastewater	Water Supply & Treatment	Parks and Urban Forestry	Arenas
	Water Distribution		Aquatics Services
Land Drainage and Flood Control	Wastewater Collection		Recreation Services
	Wastewater Treatment		Community Centres
Solid Waste Collection and Disp.	Flood Control		Park Grass Maintenance
	Land Drainage		Park Amenity Maintenance
Recycling and Waste Diversion	Waterways Management		Athletic Field Maintenance
	Solid Waste Collection		Park Pathway Maintenance
Property and Development, Heritage and Downtown Development	Solid Waste Disposal		Park Planning/Development
	Recycling		Tree Planting
City Planning	Waste Diversion	Tree Pruning & Removal	
	Area Dev. & Renewal Planning	Dutch Elm Disease Control	
Neighbourhood Revitalization	City-wide Long Range Planning	Weed Control	
	Housing Initiatives	Natural Areas Management	
Development Approvals, Building Permits and Inspections	Residential Dev. Approvals & Inspection	Playground Management	
	Commercial Dev. Approvals & Insp.	Winter Amenity Maintenance	
Heritage Conservation	Heritage Conservation	Boulevard Maintenance	
	Municipal Accommodations	Community Liveability	
Property Asset Management	Land and Property	Community By-law Enforcement	
	Pool Facilities	Vacant Building Enforcement	
	Arena Facilities	Bicycle Recovery	
	Recreation Centres	Community Crisis Response	
	Community Centre Facilities	Community Grants	
Cemeteries	Cemeteries	Community Development	
	Innovation and Economic Development	Libraries	
Innovation, Transformation and Technology	Innovation	Library Circulation	
	Information Technology	Library Information	
	Enterprise Architecture	Children's Library	
Economic Development	Enterprise Transformation	Arts, Entertainment and Culture	
	Arts, Entertainment and Culture Grants	Arts, Entertainment & Culture Events	
Animal Services SOA	Animal Control & Care	Museums	
Winnipeg Fleet Management SOA	Fleet Management	Assiniboine Park Conservancy	
Golf Services SOA	Golf Courses	Insect Control	
Winnipeg Parking Authority SOA	Parking Facilities	Executive Policy	
	On Street Parking Enforcement	Organizational Support Services	
Winnipeg Parking Authority SOA	On-Street Parking	Chief Administrative Offices	
	Vehicles for Hire	Communications	
Winnipeg Parking Authority SOA	MBEA non-parking	Financial Management	
	Assessment, Taxation & Corporate	Human Resource Management	
Contact Centre - 311	Assessment & Taxation	Infrastructure Planning	
	Corporate	Indigenous Relations	
Council Services	Assessment & Taxation	Legal Services	
	Contact Centre - 311	Assessment & Taxation	
	Auditing	Corporate	
	Mayor and Council	Contact Centre - 311	
	Archives-City Clerks	Auditing	
	Elections-City Clerks	Mayor and Council	
	Citizen Access and Appeals	Archives-City Clerks	
Council Support-City Clerks	Elections-City Clerks		
Executive Support	Citizen Access and Appeals		
	Council Support-City Clerks		
	Executive Support		