



Community Trends and Performance Report

Volume 1 for 2020 Budget



July 2019



City of Winnipeg

Community Trends and Performance Report Volume 1 – 2020 Budget

**The City of Winnipeg
Winnipeg, Manitoba
R3B 1B9**

Telephone Number: 311

Toll Free : 1-877-311-4WPG(4974)

www.winnipeg.ca

Table of Contents

Overview	Section One
Reader's Guide	1-1
City of Winnipeg Council	1-3
City of Winnipeg Organization	1-5
City of Winnipeg Public Service	1-7
Executive Summary	1-9
Budget Process	1-11
Strategic Framework	1-13
Financial Management Plan Update	1-21
Community Trends	Section Two
Population	2-1
Residential Housing and Commercial Market	2-7
Economic Trends	2-13
Performance Measures	Section Three
Performance Measurement	3-1
Citizen Survey	3-3
City Services by Standing Policy Committee	3-7
Infrastructure Renewal and Public Works	3-9
Water and Waste, Riverbank Management and the Environment	3-25
Property and Development, Heritage and Downtown Development	3-43
Protection, Community Services and Parks / Winnipeg Police Board	3-65
Innovation	3-115
Executive Policy	3-133
Appendices	Section Four
Appendix 1 – Financial Trends	4-1
Appendix 2 – Service Based Budget – Services by Policy Area	4-23

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 decision-making 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 Financial Management Plan; and
3. Community Trends related to socio-economic information such as population, demographics, housing, etc.;
4. Performance Measures for City of Winnipeg services grouped by Standing Policy Committee, and organization-wide information.

This information is intended to provide relevant current context, and facilitate discussion for the upcoming 2020 Budget process.

City of Winnipeg Council



Mayor Brian Bowman



Matt Allard
ST. BONIFACE



Jeff Browaty
NORTH KILDONAN



Markus Chambers
ST. NORBERT -
SEINE RIVER
Deputy Mayor



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
Acting Deputy Mayor



Jason Schreyer
ELMWOOD-EAST
KILDONAN

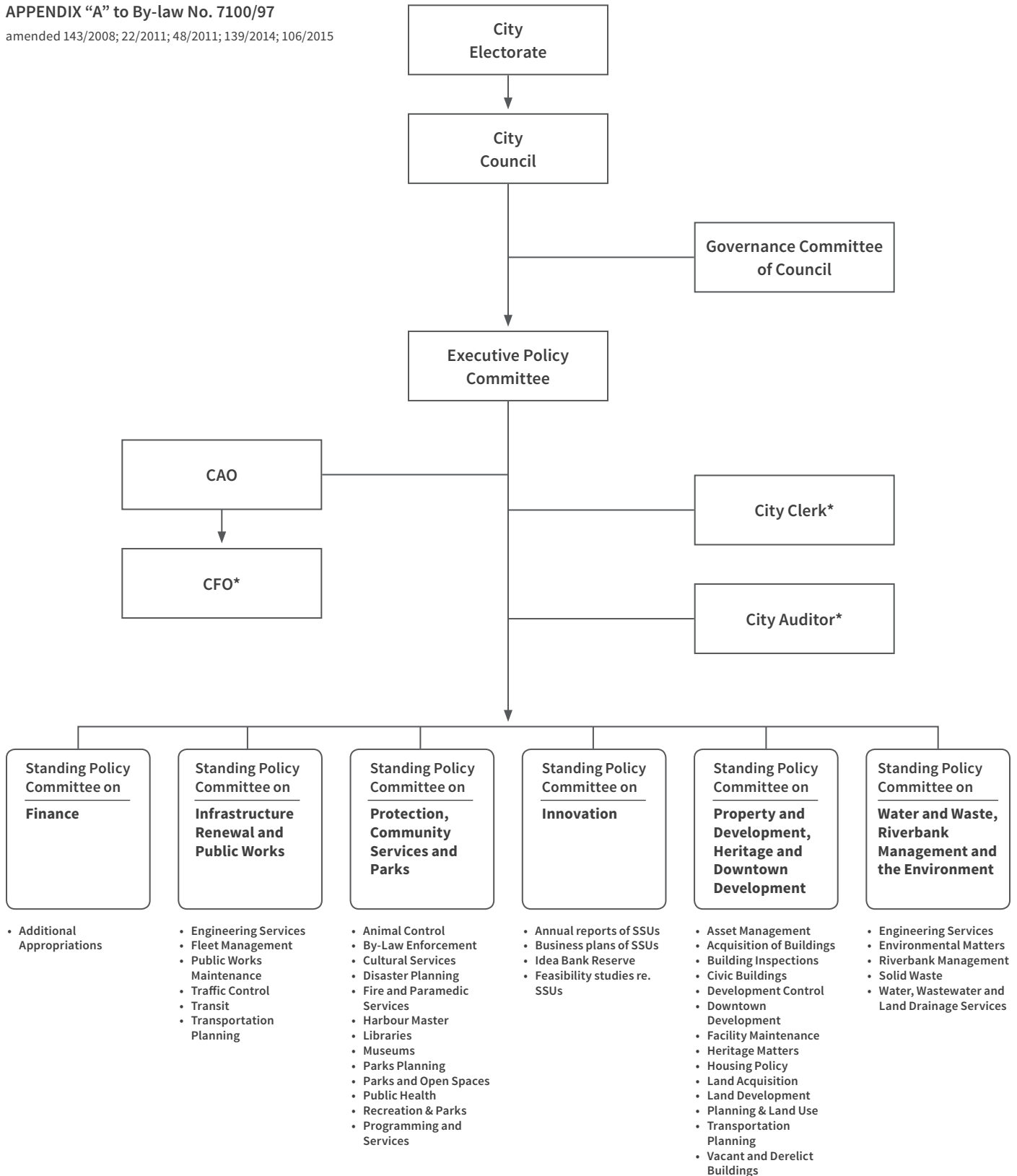


Devi Sharma
OLD KILDONAN

City of Winnipeg Organization

APPENDIX “A” to By-law No. 7100/97

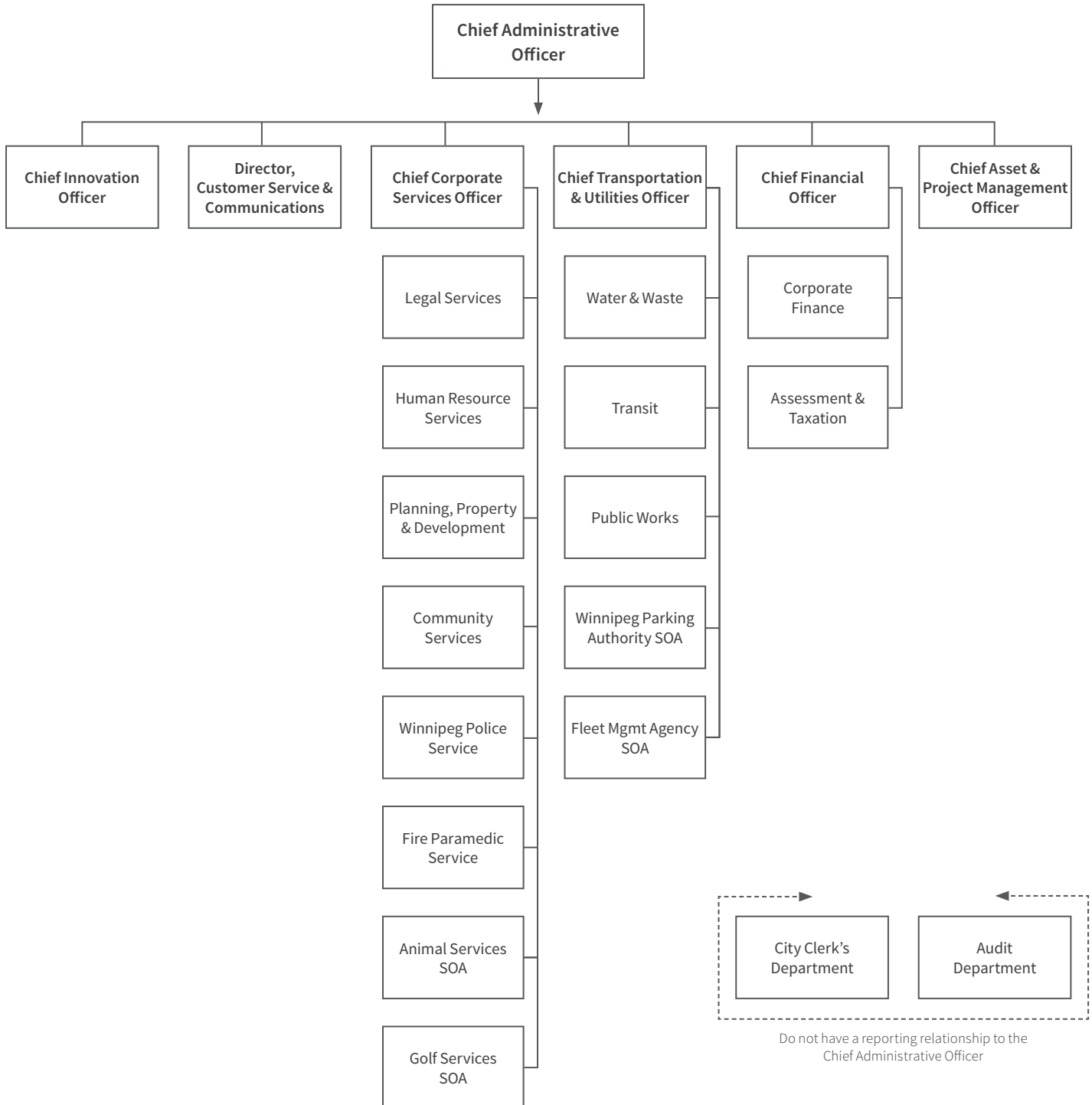
amended 143/2008; 22/2011; 48/2011; 139/2014; 106/2015



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

City of Winnipeg Public Service

(July 2019)



Executive Summary

The City of Winnipeg like many Canadian municipalities is facing multi-faceted challenges:

- The tax supported budget has a structural deficit – sustainable revenue streams do not cover required expenditures;
- Significant infrastructure deficit estimate at \$6.9 billion from 2018 to 2027;
- Uncertainty in provincial capital and operating funding levels;
- Anticipated increase in demand for City services due to population growth; and
- External factors that could influence city operations such as borrowing rates, regulatory requirements, inflation rate, result of collective bargaining, etc.

From a financial perspective, Winnipeg has maintained its credit rating position with both Moody's Investors Service and Standard and Poor's Financial Services, recognizing the organization's strong financial management. Winnipeg's level of staffing over time has grown with full time equivalent position growth being largely in public safety. Although the City of Winnipeg has a low-cost structure (operating expenditures per capita) compared to other Canadian cities, future financial challenges for the organization are evident as the forecasted tax-supported operating budget deficit grows annually. The City's capital needs are also outpacing capital funding sources. The listing of unfunded major capital projects was recently reported to City Council. The report identified 22 projects worth \$4.9 billion, \$4.5 billion of which is without identified funding sources. Compounding these issues are recent changes in provincial operating and capital funding levels. Winnipeg is a growing city, with that growth largely driven by immigration. Winnipeg housing starts remain strong, and the city is one of the most affordable cities in Canada.

As part of the 2019 Citizen Survey, 93% of Winnipeggers believe the quality of life in their city is good or very good. In addition, 88% of Winnipeggers are satisfied with the overall level of services provided, and 68% of those surveyed believe they receive good to very good value for the tax dollar. Overall, the citizen survey results are positive, indicating comprehensive service management and service delivery to Winnipeggers. The citizen survey was conducted by Advis Incorporated; the survey methodology is described on page 3-3. The detailed annual survey results are available on the City's website at

http://winnipeg.ca/finance/documents_page.stm#Surveys.

Performance measurement provides the necessary data to identify needs and support reallocation of resources or realignment of strategic objectives to improve processes and priorities. Of the 28 service areas reported by Winnipeg to Municipal Benchmarking Network Canada in 2017, 21 of the service areas compare favourably to the other municipalities (at or below the median) in terms of the cost of providing the service.

To continue moving forward, Winnipeg is in the process of reviewing OurWinnipeg, the long-term planning blueprint to guide future growth and development. A renewed plan will be brought for Council consideration in the latter part of 2019. Provincial approval of the updates to OurWinnipeg is expected in 2020. The City also continues to monitor its fiscal and policy framework, including the Financial Management Plan, Investment Policy, Transit Master Plan, Parks and Recreation Master Plan, etc. These documents will help shape the future of the city.

A new sustainable financial model is required for the City of Winnipeg. City Council had taken a positive step towards a balanced multi-year budget by asking Public Service to:

- Review the City's core service delivery responsibilities under The City of Winnipeg Charter and any other relevant legislation;
- Establish an evaluation framework to review all current and any future City grants;
- Recommend any changes to the City's current fees and charges based on an assessment of best practices in other jurisdictions and the cost of service delivery;
- Create a prioritization list of unfunded major capital projects; and
- Review the use of Special Operating Agency dividends.

Significant financial decisions will need to be considered to balance future operating budgets with a view to maintaining levels of service both in tax-supported operations and capital.

This budget volume is created to provide context to decision makers and report service performance as part of the multi-year 2020 budget process.

Budget Process

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 and demographic trends are published in budget Volume 1 Community Trends and Performance Report.

Public Consultation

- Budget Consultation allows citizens to provide feedback through various avenues including online and in-person options in the community.
- An annual citizen survey is also undertaken.

Call Letter

- Each year, the Chief Financial Officer issues the Budget Call Letter, launching the annual budget process.
- The operating budget submission has been typically comprised of three years; the budget year and two projection years. The capital budget submission is comprised of six years; the budget year and a five year capital forecast.
- The 2020 Budget Call Letter requested four years of operating budget information; the budget year and three projection years.

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 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
 - The Winnipeg Police Board.

Council Approval

- The Committees hear presentations by departments. Members of the public and interest groups may also make presentations at these meetings.
- The Executive Policy Committee provides for delegations from the public and reviews the recommendations from the Standing Policy Committees. Recommendations are finalized by the Executive Policy Committee and forwarded to Council.
- 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.

A Standing Policy Committee of Council can 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 Public Service.

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 approved by Council in 2011, is Winnipeg's 25-year blueprint that will guide the growth and development of the physical, social, environmental, and economic development of our city as per The City of Winnipeg Charter.

OurWinnipeg integrates a detailed land use and development plan (**Complete Communities**) and three other Direction Strategies - **Sustainable Transportation**, **Sustainable Water and Waste**, and **A Sustainable Winnipeg**. Together, the four Direction Strategies provide detailed policies, directions, and strategies necessary for implementation.

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 the detailed Direction Strategies noted above, 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 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 an innovative, practical 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, 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, as well as a "tracking progress" section with a mix of qualitative and quantitative information to track trends over time. 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 participated in the creation of *OurWinnipeg*, and who encourage the City to continue taking steps towards implementing Winnipeg's development plan.

Our Vision

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

OurWinnipeg: living and caring because we plan on staying.

A Growing City

We are now competing, on a global scale, for economic development. We need to continue to offer the sustainability advantages and the quality of life that current citizens expect and prospective citizens will value. We are early in a cycle of strong growth, the pace of which we haven't seen for decades. We're welcoming new citizens and businesses, and embracing sustainability opportunities.

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

- How are we going to accommodate growth and change?
- How do we capitalize on growth while making sure our city stays liveable, affordable and desirable?

- How do we make sure that all Winnipeggers benefit from this growth?
- How do we maintain and enrich what we value while finding room for a growing population?

Our Winnipeg answers these questions and positions Winnipeg for sustainable growth, which is key to our future competitiveness. It sets a vision for the next 25 years and provides direction in three areas of focus - each essential to Winnipeg's future:

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 Review

A review of OurWinnipeg, as required by the City of Winnipeg Charter, is currently underway. The review process will result in an updated plan for Council consideration in the latter part of 2019 and final approval from the Province expected in 2020.

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

Alignment to OurWinnipeg

- City of Winnipeg departments align departmental resource planning and activities to the Council-adopted direction strategies set out in OurWinnipeg.
- Each Capital Project identifies the main OurWinnipeg direction strategy alignment of the project (budget Volume 3 Capital Project Detail).
- The following page depicts the service based budget services aligned with the OurWinnipeg 'Key Directions' under which they are referenced.

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	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Economic Development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	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	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Disaster Preparedness and Response	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Recreation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Parks and Urban Forestry	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Community Liveability	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Libraries	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Arts, Entertainment and Culture	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Insect Control	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Innovation	Innovation, Transformation and Technology	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Animal Services (SOA)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Golf Services (SOA)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Winnipeg Fleet Management (SOA)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Winnipeg Parking Authority (SOA)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

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

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-limitation 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 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

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.

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 - 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 – 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 – 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>

Unfunded Major Capital Projects Summary – The Unfunded Major Capital Projects Detail Document provides a summary of current information on proposed unfunded major capital projects for a 10 year period (2019 – 2028). Projects listed range in costs from \$24 million to \$1.8 billion, with the total unfunded portion of the costs of approximately \$4.5 billion representing 60% of the City's infrastructure deficit.

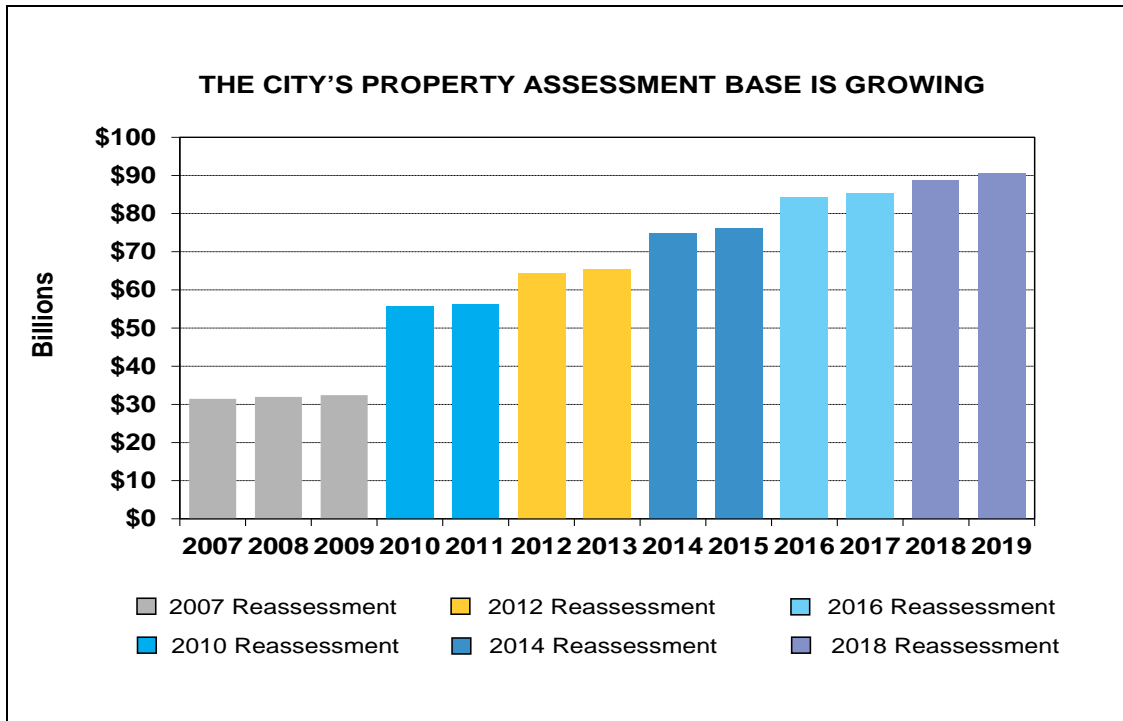
https://www.winnipeg.ca/infrastructure/pdfs/2019_CW-Unfunded-Major-Capital-Projects.pdf

Financial Management Plan Update

City Council adopted its Financial Management Plan on March 23, 2011. The *OurWinnipeg* Plan 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. A review of the Financial Management Plan is currently underway. The review process will result in an updated plan. The following provides a progress report on the current Financial Management Plan goals:

Goal #1: Promote economic growth
Target: Increase assessment base

The City's property assessment base is growing.



Goal #2: Support environmental sustainability
Target: Financial decisions that support environmental sustainability

Social, environmental and economic sustainability are essential to Winnipeg's long-term well-being. The City has a role to play in mitigating and adapting to climate change, in continuing to value and respect our natural environment, and supporting the conservation and wise use of natural resources. This is put into practice through programs and policies that include, but are not limited to, climate action, green building, sustainable transportation, sustainable procurement, waste reduction/diversion and water conservation.

Climate Action

The Office of Sustainability led an extensive consultation in 2017-18 in order to produce the City's first community-wide climate action plan. On September 20, 2018, the City presented the Winnipeg Climate Action Plan: *Planning for Climate Change. Acting for People* to City Council, where it was unanimously adopted. The report addresses the community's challenges and opportunities with respect to global climate change, offers new targets for greenhouse gas emissions reductions, and provides recommendations for new and enhanced policies, programs and actions.

Green Building

The City's Green Building Policy for New Construction and Major Additions ensures that City-owned new facilities and major new additions are designed, constructed and operated to a high standard of performance in environmental, economic and social sustainability as verified by third party green building certification systems. The City's Green Building Policy for Existing City-owned Buildings and Leased Buildings is based on continuous improvement of building environmental and energy performance through energy and water-performance benchmarking using the ENERGY STAR Portfolio Manager tool. The benchmarked data provides a basis for capital investments to improve building energy and environmental performance.

Sustainable Transportation

In 2010, Council adopted the Green Fleet Plan, which was created to mitigate harmful greenhouse gas emissions. The Winnipeg Fleet Management Agency (WFMA), a Special Operating Agency dedicated to fleet service delivery of approximately 2,000 vehicles promotes awareness of fleet emissions through research, education, testing, and the pilot of more energy efficient and environmentally-friendly vehicles and equipment, and alternative fuels. For example, in 2019, the WFMA will begin testing two fully electric vehicles and fast-charging electric vehicle charging infrastructure.

The City encourages sustainable commuting options for employees through its participation in the annual Commuter Challenge, a membership subscription with the carpool matching service GoManitoba, Winnipeg Transit EcoPass, on-site bike share programs and secure bike facilities (such as lockers and showers) at select City buildings.

Sustainable Procurement

The City supports the sustainable procurement of goods and services, in addition to economic fairness at both the local and global levels. The City's designation as a Fair Trade Town in 2017 affirmed these values. A Fair Trade Town is any community in which people and organizations use their everyday choices to increase sales of Fairtrade certified products and bring about positive change for farmers and workers in developing countries.

Waste Reduction and Diversion

The City reduces waste by piloting new waste management infrastructure in select City offices and facilities, by supporting the procurement of 100% recycled paper and moving towards providing information and materials in electronic (rather than hard copy paper format) wherever possible. Moreover, several City office locations support the diversion of organic material from the landfill by subscribing to office composting programs.

Water Conservation and Efficiency

The Water and Waste Department continues to operate the water conservation and efficiency education campaign known as "Slow the Flow". Its website offers water saving tips for all types of customers, and financial rebates for the installation of water-efficient toilets.

A multi-criteria approach to prioritize capital investment based on a triple bottom line approach, which includes assessing projects based on social, economic and environmental factors, has been developed as part of the asset management initiative. This annual prioritization tool is available to all departments and facilitates the development of their capital budget submissions.

Focused oversight on important environmental issues has been implemented through the creation of a Standing Policy Committee on Water and Waste, Riverbank Management and the Environment. Furthermore, in January 2018, the Public Service established an Office of Sustainability, in accordance with Council direction, which reports directly to the Office of the Chief Administrative Officer.

Goal #3: Maintain infrastructure assets
Target: Implement leading practices for asset management

Asset Management Policy F1-011 (adopted by Council on January 28, 2015), states that the Public Service will implement a comprehensive approach to managing the City's assets, to meet established levels of service at the lowest overall cost of ownership, at an acceptable level of risk.

To meet this goal, the Public Service has continued to develop and mature the City's Asset Management Program. The City recently completed its Asset Management Plan and 2018 State of the Infrastructure Report. 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, and the remaining service life of current assets, has never been performed on this scale within the City.

Along with having both documents posted on the [City's Infrastructure Planning Office website](#), an interactive Infrastructure Element map was developed to make information readily available and to help navigate the main service areas within the city's infrastructure.

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 and a review of our asset management policy and administrative standard are being conducted to ensure alignment with our core business functions.

In particular, our asset management program has made significant strides in aligning with our budgeting 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 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.

Goal #4: Manage debt
Target: A manageable level of debt

The measurement adopted by Council for this goal was to develop a Debt Strategy, including maximum debt limits.

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, 2018. It is anticipated that these actual ratios will increase in the next several years as the City undertakes planned increases in capital investment.

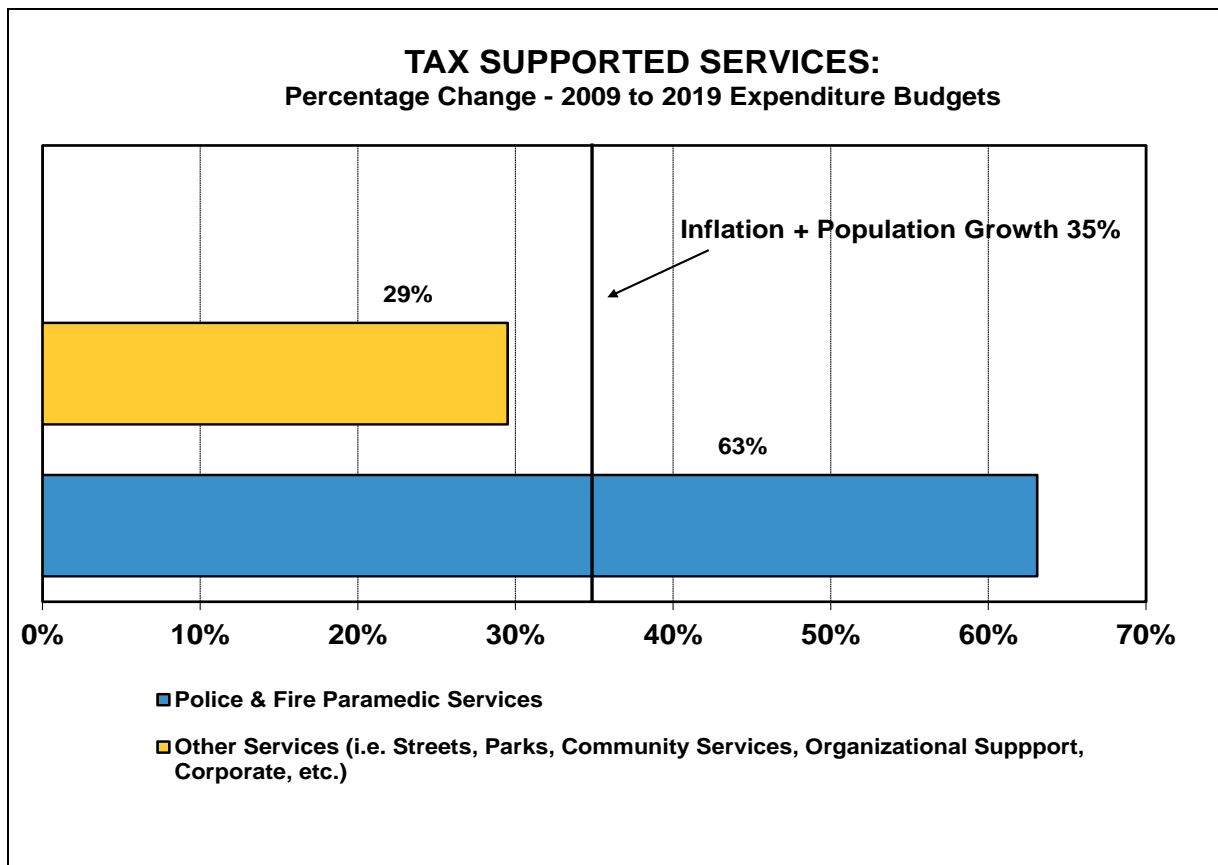
Debt Metrics	Maximum	As At December 31, 2018
Debt as a % of revenue		
City	90.0%	52.5%
Tax-supported and other funds	80.0%	52.4%
Utilities and Other	220.0%	48.4%
Debt-servicing as a % of revenue		
City	11.0%	4.9%
Tax-supported and other funds	10.0%	5.0%
Utilities and Other	20.0%	4.5%
Debt per capita		
City	\$2,800	\$1,398
Tax-supported and other funds	\$1,500	\$878
Utilities and Other	\$1,500	\$408
<small>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".</small>		

Source: City of Winnipeg 2018 Annual Financial Report

Goal #5: Manage expenditures

Target: Tax supported operating expenditure increases should not exceed inflation adjusted for growth, net of operational efficiencies

Cost increases since 2009 related to City services other than police, fire and emergency medical services have kept below the inflation adjusted for growth level of 35% as shown in the following graph. Over this same period, costs related to police and fire paramedic services have increased 63%. The citizens of Winnipeg have identified public safety as a high priority and these service expenditures have been enhanced as a result. The collective agreements that were negotiated in 2017 and 2018 between the City and its major unions contributed in managing the overall level of expenditures in 2019. Majority of these agreements provided for no wage increase in the first year of contracts.



Goal #6 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 that the increase in operating revenue should be, at a minimum, inflation adjusted for growth. Between 2017 and 2018 inflation, adjusted for growth, was 3.0%. Consolidated operating revenue has increased by 4.2% in 2018 compared to 2017.

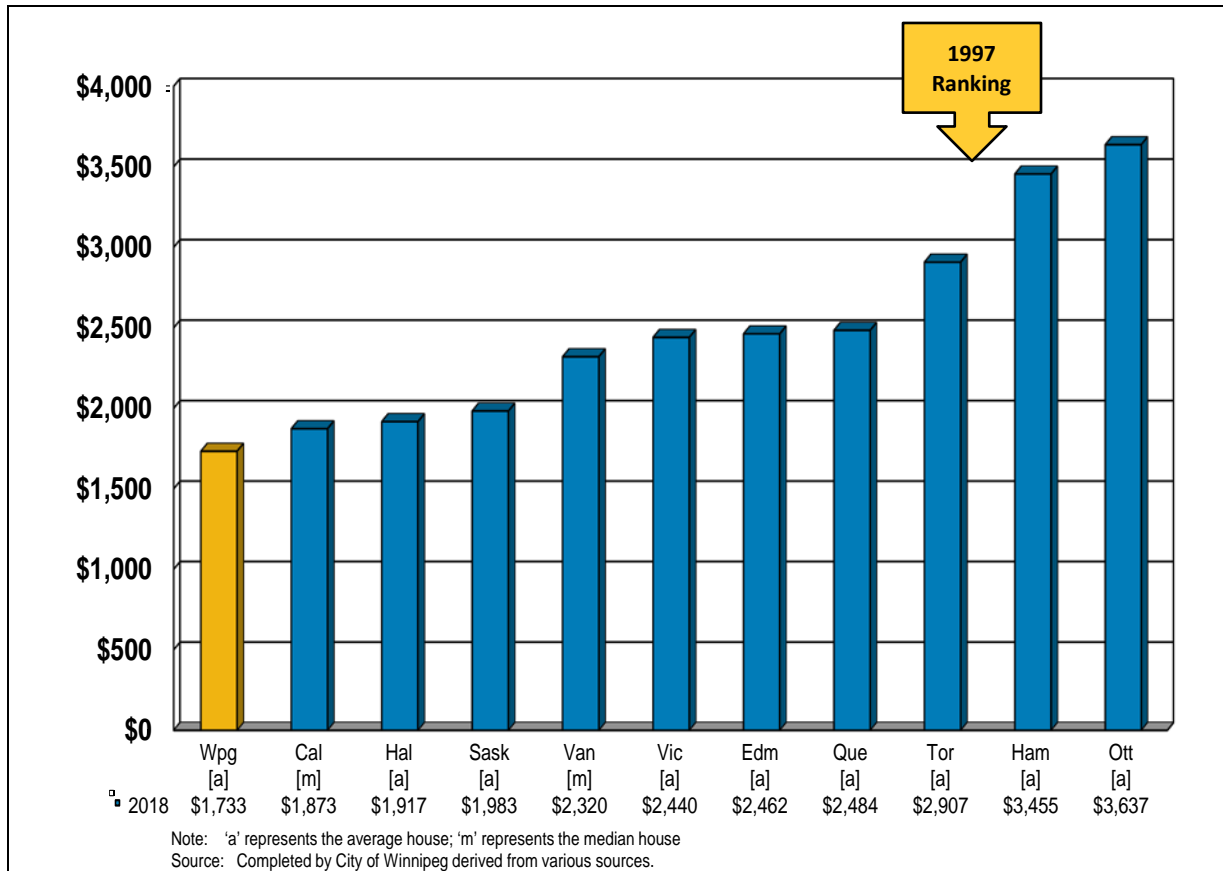
New sources of growth revenue are being explored to address both inflationary pressures on service costs as well as the significant infrastructure deficit. In 2018, Council's long term plan to improve local and regional streets was continued.

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

Goal #7 Support a competitive tax environment
Target: Municipal residential property taxes below the average of other Canadian cities

Winnipeg's 2018 municipal residential property taxes are the lowest compared to other large Canadian cities.

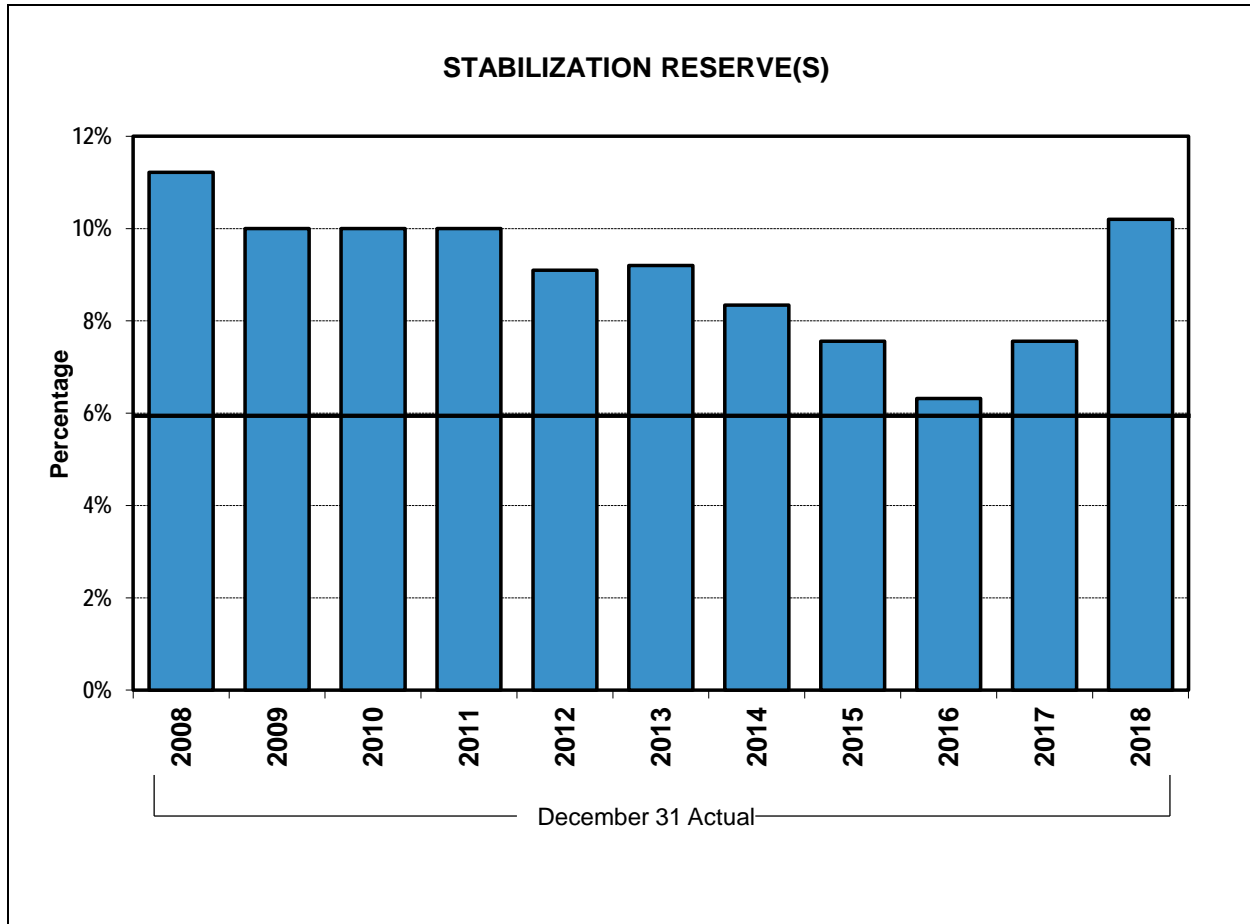
2018 Municipal Property Tax Comparison
 Based on either average or median house values



Goal #8 Ensure adequate reserves

Target: Stabilization reserves maintained at a minimum of 6% of tax supported expenditures

On September 28, 2011, Council approved merging the former Fiscal Stabilization and Mill Rate Stabilization Reserves to form a new Financial Stabilization Reserve. On March 23, 2015 Council approved that the target level for the Financial Stabilization Reserve Fund be changed from 8% to 6% of tax supported expenditures. The ending balance in the Financial Stabilization Reserve in 2018 is above target level at 10.2% of tax supported expenditures.



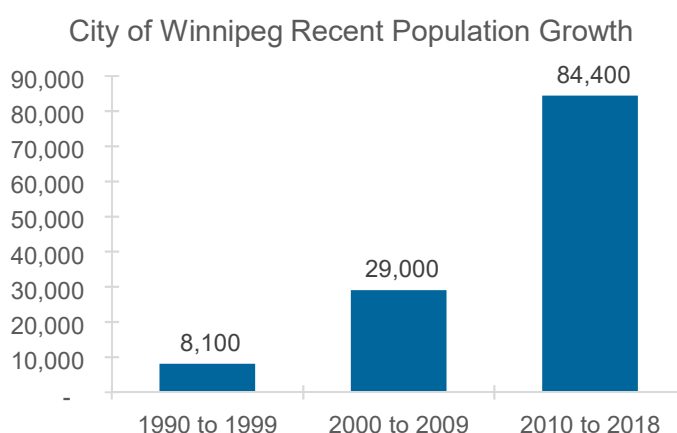
Community Trends

It is important to study the community because our population and where they work is what drives demand for services the City of Winnipeg provides. This in turn, informs City of Winnipeg’s public service on how to implement fiscal policies both in terms of revenue generation and expenditure.

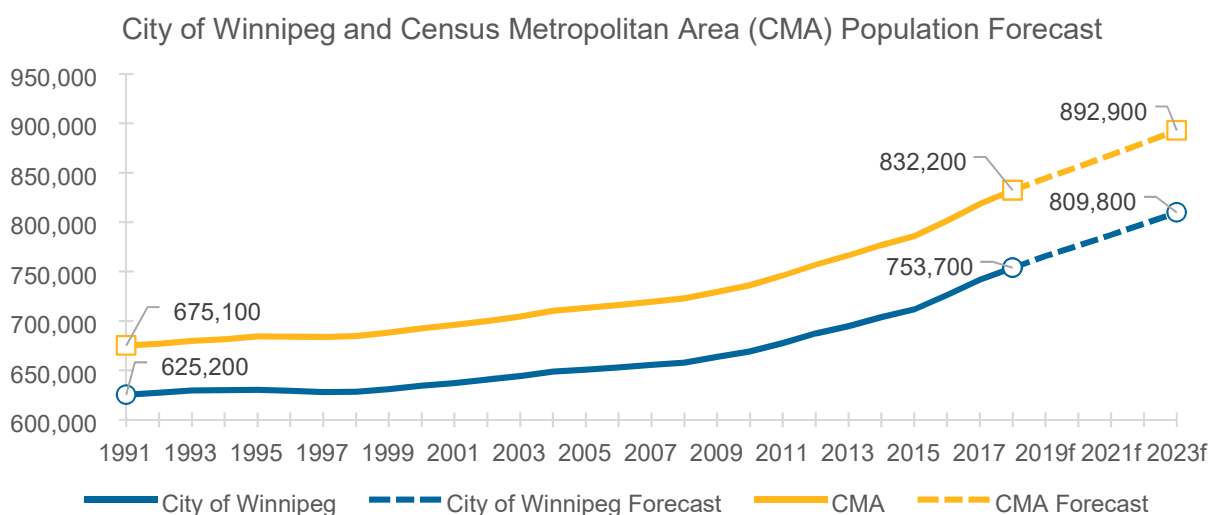
Population

Population Growth

After a decade of slow population growth between 1990 and 1999, Winnipeg’s population growth has steadily increased due to immigration. While Winnipeg’s population grew by an estimated 8,100 people in the 1990s, in the current decade Winnipeg has been growing ten times faster. Between 2010 and 2018, Winnipeg has grown by over 84,000 people. Moreover, based on current forecasts, by 2019 Winnipeg will have grown by over 95,000 people since 2010.



In the short term over the next 5 years, the City of Winnipeg’s population is forecasted to increase by over 56,000 people, growing from 753,700 in 2018 to 809,800 in 2023.¹



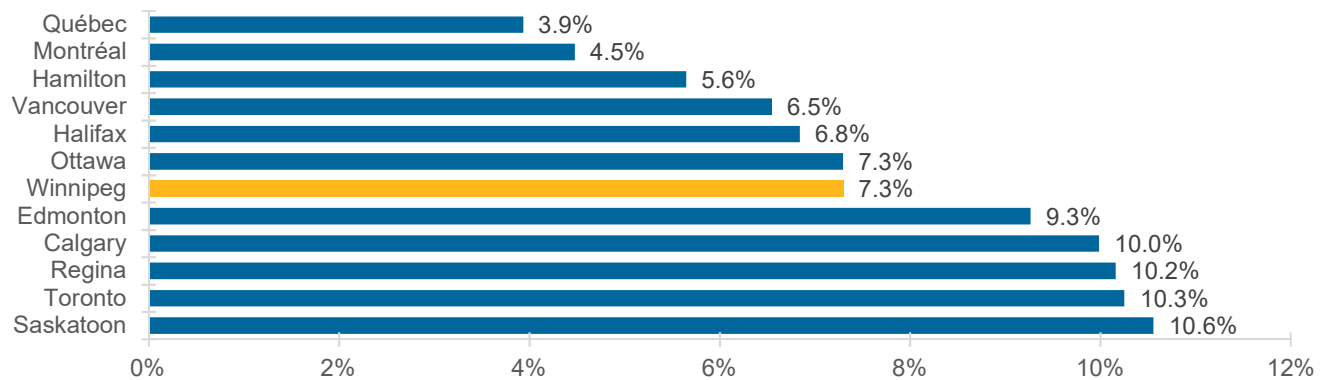
¹ Source: Statistics Canada, Demography Division, customized for City data. Statistics Canada, website for CMA data. Conference Board of Canada, Metropolitan Outlook Data – May 2019, for forecast data.

Population Growth Summary by Region ²

Geography	2018 Population	2023f Population	Average Annual Growth	Compounded Annual Growth Rate
City of Winnipeg	753,700	809,800	11,220	1.4%
Winnipeg Census Metropolitan Area (CMA)	832,200	892,900	12,140	1.4%

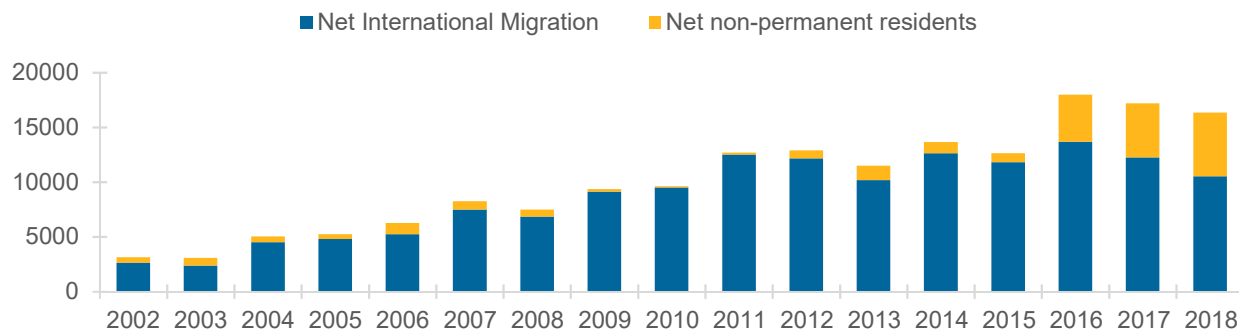
In comparison to other cities in Canada, the Winnipeg Census Metropolitan Area (CMA) is expected to grow by a total of 7.3 per cent between 2019 and 2023.³ Note that the CMA region generally represents the core city along with its neighboring municipalities. Aside from Toronto, this is the forecasted to be the largest growth rate in population among non-energy based cities in Canada.

Total Population Growth Forecast by CMA - 2019 to 2023



Winnipeg's population growth is primarily driven by international immigration, which has steadily increased since the early 2000s.⁴ A significant component of this is under the Provincial Nominee Program. Of those immigrating to Manitoba under the Provincial Nominee Program, approximately 80 per cent settle in Winnipeg.⁵ As international immigration drives population growth, this in turn, has an influence on major trends.

International Migration by Year for the Winnipeg CMA - 2002 to 2018



² Source: Statistics Canada, Demography Division, customized for City data. Statistics Canada, website for CMA data. Conference Board of Canada, Metropolitan Outlook Data – May 2019, for forecast data.

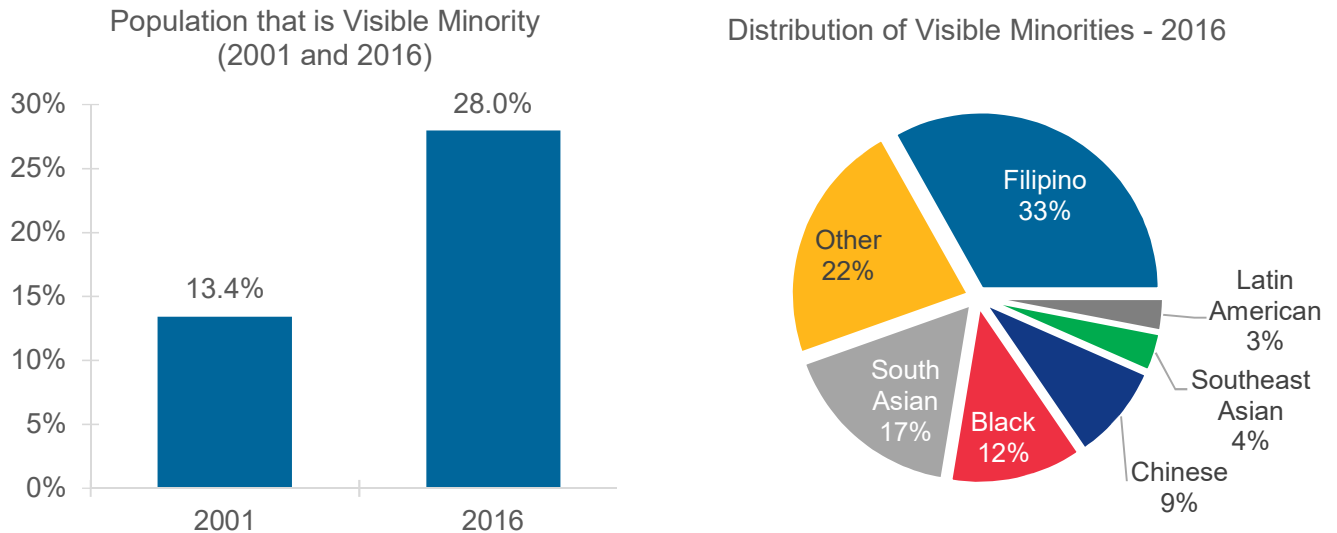
³ Source: Conference Board of Canada, Metropolitan Outlook Data - May 2019.

⁴ Source: Statistics Canada, Interprovincial and Intraprovincial migrants, by CMA of origin and destination (2011 Boundaries, archived); Statistics Canada, Components of population change by census metropolitan area and census agglomeration, 2016 boundaries

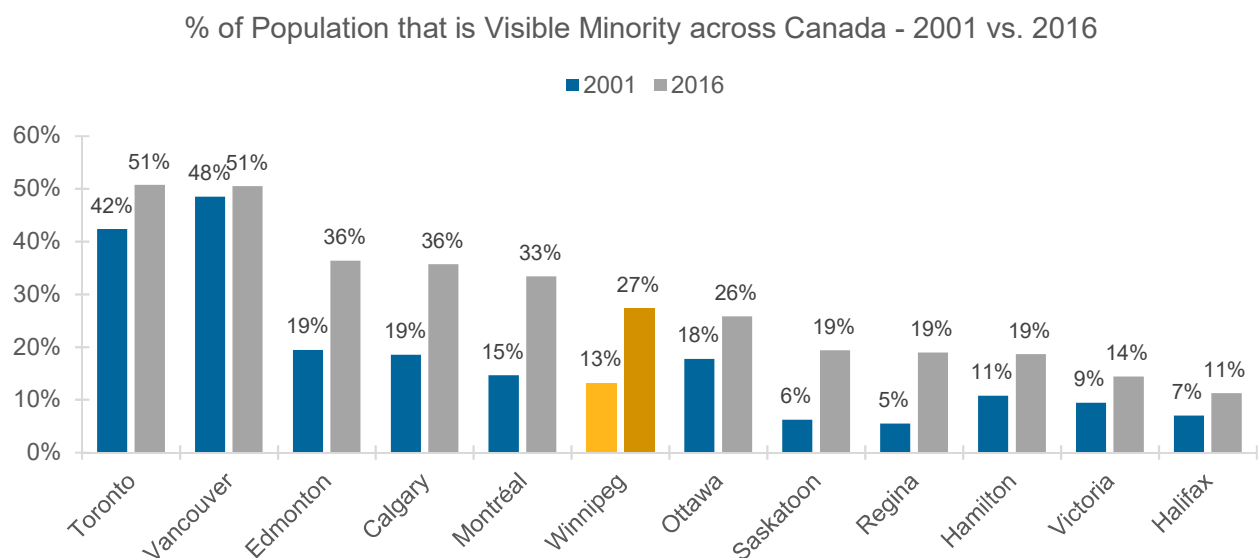
⁵ Source: Province of Manitoba, Immigrate Manitoba

Demographics

One of the results of this trend 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 27 per cent, now representing over 193,000 people.⁶ The largest group of visible minorities in Winnipeg is the Filipino community, which totaled over 73,000 people in 2016.

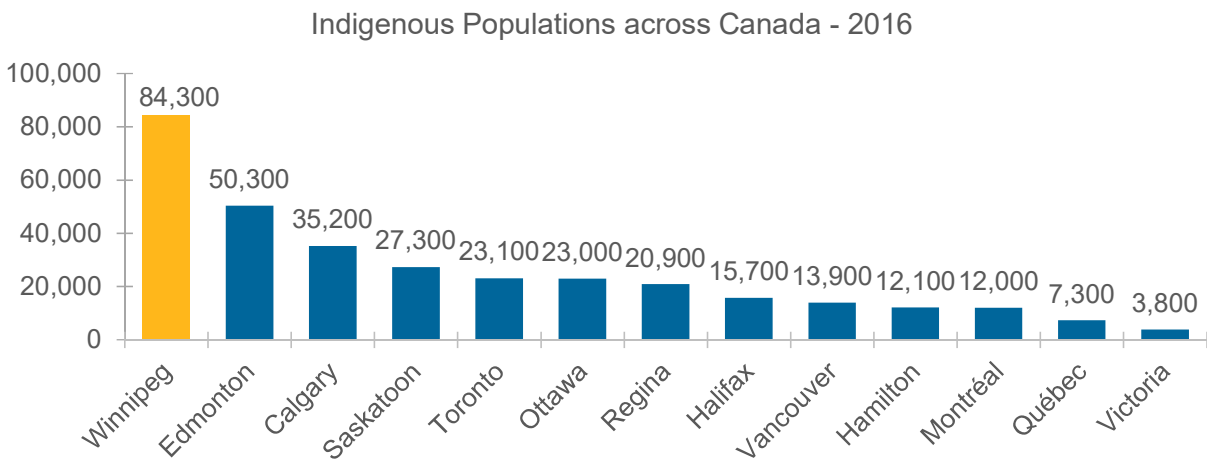


This trend is not unique to Winnipeg as many cities in Canada have seen a significant increase in the proportion of the population that is visible minority. The chart below shows what proportion of the population was visible minority in 2001 and in 2016 across major cities in Canada.

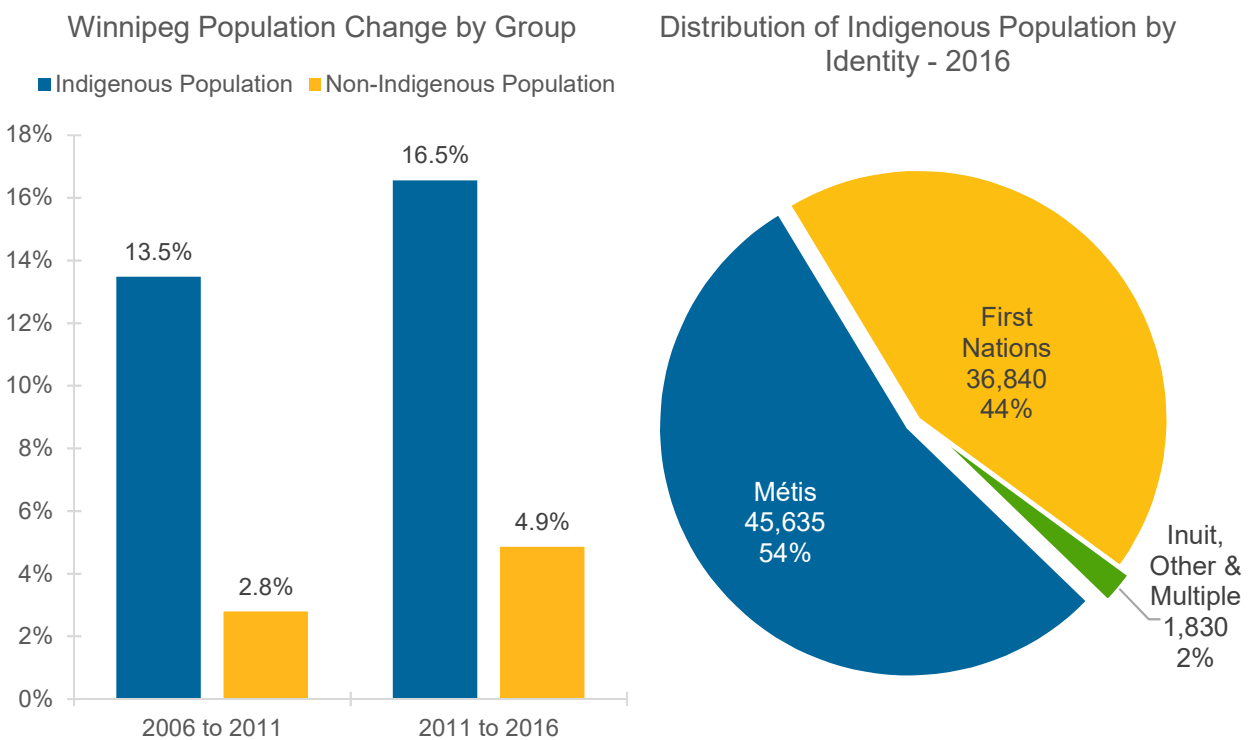


⁶ Source: Statistics Canada 2001 and 2016 Census of Population. Data representative of city (CY) municipal boundaries.

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.⁷



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.⁸ 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.⁹

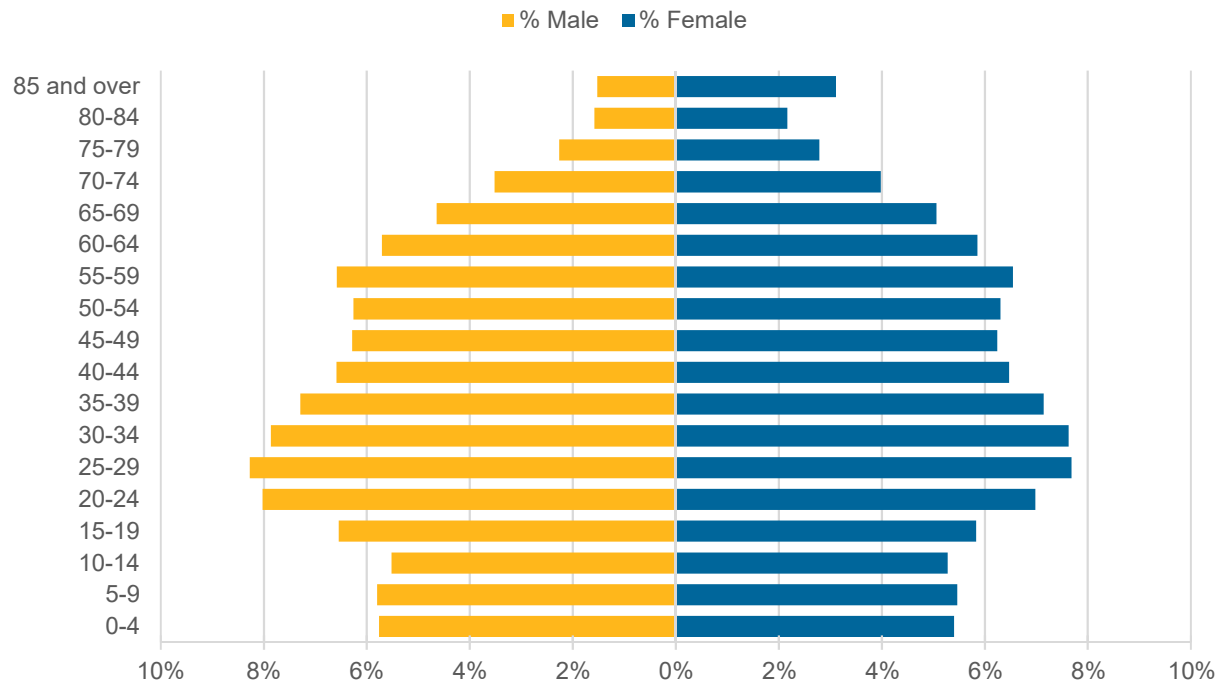


⁷ Source: Statistics Canada 2016 Census of Population.

⁸ Source: Statistics Canada 2006, 2011, and 2016 Census of Population

⁹ Source: Statistics Canada 2016 Census of Population.

City of Winnipeg Population Pyramid - 2018



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.¹¹ The table on the following page provides a detailed breakdown on the distribution of Winnipeg's population by age and gender in 2018.

Expected Population Growth over the next: ¹⁰

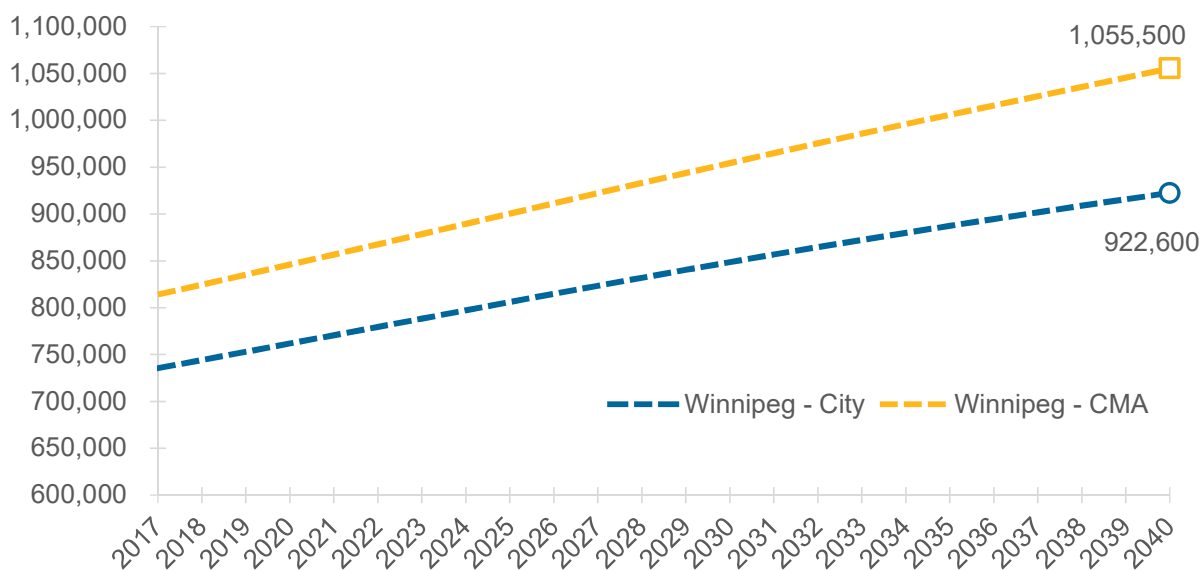
Region	10 Years (2015-2025)	25 Years (2015-2040)
Winnipeg CMA	117,900	272,900
City of Winnipeg	96,900	204,200
Rest of CMA	20,900	59,500

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.

¹⁰ Source: City of Winnipeg 2016 Population Forecast

¹¹ Source: Statistics Canada, Demography Division, customized for City data

City of Winnipeg – Long Run Population Forecast



City of Winnipeg Population by Age – 2018 ¹²

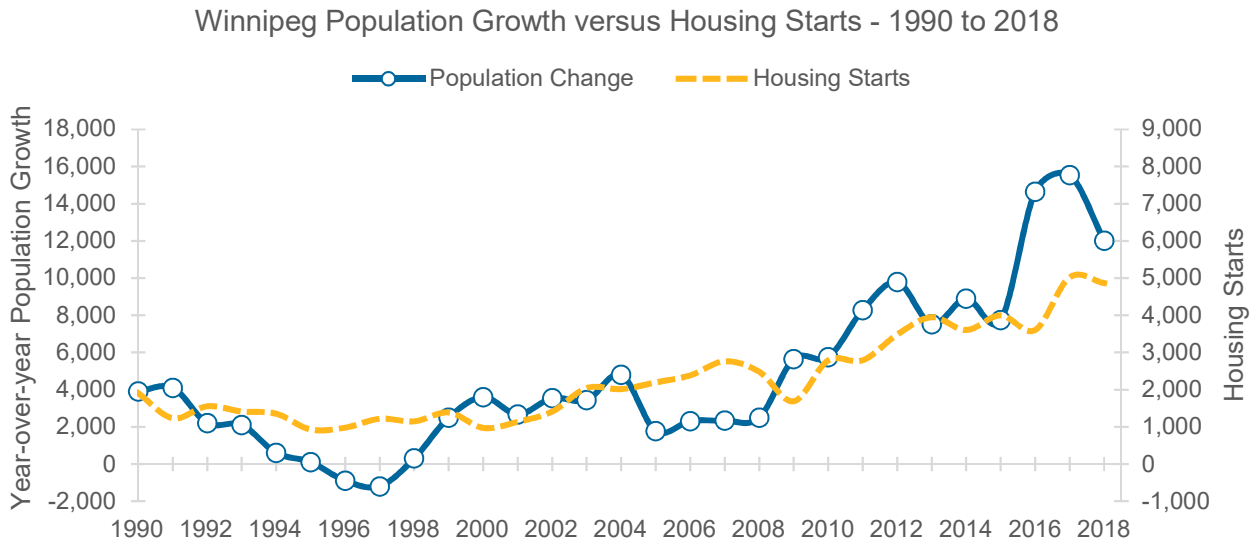
Age	Total	Males	Females
0-4	42,061	21,461	20,600
5-9	42,457	21,609	20,848
10-14	40,710	20,569	20,141
15-19	46,620	24,390	22,230
20-24	56,524	29,898	26,626
25-29	60,102	30,816	29,286
30-34	58,354	29,276	29,078
35-39	54,395	27,152	27,243
40-44	49,224	24,547	24,677
45-49	47,185	23,396	23,789
50-54	47,334	23,303	24,031
55-59	49,487	24,515	24,972
60-64	43,585	21,262	22,323
65-69	36,588	17,290	19,298
70-74	28,286	13,095	15,191
75-79	19,072	8,429	10,643
80-84	14,152	5,882	8,270
85 and over	17,538	5,677	11,861
Total	753,674	372,567	381,107

¹² Source: Statistics Canada, Demography Division, customized for City data

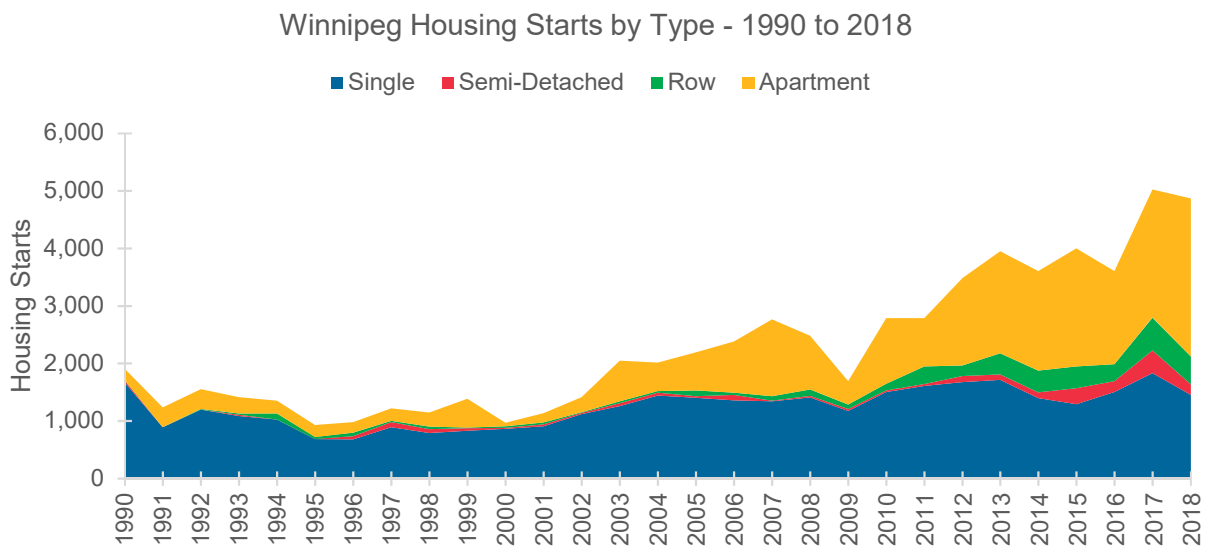
Residential Housing and Commercial Market

Housing Starts

As population increases in our city, so does the demand for dwellings which are collectively referred to as housing starts. The following chart compares yearly population growth (left axis) to the volume of housing starts (right axis) in Winnipeg.¹³



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 being constructed has also changed. Compared to the early 1990s, the proportion of housing under construction that are multi-residential units (semi-detached, row, and apartment dwellings) has significantly increased; in 1990 multi-residential units accounted for 13 per cent of housing starts and in 2018, they accounted for 70 per cent of housing starts. This trend is illustrated in the chart below.



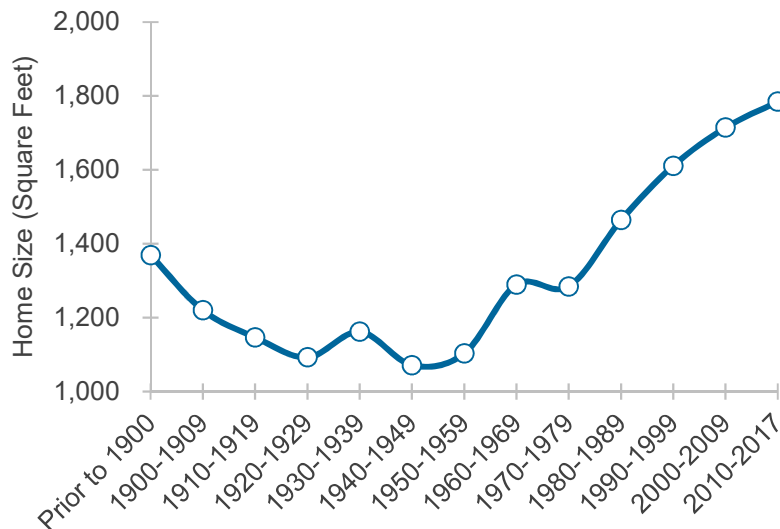
¹³ Source: Statistics Canada and Canada Mortgage and Housing Corporation (CMHC)

Housing Characteristics

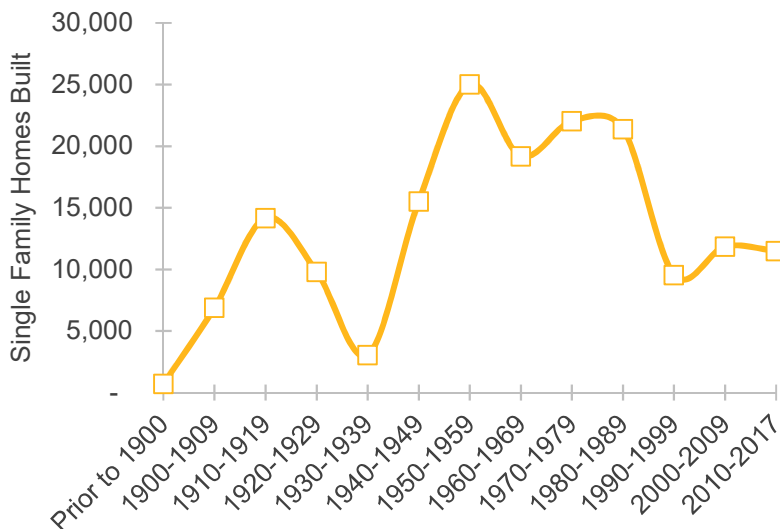
Over the course of Winnipeg's history, as population has changed so too has housing growth and preferences. For example, peak dwelling construction occurred from the 1950s to the 1980s. The first two peaks in the 1950s and 1960s were influenced by the Greatest Generation, or by soldiers returning from 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 on 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 1,147 square feet and in the 1940s, they averaged 1,071 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 1,071 square feet in the 1940s to nearly 1,784 square feet in the 2010s, an increase of over 66 per cent. Trends across decades in both housing size and housing construction volume are shown in the charts above.¹⁴

City of Winnipeg Average Single Family House Size by Decade Built



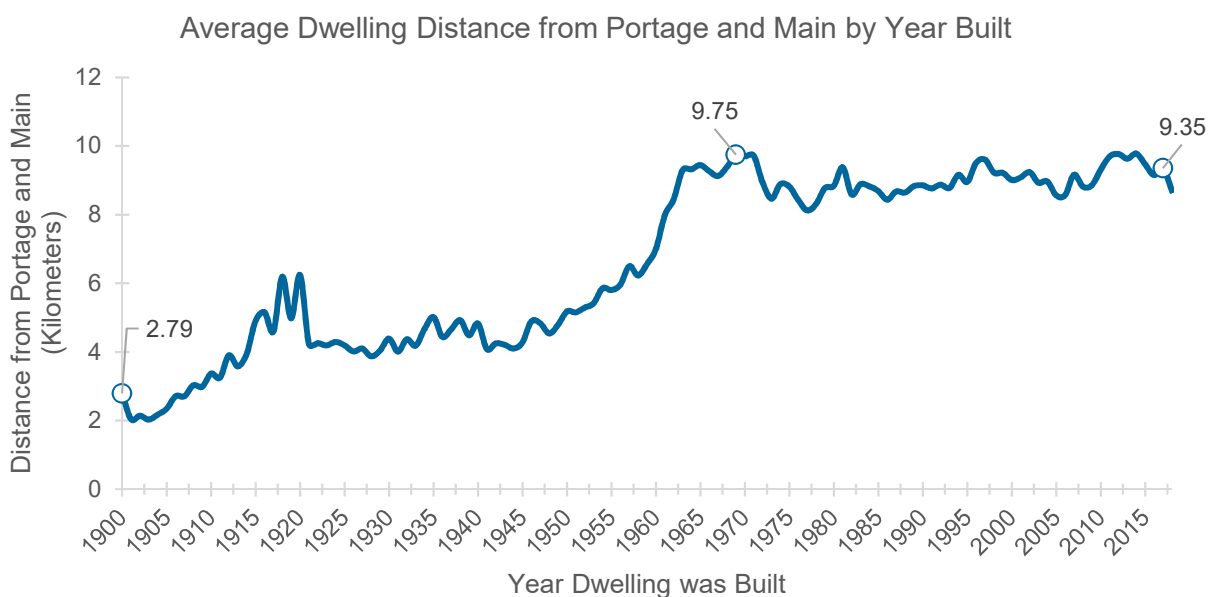
City of Winnipeg Single Family House Construction by Decade Built



¹⁴ Source: City of Winnipeg Open Data Assessment Roll (accessed February 11, 2019). Data is based on the year the structure was built. Only single family dwellings included.

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).¹⁵

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.



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.¹⁶ 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.

¹⁵ Source: City of Winnipeg Open Data Assessment Roll (accessed February 11, 2019). Data is based on the year the structure was built.

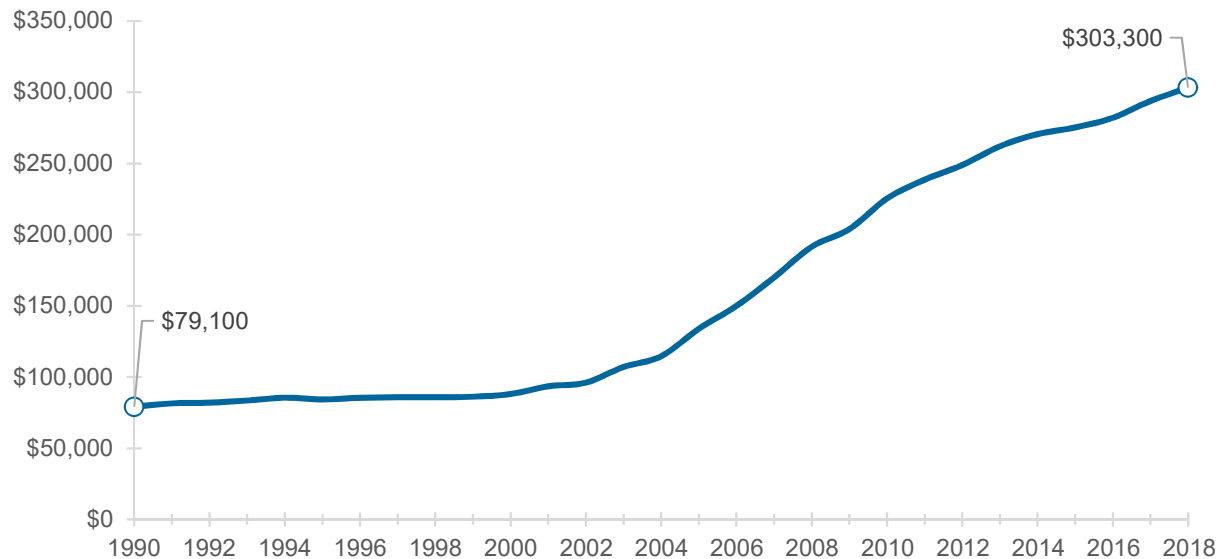
¹⁶ Source: Royal Bank of Canada (RBC) Economic Research, *Housing Trends and Affordability, March 2019*.

RBC Housing Affordability (Q4, 2018) ¹⁷

Market	Aggregate of all categories	Single-family Detached	Condominium Apartment
Québec	29.1%	30.9%	22.4%
Regina	29.5%	30.7%	23.0%
Winnipeg	31.6%	33.3%	22.7%
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 has changed in Winnipeg from 1990 to 2018. Compared to 1990, in 2018 the average selling price of a home in Winnipeg has increased 283 per cent.¹⁸

Average Selling Price of a Home in Winnipeg - 1990 to 2018



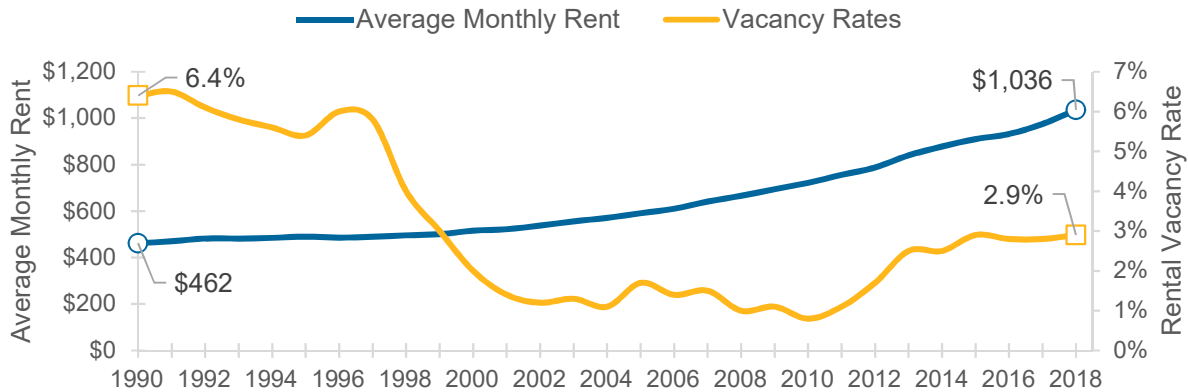
On the subject of residential rental units, vacancy rates in Winnipeg remain low, at 2.9 per cent while the average monthly rent was \$1,036 in 2018.¹⁹ Trends in Winnipeg's average rental prices (left axis) and vacancy rates (right axis) are shown in the chart on the following page.

¹⁷ Source: Royal Bank of Canada (RBC) Economic Research, *Housing Trends and Affordability*, March 2019.

¹⁸ Source: Winnipeg Realtors and the Canadian Real Estate Association.

¹⁹ Source: Canada Mortgage and Housing Corporation (CMHC). Data is representative of all rental unit types.

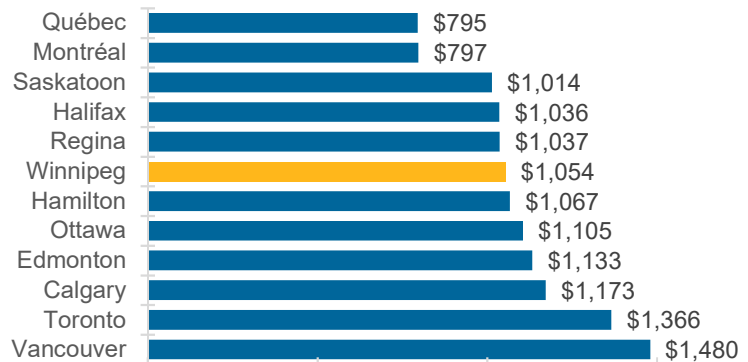
Winnipeg's Rental Market: Average Rent and Vacancies, 1990 to 2018



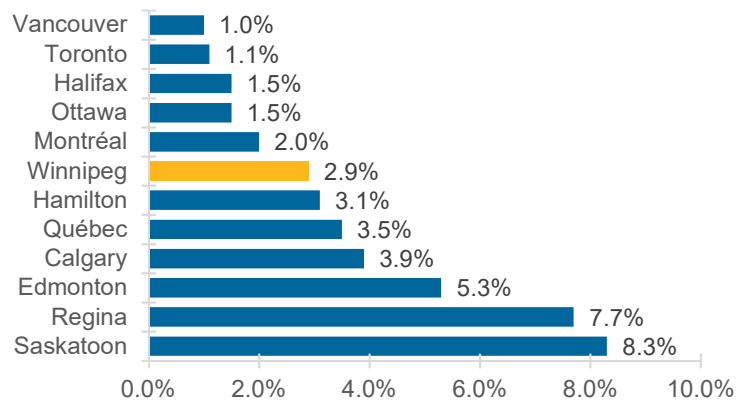
When comparing Winnipeg's rental market at a national level, the average rents of one and two bedroom apartments in Winnipeg ranked in the middle in 2018, and are comparable to most cities across Canada excluding Toronto, Vancouver, and cities in Quebec.²⁰

When looking at vacancy rates, the situation is similar. Like most Canadian cities, Winnipeg had a relatively low vacancy rate at 2.9 per cent. The average vacancy rate in 2018 across these 12 metropolitan areas in Canada was 3.5 per cent.²¹ By comparison, the average rental vacancy rate in the 12 largest metropolitan statistical areas in the United States was 6.1 per cent in 2018, demonstrating just how low vacancy rates are in Canada.²²

Apartment Average Monthly Rent - 2018



Apartment Vacancy Rates - 2018



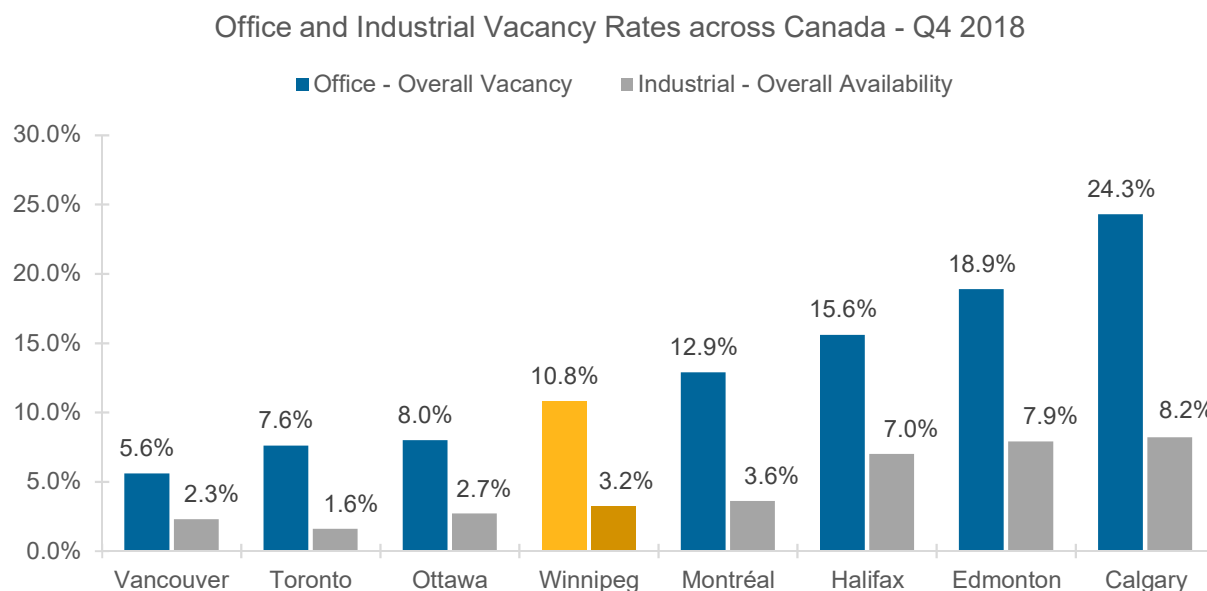
²⁰ Source: Statistics Canada, Canada Mortgage and Housing Corporation, average rents for areas with a population of 10,000 and over. Values represent the combined average rent of one and two bedroom apartments in apartment structures of six units and over, for Census Metropolitan Areas.

²¹ Source: Statistics Canada, Canada Mortgage and Housing Corporation, vacancy rates, apartment structures of six units and over, privately initiated in census metropolitan areas.

²² Source: United States Census Bureau, Quarterly Vacancy and Homeownership Rates by State and MSA, Table 4: Rental Vacancy Rates for the 75 Largest Metropolitan Statistical Areas: 2015 to Present. Data represents average of all four quarters in 2018 (US Data) among the 12 largest Metropolitan Statistical Areas in the United States.

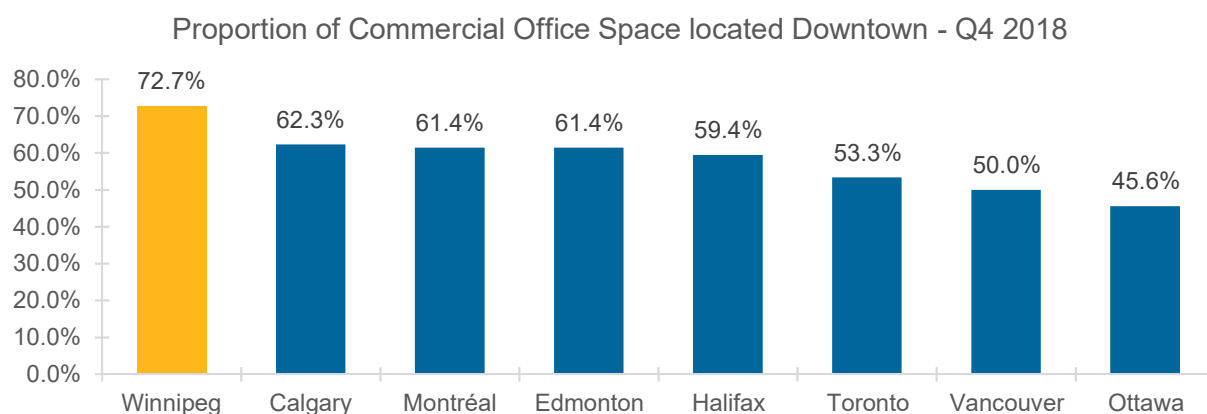
Commercial Market

Concerning commercial vacancy rates, Winnipeg has among the lowest overall office vacancy rates and industrial space availability rates in Canada.²³ Compared to a Canadian average office vacancy rate of 11.9 per cent and industrial availability rate of 3.2 per cent, Winnipeg's overall office vacancy and industrial availability rates in the fourth quarter of 2018 were 10.8 per cent and 3.2 per cent, respectively. The graph below compares Winnipeg to other major office and industrial markets in Canada.



Source: Derived from CBRE's Canada Q4 2018 Quarterly Statistics Report

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; over 72 per cent of the existing office space in Winnipeg is centrally located.²⁴



Source: Derived from CBRE's Canada Q4 2018 Quarterly Statistics Report

²³ Source: CBRE: Canada Q4 2018 Quarterly Statistics

²⁴ Source: CBRE: Canada Q4 2018 Quarterly Statistics. Net rentable area used as comparison unit.

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 employment in the region by sector.

Winnipeg CMA Employment by Sector – 2018 ²⁵		
Sector	Employment - 2018	Distribution (%)
<i>Total Employed, All Industries</i>	<i>438,500</i>	<i>100%</i>
Health care and social assistance	71,400	16%
Wholesale and retail trade	61,500	14%
Manufacturing	42,400	10%
Educational services	35,700	8%
Accommodation and food services	31,000	7%
Construction	28,400	6%
Transportation and warehousing	27,900	6%
Finance, insurance, real estate, rental and leasing	27,800	6%
Public administration	25,900	6%
Professional, scientific and technical services	22,200	5%
Other services (except public administration)	20,500	5%
Information, culture and recreation	18,600	4%
Business, building and other support services	16,600	4%
Utilities	5,100	1%
Agriculture, Forestry, mining, quarrying, oil and gas	3,500	1%

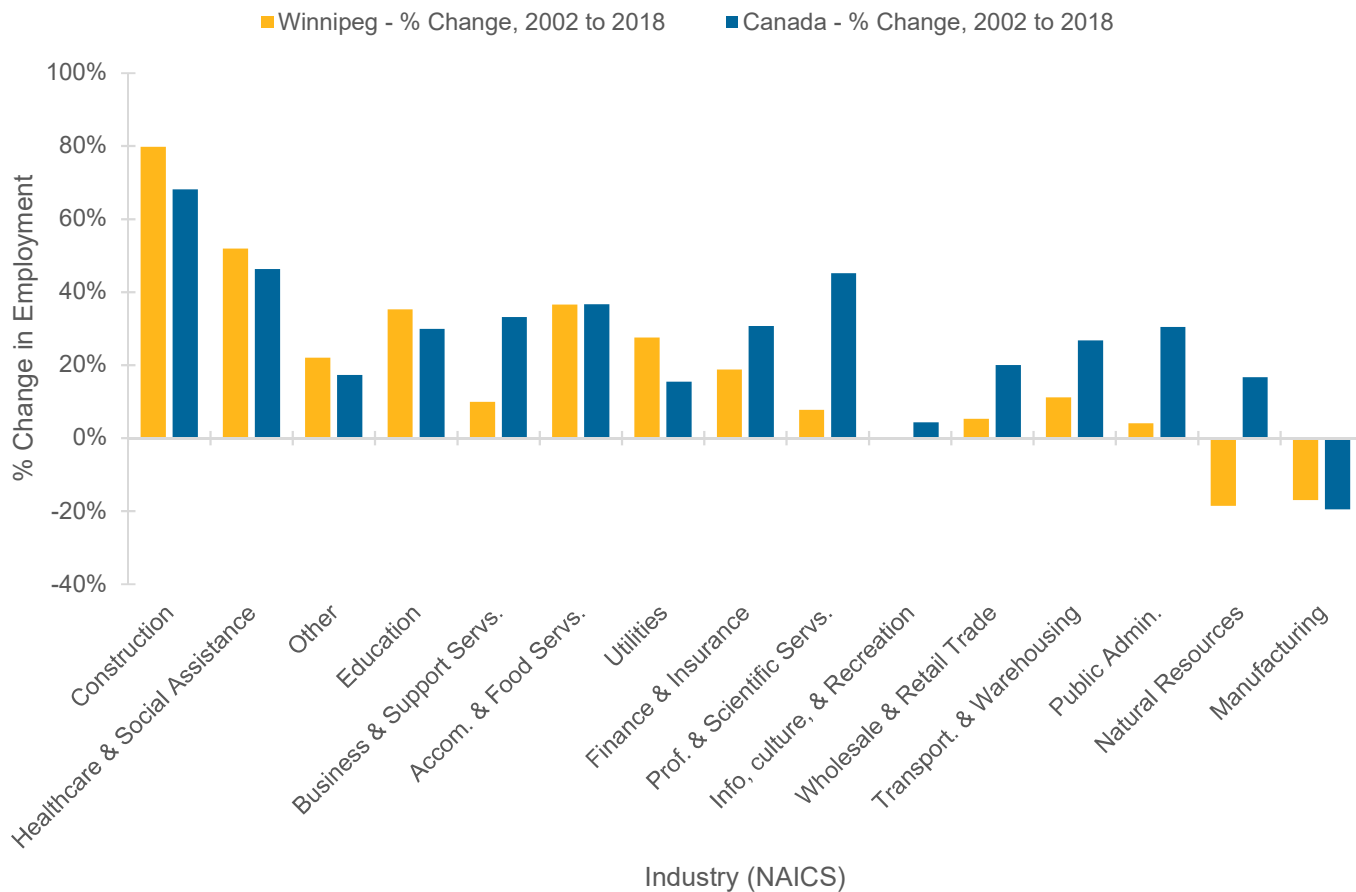
In general, the distribution of Winnipeg's workforce by industry closely matches the national distribution in Canada, demonstrating the relatively high level of diversity among Winnipeg's industries. Like most other regions in Canada, gains and losses in employment by sector have occurred over time. The chart on the page below shows how much employment by industry has changed in 2018 compared to 2002, for both Winnipeg and Canada as a whole.²⁶

²⁵ Source: Statistics Canada, Employment by industry, annual, census metropolitan areas

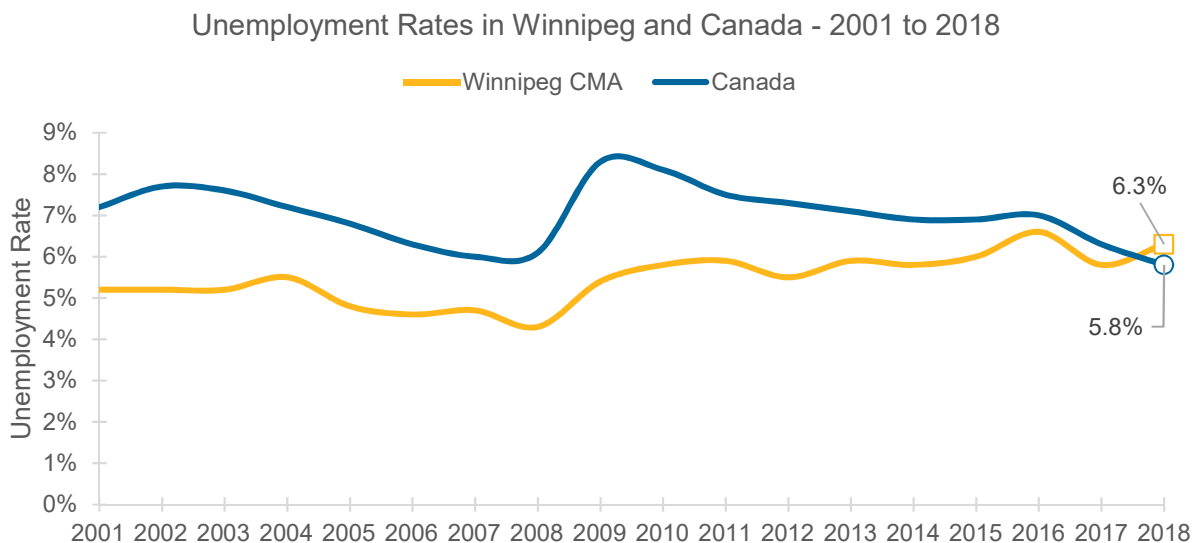
²⁶ Source: Statistics Canada, Employment by industry, annual, census metropolitan areas (for Winnipeg CMA); Statistics Canada, Employment by industry, annual (for Canada)

This chart demonstrates that over this 16 year time period, Winnipeg has had above national average gains in employment in the construction, education, healthcare & social assistance, other, and utility industries, while the accommodation & food services industry has grown in line with the national average. Conversely, Winnipeg has seen below national average gains all other industries, with losses in natural resources and manufacturing employment. However, the loss in employment in manufacturing mirrors the national trend, though it has been less severe in Winnipeg.

Change in Employment by Industry, Winnipeg versus Canada overall - 2002 and 2018

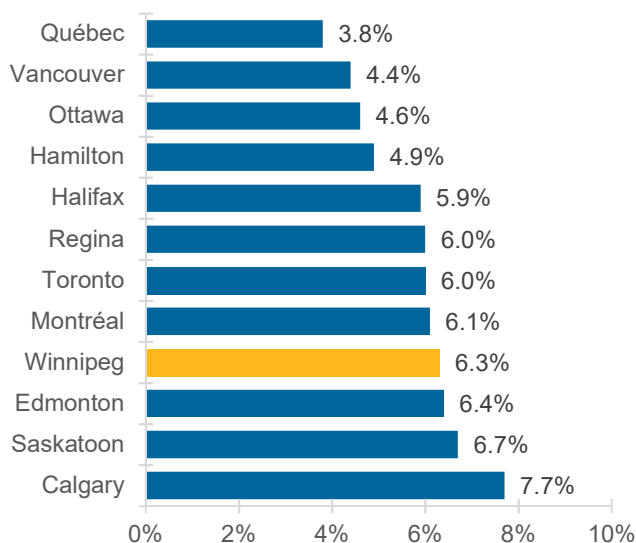


Over the last 2 decades, Winnipeg's unemployment rate has tended to remain below national rates, but in recent years has begun trending upwards while the national rate has trended downwards. In 2018, Winnipeg's unemployment rate was 6.3 per cent while the nationally, it was 5.8 per cent.²⁷ This trend is shown in the chart below.

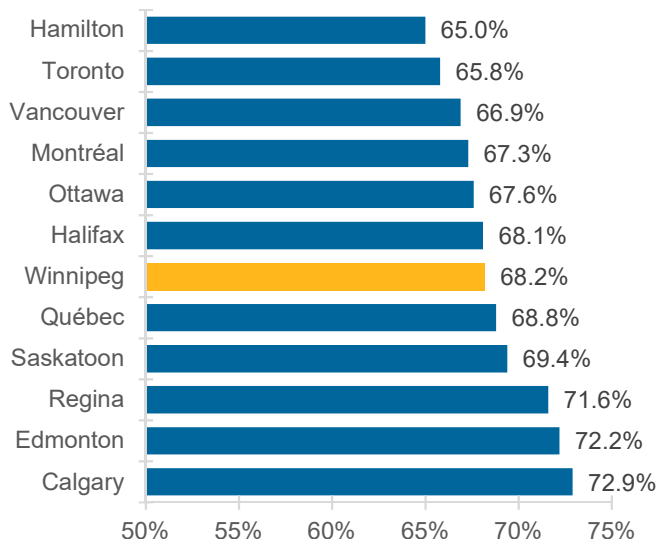


Despite the recent uptick in the regional unemployment rate, the participation rate of Winnipeg's labour force remains stable, with 68.2 per cent of individuals aged 15 years and older participating in the labour market in 2018.²⁸ Compared to major cities across Canada, Winnipeg ranks in the upper-middle in terms of unemployment rates in 2018, and in the middle in terms of the participation rate in the labour force for individuals aged 15 years and older.

Unemployment Rate across Canada - 2018



Labour Force Participation Rate across Canada - 2018



²⁷ Source: Statistics Canada, Labour force characteristics by census metropolitan area, annual (for Winnipeg CMA); Statistics Canada, Labour force characteristics by province, territory and economic region, annual (for Canada)

²⁸ Source: Statistics Canada, Labour force characteristics by census metropolitan area, annual

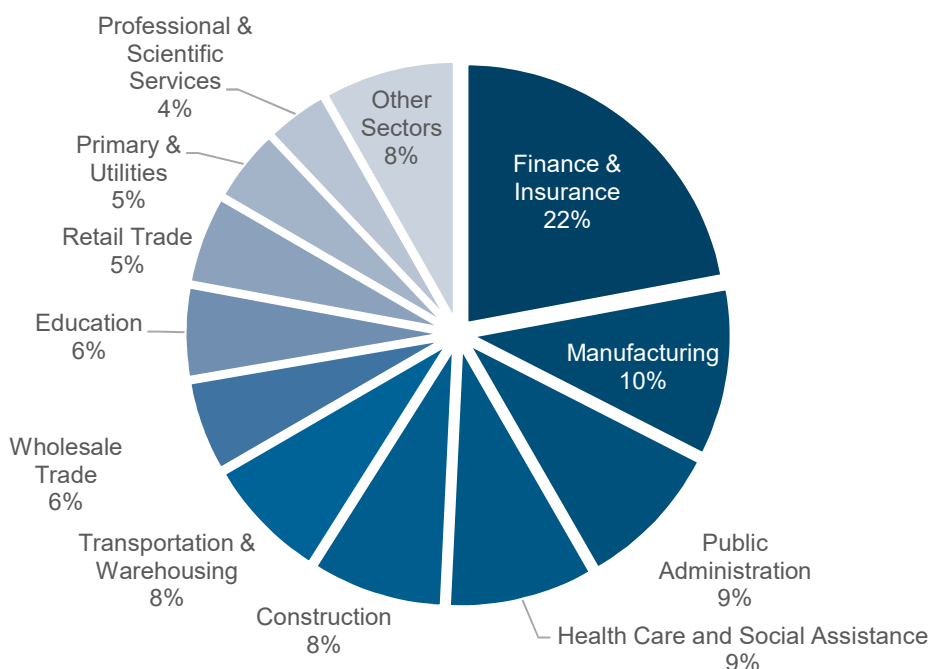
Gross Domestic Product (GDP)

In 2018, Winnipeg's gross domestic product totaled \$47.5 billion and the pie chart below shows composition of Winnipeg's GDP by industry.²⁹ 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 construction.

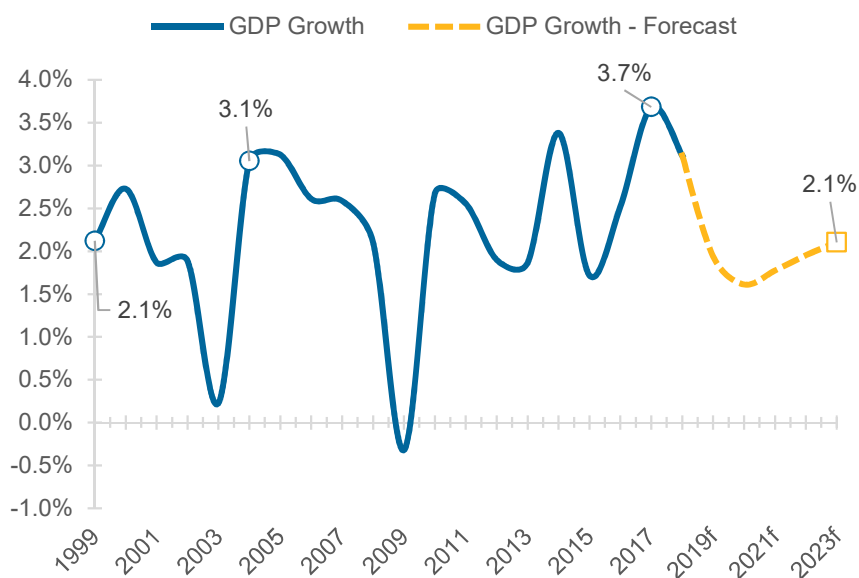
Winnipeg has and is forecasted to maintain strong real GDP growth, which is composed of a diverse array of sectors as demonstrated in the pie chart to the right. In the graph below, growth rates in Winnipeg's real GDP are shown along with a five year forecast. Since 1999 Winnipeg's real GDP has expanded by 2.3 per cent per year on average, and in 2018 Winnipeg posted the second strongest real GDP growth at 3.7 per cent out of the 13 largest Canadian cities, second only to Montréal. This strong growth was led by significant growth in Winnipeg's construction sector.

The Conference Board of Canada forecasts that Winnipeg's real GDP will continue to grow at an average of 1.9 per cent over the next five years.³⁰

Composition of Winnipeg's Gross Domestic Product (GDP) - 2018



Real GDP Growth Rate for the Winnipeg CMA - 1999 to 2023

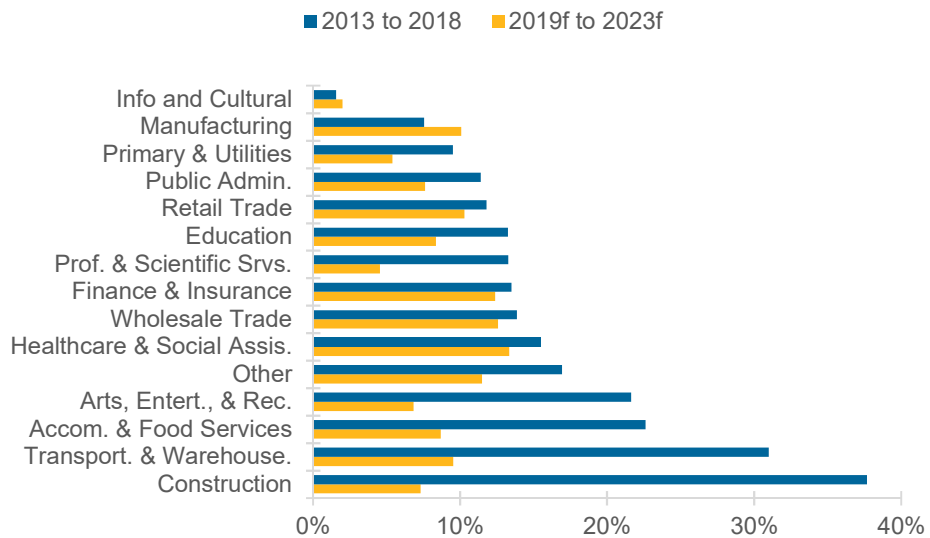


²⁹ Conference Board of Canada, Metropolitan Outlook Data – May 2019. Values are for the Winnipeg Census Metropolitan Area (CMA).

³⁰ Conference Board of Canada, Metropolitan Outlook Data – May 2019. Values are for the Winnipeg Census Metropolitan Area (CMA).

To provide a historical overview along with a forecast of how various industries have grown in Winnipeg in terms of their GDP, the chart below shows 5 year cumulative GDP growth rates by sector, for the periods of 2013 to 2018 and 2018 to 2023 (forecast).³¹

Five Year Real GDP Growth by Sector in Winnipeg, Historical and Forecast

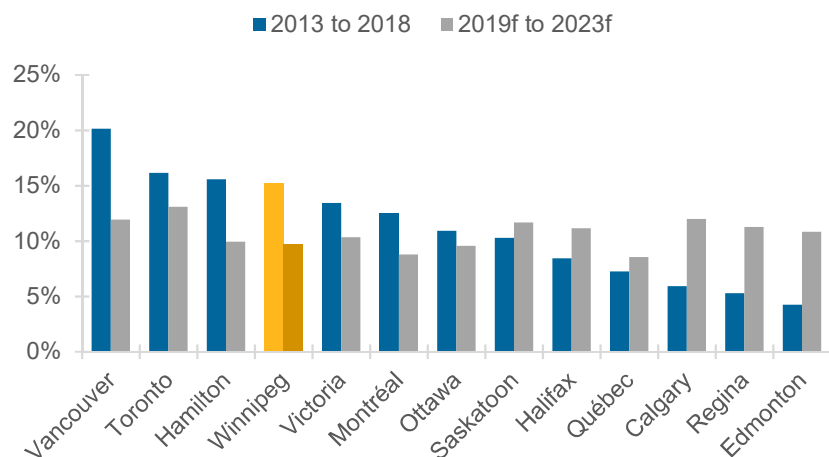


The graph on the right illustrates that over the last five years, the construction sector has grown significantly in terms of real GDP output.

Strong growth has also been observed in the transportation & warehousing, accommodation & food services, and arts, entertainment, & recreation sectors. Looking forward over the next five years, currently moderate and positive growth is forecasted across all sectors in Winnipeg's economy, with growth in the manufacturing sector expected to be slightly higher over the next five years than it has over the previous five years.

When comparing real GDP growth in Winnipeg to that observed in other Canadian cities over the past 5 years, Winnipeg's real GDP expanded by 15.3 per cent between 2013 and 2018 which was above the 11.2 per cent average seen across the 13 major cities in Canada. The forecast for the next five years calls for Winnipeg's real GDP to expand by 9.7 per cent over this time, which is slightly below the predicted major city average of 10.7 per cent.³²

Five Year Real GDP Growth across Canada, Historical and Forecast



³¹ Conference Board of Canada, Metropolitan Outlook Data – May 2019. Values are for the Winnipeg Census Metropolitan Area (CMA).

³² Conference Board of Canada, Metropolitan Outlook Data – May 2019. Values are for the Winnipeg Census Metropolitan Area (CMA).

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
- 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 17 municipalities including Toronto, Calgary, Winnipeg, Montreal, Regina and most recently Saskatoon. 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 2017 in this document.
- Service Level Statistics and non-MBNCanada Performance Measures are from 2018, the last internal data collection year.
- Where other performance or benchmarking data is gathered from other professional organizations, it is included as available.
- The Citizen Survey results presented are from 2019.

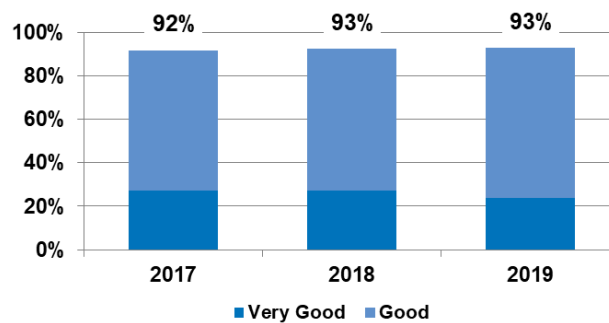
Citizen Survey

In this performance report, a key component of the effectiveness measures provided is citizen satisfaction with the various services the City of Winnipeg provides. Advanis Inc. was commissioned by the City of Winnipeg to conduct the 2019 Citizen Survey from April 25 to May 14, 2019. Six hundred and two 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 26% inner city residents is applied to ensure geographic representation of this group.

The survey results are provided with a margin of error of +/-4% 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).

Quality of Life

In 2019, 93% of Winnipeggers believe the quality of life in Winnipeg is very good or good.

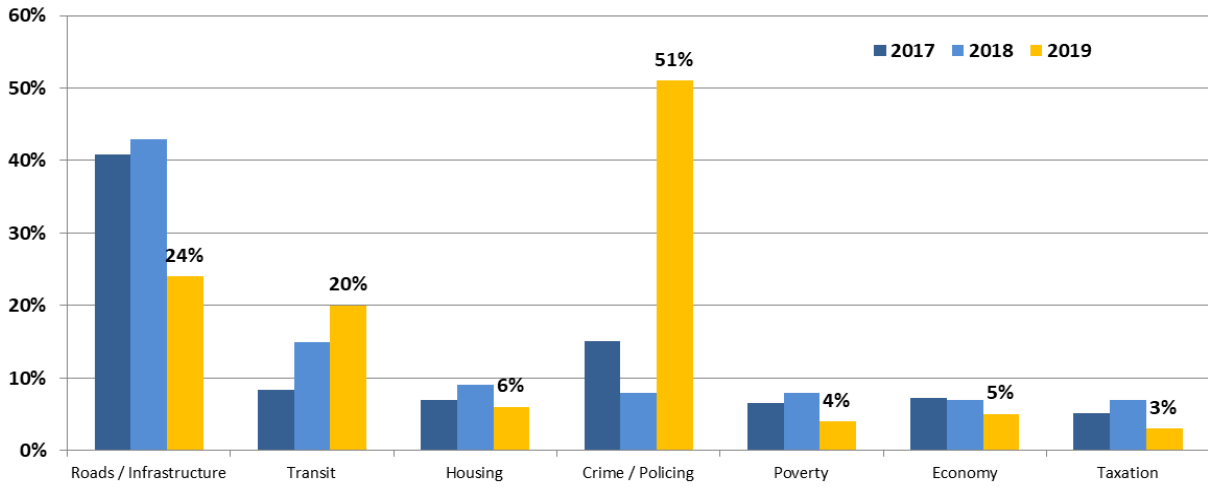


Citizens were also asked: “What actions do you think the City of Winnipeg could take to improve the quality of life in the city?”

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:

Quality of Life	Most common suggested improvement areas:
Good or Very Good (93%)	<ul style="list-style-type: none"> • Crime / Policing (51%) • Roads / Infrastructure (24%) • Transit / Rapid Transit (20%)
Poor or Very Poor (7%)	<ul style="list-style-type: none"> • Crime / Policing (66%) • Roads / Infrastructure (15%) • Transit / Rapid Transit (15%)

These areas suggested to improve the quality of life in Winnipeg were also compared to previous years. In 2019, “Crime / Policing” has become the most common suggested area for improvement.

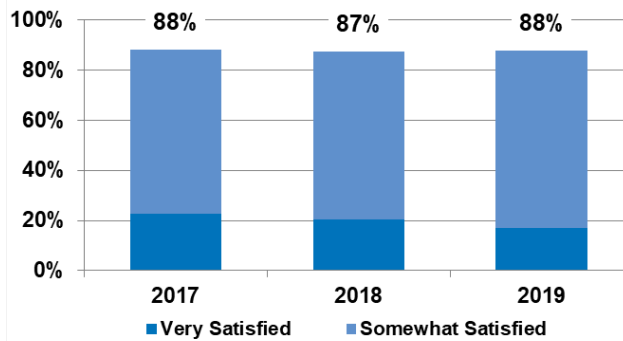


Note: Respondents may provide more than one response; totals are adjusted accordingly and may add up to greater than 100%. Percentage calculated on responsive answers only.

Service Satisfaction

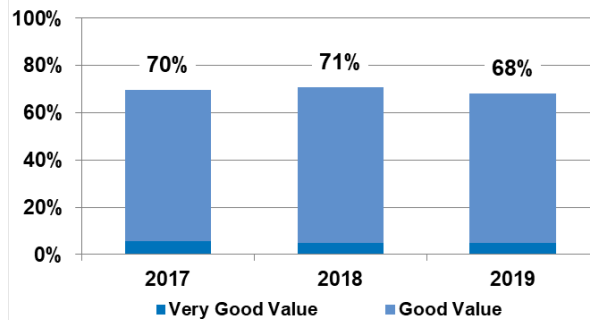
Overall satisfaction with City services was approximately 88% in 2019.

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



Value for Tax Dollars

In 2019, 68% 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?”

When the reasons provided were reviewed in context of the respondent’s perceived value for municipal tax dollars, the following was noted:

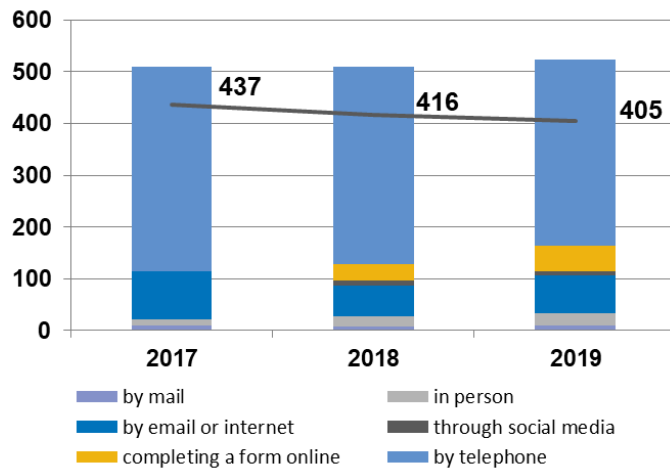
Value for Tax Dollars	Most common reasons provided:
Good or Very Good (68%)	<ul style="list-style-type: none"> • General satisfaction • Satisfaction with roads • Satisfaction with specific services, primarily snow clearing, garbage/recycling, and street cleaning
Poor or Very Poor (32%)	<ul style="list-style-type: none"> • Dissatisfied with roads • Dissatisfaction with services • Dissatisfied with city administration

Customer Service

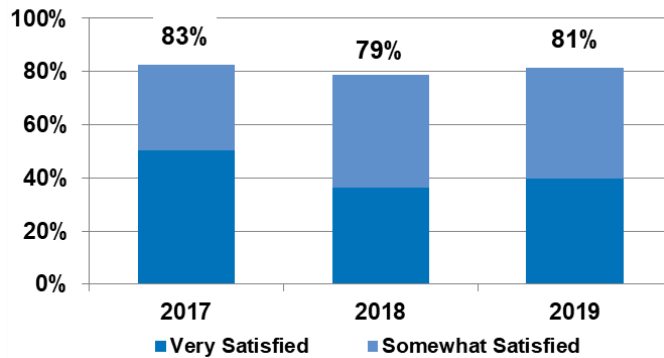
Of the 602 Winnipeggers surveyed, 67% (or 403), indicated they had contacted the City in the past year. As some individuals contacted the City multiple times, more contact methods were recorded than respondents who contacted the City.

The primary method of contact is telephone (89%). 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 (18%),
- by online form (12%), or
- through social media (2%)

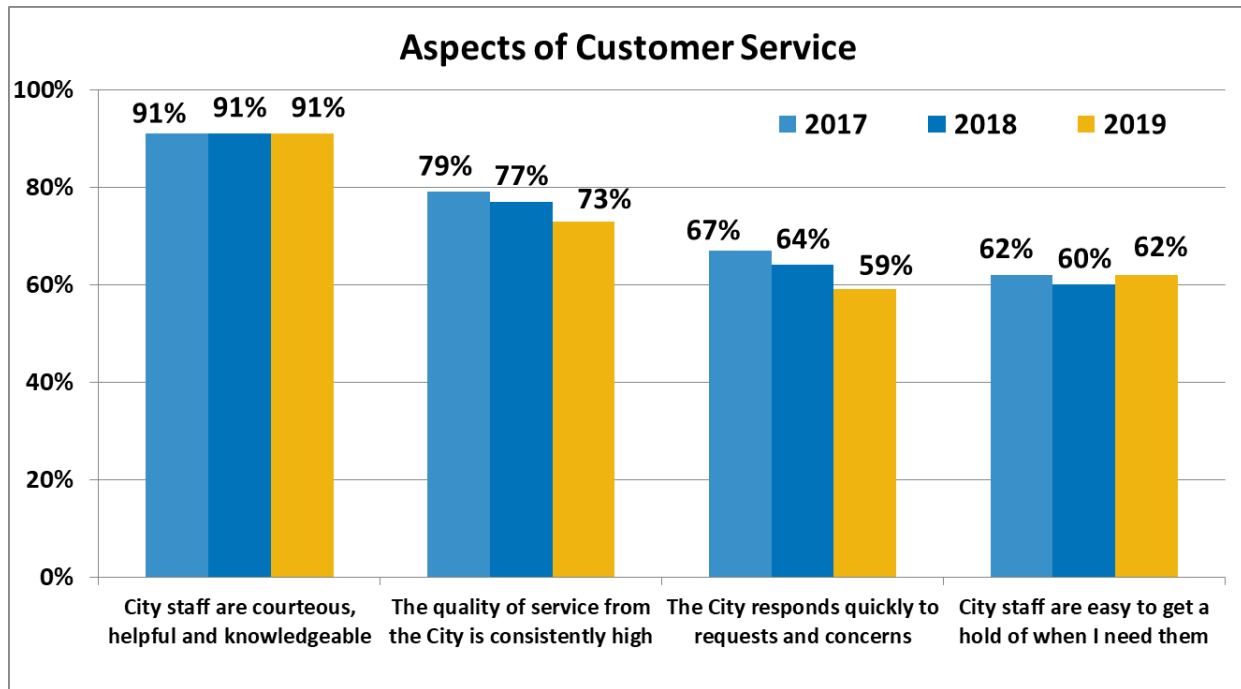


Of those who contacted the City in the past year, 81% of respondents rated their satisfaction with the experience as very satisfied or somewhat satisfied.



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 asked: *“How could the City’s customer service be improved?”*

When the suggestions provided were reviewed in context of the respondents’ customer service satisfaction level, the following was noted:

Customer Service	Most common suggestions provided:
Satisfied (81%)	<ul style="list-style-type: none"> • Answer phone more quickly/less time on hold • More people on staff
Dissatisfied (19%)	<ul style="list-style-type: none"> • More people on staff • Answer phone more quickly/less time on hold • Staff should respond more quickly • More knowledgeable staff

Performance Measures Table of Contents

City Services by Standing Policy Committee

Page

Infrastructure Renewal and Public Works

Roadway Construction and Maintenance.....	3-9
Transportation Planning and Traffic Management.....	3-13
Roadway Snow Removal and Ice Control.....	3-16
Public Transit.....	3-18
City Beautification.....	3-22

Water and Waste, Riverbank Management and the Environment

Water.....	3-25
Wastewater.....	3-29
Land Drainage and Flood Control.....	3-33
Solid Waste Collection.....	3-35
Solid Waste Disposal.....	3-38
Recycling and Waste Diversion.....	3-40

Property and Development, Heritage and Downtown Development

City Planning.....	3-43
Neighbourhood Revitalization.....	3-46
Development Approvals, Building Permits and Inspections.....	3-48
Economic Development.....	3-54
Heritage Conservation.....	3-57
Property Asset Management.....	3-60
Cemeteries.....	3-63

Protection, Community Services and Parks / Winnipeg Police Board

Police Response.....	3-65
Crime Prevention.....	3-71
Traffic Safety and Enforcement.....	3-73
Fire and Rescue Response.....	3-76
Fire and Injury Prevention.....	3-79
Medical Response.....	3-83
Emergency Management.....	3-87
Recreation.....	3-90
Parks and Urban Forestry.....	3-95
Community Liveability.....	3-102
Libraries.....	3-105
Arts, Entertainment and Culture.....	3-109
Insect Control.....	3-111

Innovation

Innovation, Transformation and Technology.....	3-115
Winnipeg Fleet Management Agency (SOA).....	3-118
Winnipeg Parking Authority (SOA).....	3-121
Golf Services (SOA).....	3-126
Animal Services (SOA).....	3-129

Executive Policy

Organizational Support Services.....	3-133
Assessment, Taxation and Corporate.....	3-135
Contact Centre - 311.....	3-136
Council Services.....	3-137
Organizational Balanced Scorecard.....	3-139

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	2016	2017	2018
Roadway transferred from developers (lane-km)	17.0	54.8	31.3
Capital Addition of Regional Streets (lane-km)	7.5	0.6	0.0
Capital Reconstruction of Regional Streets (lane-km) [A]	11.3	2.8	24.0
Capital Rehabilitation of Regional Streets (lane-km) [A]	58.9	24.9	9.6
Capital Reconstruction of Local Streets (lane-km)	18.8	17.9	28.1
Capital Rehabilitation of Local Streets (lane-km)	71.8	78.1	66.3
Capital Addition of Surfaced Alleys (lane-km)	7.7	3.5	1.6
Capital Reconstruction of Alleys (lane-km)	4.0	3.6	7.6
New Pedestrian/Cycle Pathways (metres) [B]	1,483	8,609	14,143
Major Bridge Rehabilitations	3 locations \$8,620,000	3 locations \$17,333,000	8 locations \$23,555,000
Significant Bridge Maintenance Repair Works	26 locations \$1,310,000	26 locations \$1,435,000	22 locations \$506,000
Slope Stabilization Works	1 location \$3,500,000	1 location \$3,500,000	1 location \$3,000,000
Bridge Deck Sealing Program	3 locations \$5,000	0	2 locations \$302,000
Overhead Sign Structure Maintenance	2 locations \$56,700	1 location \$27,500	0
Pumping Station Maintenance	0	1 location \$446,000	1 location \$350,000

[A] The increase in Capital Reconstruction of Regional Streets in 2018 is mainly due to the funding shift in from Capital Rehabilitation of Regional Streets to Reconstruction.

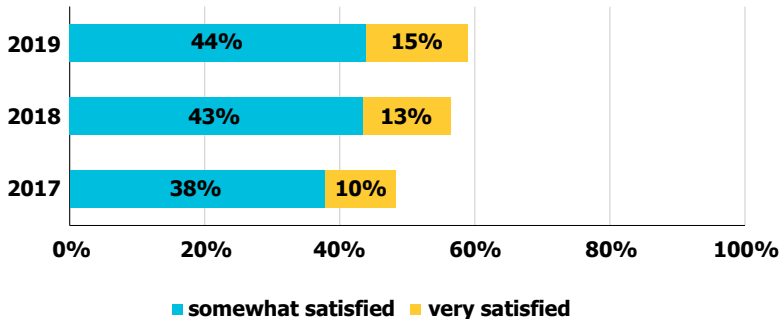
[B] The increase in 2018 is based on current Active Transportation capital projects. 2018 reporting also includes pedestrian/cycle pathways as part of developer work.

Roadway Construction and Maintenance

Performance Measurements

Effectiveness Measurements

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

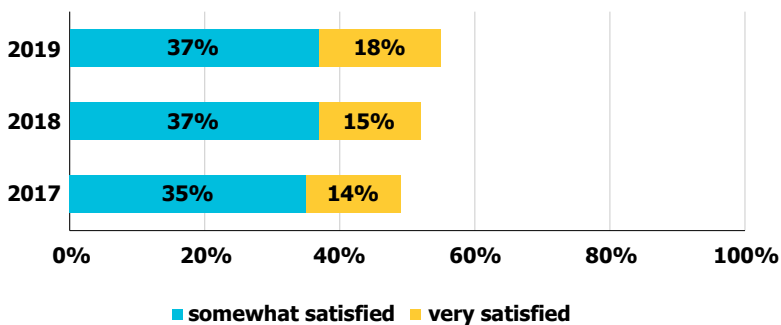


In 2019, the level of citizens who were somewhat satisfied or very satisfied with the condition of major streets was 59%, continuing to trend upwards. Winnipeggers can expect the condition of major streets to continue to improve as funding levels are increased.

	2015	2016	2017	2018	2019
Total Satisfied	42%	45%	48%	56%	59%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with the Condition of Residential Streets in Neighbourhood

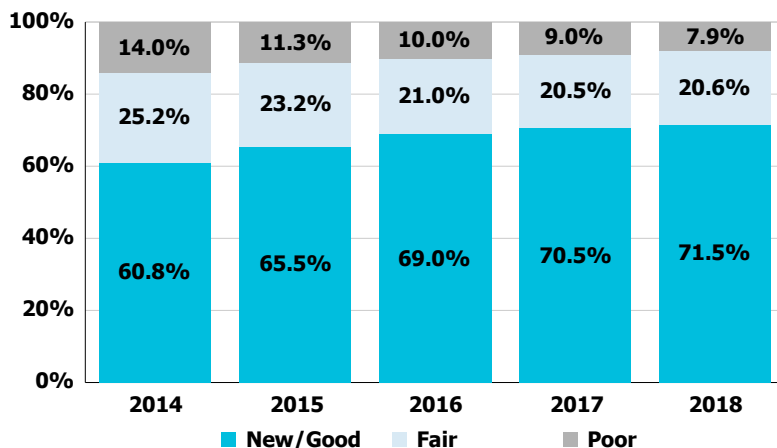


The level of citizens reporting being somewhat satisfied or very satisfied with residential streets continued to increase to 55% in 2019 trending upward from a low of 44% in 2016.

	2015	2016	2017	2018	2019
Total Satisfied	53%	44%	49%	52%	55%

Source: City of Winnipeg Annual Citizen Survey

Average Condition of Regional Streets

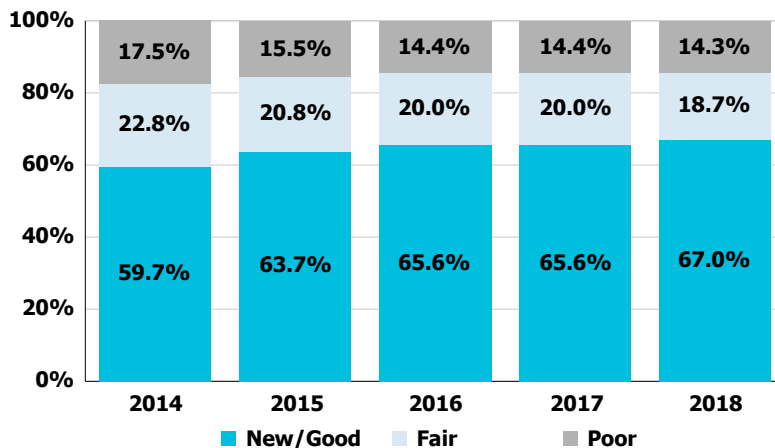


Most Canadian cities have more asphalt pavement than Winnipeg, which uses concrete pavement to a much greater degree. Winnipeg uses concrete as many areas sit on weak, susceptible soils or highly expansive clay soils. Using concrete is seen as a way to "bridge" these weak soils, eliminating the need to dig out and replace poor sub surface material.

The Public Works Department completed reviews of the condition of regional streets each year. 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 the good condition rating category.

Roadway Construction and Maintenance

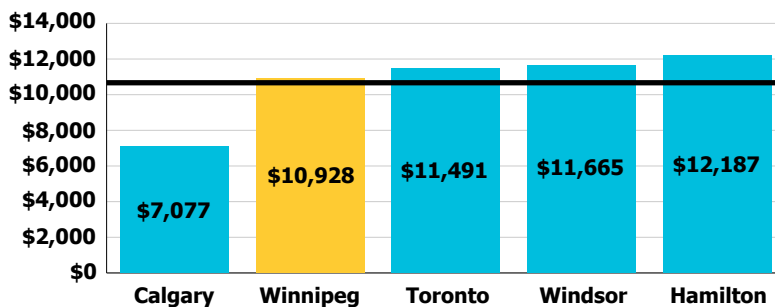
Average Condition of Local Streets



The Public Works Department also completes reviews of the condition of local streets. Alleys are not included. The streets condition ratings have remained consistent since 2014.

Efficiency Measurements

Total Cost for Paved (Hard Top) Roads per Lane Kilometre (2017)

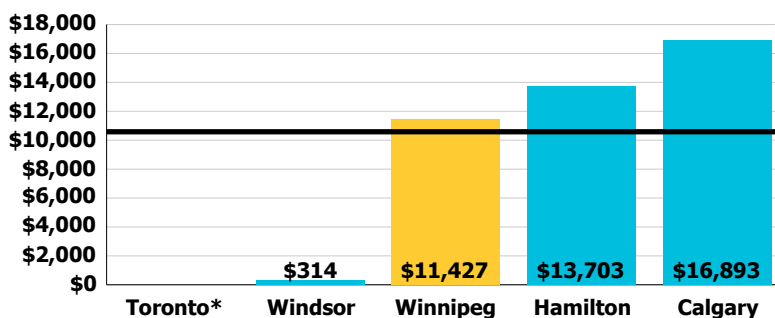


Paved or hard top roads are defined as roads with asphalt surface, concrete surface, or composite pavement. Based on the 2017 Municipal Benchmarking Network Canada report, Winnipeg's total paved roadway operating costs remain consistent with other reporting cities. The trend for Winnipeg shows an increase trending upwards based on a longer construction season.

	2013	2014	2015	2016	2017
Wpg. Trend	\$9,429	\$8,838	\$10,167	\$10,777	\$10,928

Source: Municipal Benchmarking Network Canada (ROAD307T)

Operating Cost for Roads per Unpaved (Loose Top) Lane Kilometre (2017)



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

	2013	2014	2015	2016	2017
Wpg. Trend	\$10,358	\$8,351	\$9,504	\$10,929	\$11,427

* 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	2014	2015	2016	2017	2018
Local - Reconstruct	\$1.340	\$1.300	\$1.260	\$1.217	\$1.040
Local - Rehabilitate	\$0.630	\$0.590	\$0.560	\$0.639	\$0.590
Regional - Reconstruct	\$2.040	n/a*	\$1.790	\$1.590	\$1.960
Regional - Rehabilitate	\$0.939	\$0.810	\$0.960	\$0.630	\$0.910

*No regional street construction projects.

The average cost for Regional rehabilitation projects in 2018 stayed relatively the same as 2017 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	2016	2017	2018
Lane Kilometres of Regional Streets	1,822	1,824	1,824
Lane Kilometres of Truck Routes [A]	1,775	1,777	1,777
Number of Signalized Intersections	657	665	674
Number of Accessible Pedestrian Signals	484	521	583
Number of Pedestrian Corridors	181	181	185
Kilometres of Active Transportation Facilities	410	419	431
Kilometres of Multi-use paths	201	211	223
Kilometres of Bike Lanes	49	50	53
Kilometres of Sharrows	37	37	37
Kilometres of Bike Boulevards	56	56	56
Transportation System Use Estimates			
Daily Vehicle-Kilometre of Travel	10.20 million	10.28 million	10.33 million

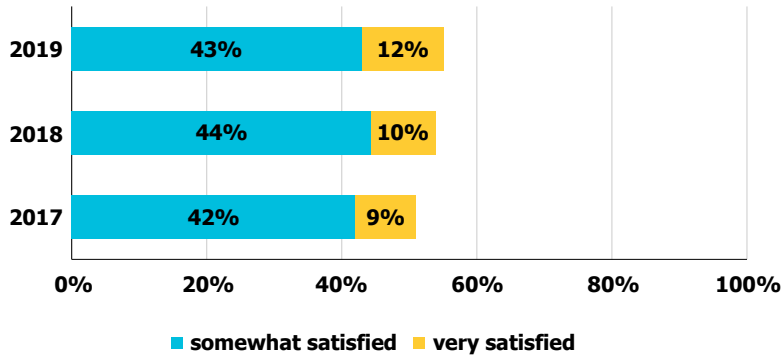
[A] In 2016, the Regional Streets Network increased due to the twinning of Dr. Jose Rizal Way. Truck Routes Lane Kilometers increased with re-designation of streets in the Omand's Creek Industrial area, west of Route 90.

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.

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.

	2015	2016	2017	2018	2019
Total Satisfied	46%	47%	51%	54%	55%

Source: City of Winnipeg Annual Citizen Survey

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

Route	2014	2015	2016	2017	2018
Henderson Hwy.	15.6	12.5	12.2	12.0	13.0
Main St.	22.2	17.6	21.5	16.2	18.5
Pembina Hwy.	17.8	18.0	18.3	17.2	n/a
Portage Ave.	20.4	n/a	20.7	21.6	20.1
St. Mary's Rd.	17.3	21.3	21.1	19.9	18.4

Source: Average travel time is calculated annually using GPS data collected from the field.

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.

Average Time to Repair Signalized Intersection

	2014	2015	2016	2017	2018
Average Repair Time (hrs)	5.4	6.1	6.7	5.8	5.1

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. Average repair time has remained stable over the 5-year period.

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

	2014	2015	2016	2017	2018
Wpg. Trend	\$3,087	\$3,306	\$4,143	\$4,552	\$4,120

In 2014, this measure decreased as less funds were expended for Traffic Signal Asset Management and the number of lane kilometres of regional roads increased. 2015 saw an increase in the operating budget to allocate resources to the Transportation Management Centre. In 2016, there was an increase due to efforts to operationalize the Transportation Management Centre for early 2017.

Maintenance Cost per Signalized Intersection

	2014	2015	2016	2017	2018
Wpg. Trend	\$6,653	\$7,431	\$8,455	\$8,254	\$7,711

The costs of traffic signals maintenance decreased in 2018.

Average Signal Damage Repair Cost

	2014	2015	2016	2017	2018
Wpg. Trend	\$2,797	\$3,187	\$3,450	\$3,388	\$3,393

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 2018.

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

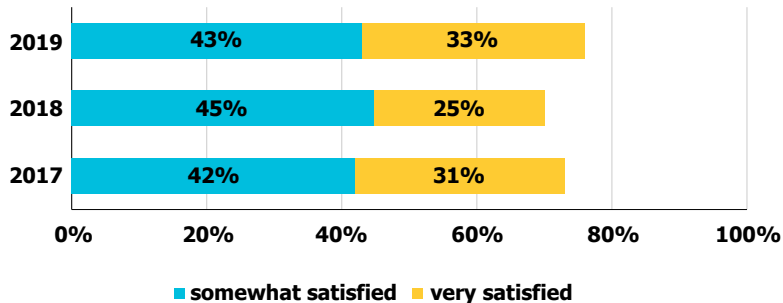
Description	2016	2017	2018
Annual Snowfall (centimetres)	140	93	95
Days of Snowfall (3 cm or more)	16	11	6
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	5	4	5
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	3	1	1
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	4	4	5
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	3	2	1
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	3	0	1
Alleys (Department Budgets for 2 events)	3	1	3
Salt Applied (tonnes)	20,518	27,000	20,622
Sand Applied (tonnes)	54,710	58,000	49,979
Snow Removed/Hauled (cubic metres)	1,126,870	1,700,000	689,717
Sidewalks Plowed (kilometres)	26,790	45,627	48,261

Roadway Snow Removal and Ice Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Snow Removal



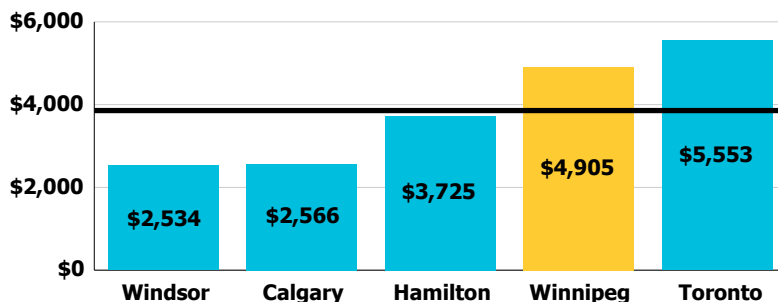
The 2018-2019 winter experienced an above normal snowfall for the month of February which resulted in multiple plows on the inventory. Even with the challenge the citizen satisfaction for Snow Removal increased 6% in 2019.

	2015	2016	2017	2018	2019
Total Satisfied	70%	73%	73%	70%	76%

Source: City of Winnipeg Annual Citizen Survey

Efficiency Measurements

Total Cost for Winter Maintenance of Roadways Total Costs for Winter Maintenance of Roadways per Lane Kilometre Maintained in Winter (2017)



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 2017 were lower than in 2016.

	2013	2014	2015	2016	2017
Wpg. Trend	\$6,279	\$7,715	\$5,314	\$6,147	\$4,905

Source: Municipal Benchmarking Network Canada (ROAD309T)

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

	2014	2015	2016	2017	2018
Wpg. Trend	\$1,375	\$1,352	\$1,031	\$1,203	\$1,405

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:

- Regular Transit
- Transit Plus
- Chartered and Special Events Transit

Description

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

To provide a parallel Transit service 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 is being expanded through the development of a rapid transit network designed to provide improved reliability, reduced travel time, and the opportunity for transit-oriented development. Winnipeg's first rapid transit project, Phase 1 of the Southwest Transitway, opened in April 2012. Phase 2 is currently under construction and will open in April 2020.

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

Regular and Chartered Transit

Description	2016	2017	2018
Number of Buses in Fleet	623	640	641
Bus Hours Operated	1,541,618	1,548,594	1,553,590
Bus Kilometres Operated	29,978,613	30,160,628	30,328,539
Passengers Carried: Annual	48,521,820	48,098,447	48,409,060
Passengers Carried: Average Weekday	169,908	168,425	169,513
Number of Routes	93	93	93
Number of Bus Stops	5,084	5,173	5,179

Transit Plus

Description	2016	2017	2018
Active Registrants at Year End	7,512	7,443	7,924
% of Registrants Age 65+	73%	74%	72%
Passengers Carried: Annual [A]	467,924	473,390	459,470
Passengers Carried: Average Weekday	1,532	1,790	1,514
Customer No Shows (Annual)	7,702	8,440	8,508
Trip Requests Unable to Provide	5,359	7,036	7,907
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	55%	59%	60%
Wheelchair - % of Passengers Carried	30%	31%	32%
Ambulant - % of Passengers Carried	70%	69%	68%

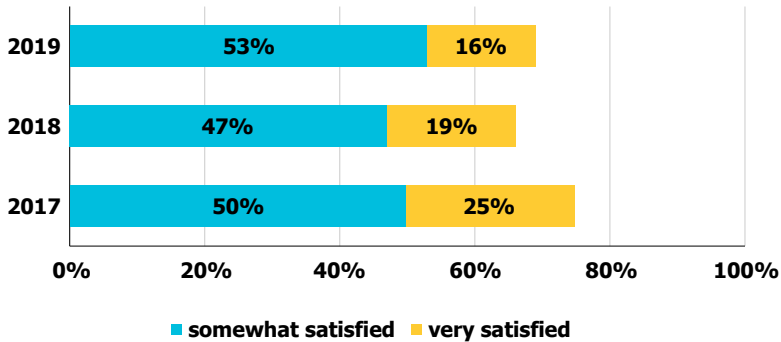
[A] 2016 restated for revised reporting methodology.

Public Transit

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction for Users Who Use Transit Regularly



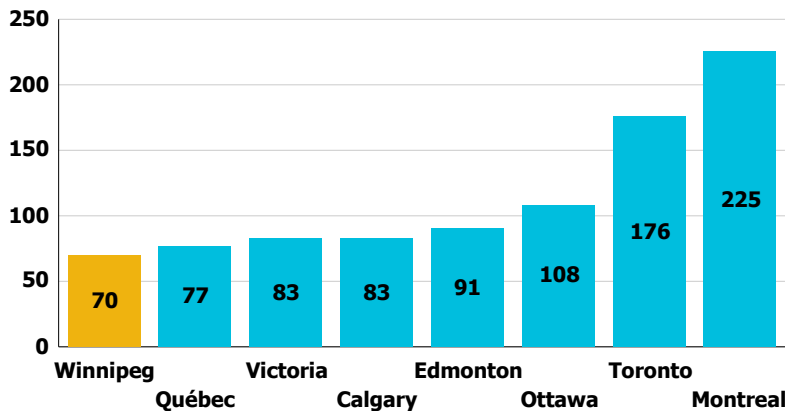
In 2019, the level of citizens who were somewhat satisfied or very satisfied with Winnipeg Transit was 69%.

Changes to the Department's funding model occurred in 2017. In light of a new funding reality and service environment, the Department is developing a long term strategy which balances funding challenges and service goals with a sustainable capital investment plan.

	2015	2016	2017	2018	2019
Total Satisfied	76%	77%	75%	66%	69%

Source: City of Winnipeg Annual Citizen Survey

Regular Transit Passengers per Capita (2018)



Winnipeg's per capita ridership has remained relatively unchanged between 2014 and 2018.

	2014	2015	2016	2017	2018
Wpg. Trend	74	71	70	69	70

Source: Canadian Urban Transit Association

Transit Plus Passengers Carried per 1,000 Population

	2014	2015	2016	2017	2018
Wpg. Trend	695	686	670	682	660

2015, 2016, and 2017 restated for revised reporting methodology.

The realization of a full fleet of accessible buses and an improved screening process to determine eligibility have contributed to the gradual decrease in Transit Plus usage over time.

Public Transit

Percentage of Scheduled Service Operated

Service Reliability	2014	2015	2016	2017	2018
Percentage	99.6%	99.3%	99.8%	99.7%	99.8%

Service delivery has remained over 99% in recent years.

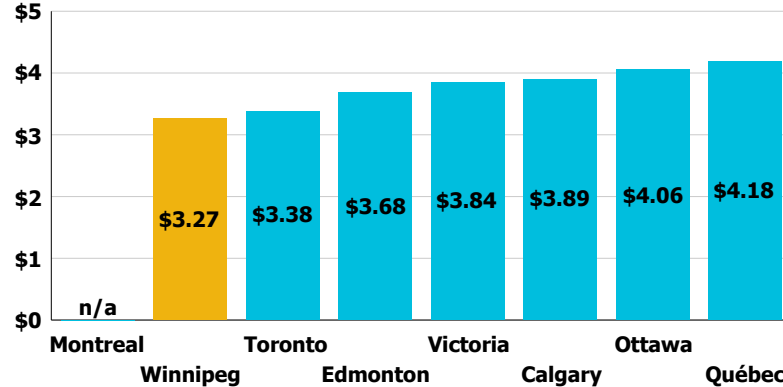
Weekday Service Reliability

Service Reliability	2014	2015	2016	2017	2018
Late	11.7%	11.2%	17.9%	18.3%	20.3%
Early	9.3%	9.3%	5.5%	6.9%	7.0%
On-Time	79.0%	79.5%	76.6%	74.8%	72.7%

Weekday service reliability has been trending downward slowly since 2014. 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 in April 2020, 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

Regular Transit Operating Cost per Passenger (2018)



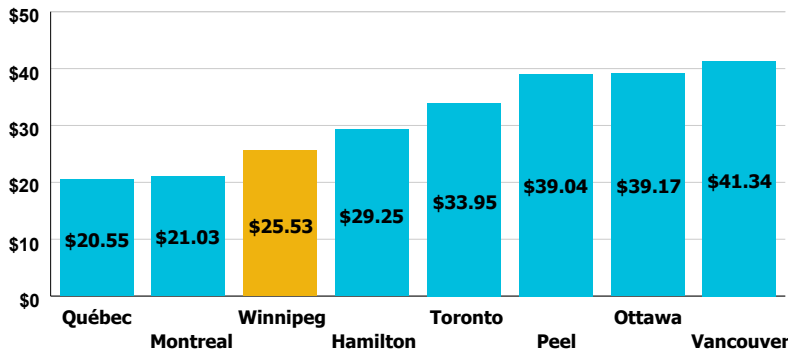
Winnipeg consistently operates one of the most cost efficient transit systems in Canada.

	2014	2015	2016	2017	2018
Wpg. Trend	\$2.80	\$2.91	\$3.02	\$3.12	\$3.27

Source: Canadian Urban Transit Association (includes only data available at publication)

Public Transit

Transit Plus Operating Cost per Passenger (2018)

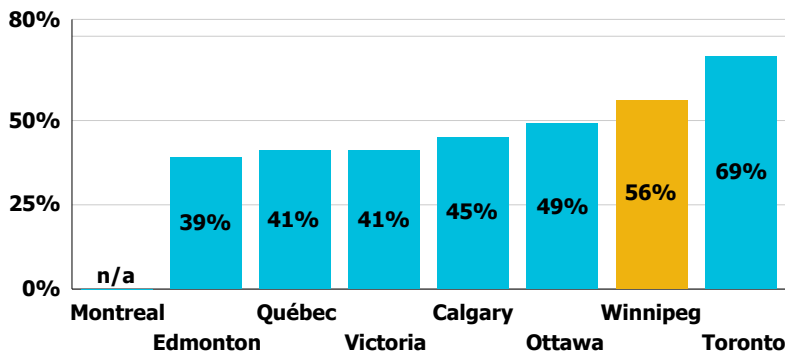


Winnipeg consistently operates one of the most efficient para-transit systems in Canada.

	2014	2015	2016	2017	2018
Wpg. Trend	\$22.96	\$22.74	\$23.25	\$23.92	\$25.53

Source: Canadian Urban Transit Association
2016 and 2017 restated for revised reporting methodology.

Total Operating Revenue/Total Direct Operating Expenses (R/C ratio) (2018)

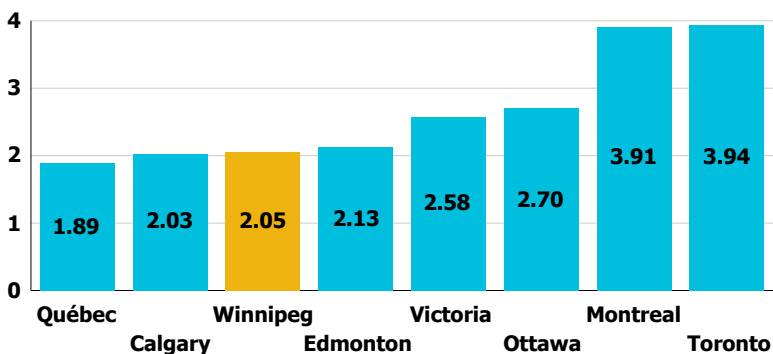


Winnipeg has one of the highest revenue-cost ratios in Canada.

	2014	2015	2016	2017	2018
Wpg. Trend	57%	57%	55%	54%	56%

Source: Canadian Urban Transit Association (includes only data available at publication)

Revenue Vehicle Hours/Capita (2018)



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

	2014	2015	2016	2017	2018
Wpg. Trend	2.07	2.04	2.02	2.04	2.05

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	2016	2017	2018
Number of litter containers in park sites [A]	2,976	3,561	3,287
Number of street litter containers	1,588	1,588	1,705
Tonnes of boulevard abrasives removed (streets only)	22,305	29,500	21,516
Flower Beds (raised/fixed/in-ground - not including shrubs) m2 [A]	21,291	23,442	24,998
Number of Flower planters [A]	1,202	1,257	1,276
Number of Hanging baskets [A]	20	20	37
Number of park lighting units [A]	3,601	3,588	3,800
Number of community clean-up & Adopt-A-Park projects	40	43	43
Number of graffiti tags removed	21,859	17,374	20,056
Square metres of graffiti removed	45,589	38,331	45,187
Number of graffiti sites treated	7,222	5,577	6,485
Number of public art projects completed [B]	6	5	11

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

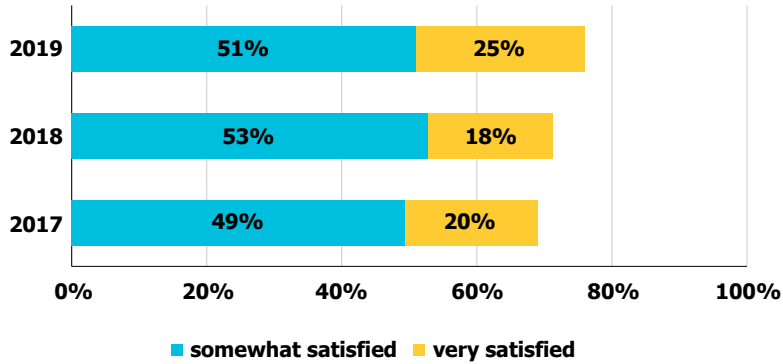
[B] Source: Winnipeg Arts Council

City Beautification

Performance Measurements

Effectiveness Measurements

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



76% of citizens either somewhat satisfied or very satisfied with the City's efforts in keeping Winnipeg clean and beautiful in 2019, an increase of 5% from 2018.

	2015	2016	2017	2018	2019
Total Satisfied	70%	71%	69%	71%	76%

Source: City of Winnipeg Annual Citizen Survey

Litter Score Index

	2014	2015	2016	2017	2018
Wpg. Trend	2.2	2.3	2.3	2.3	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

	2014	2015	2016	2017	2018
Wpg. Trend	\$560	\$584	\$607	\$642	\$768

Hectares include maintained park areas, athletic fields and boulevards on Regional Streets (excluding natural areas).

The cost per hectare has increased due to a change in tracking methodology from continuous refinement of task allocation.

City Beautification

Cost per Graffiti Removal Incident

	2014	2015	2016	2017	2018
Wpg. Trend	\$137	\$137	\$124	\$154	\$135

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

Cost per Lane Km of Street Sweeping

	2014	2015	2016	2017	2018
Wpg. Trend	\$733	\$673	\$681	\$706	\$1,140

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. The higher cost per lane kilometre of street sweeping for 2018 is a result of debris accumulation from the previous season and inflation.

Cost per Square Metre for Floral Displays

	2014	2015	2016	2017	2018
Wpg. Trend	\$102	\$100	\$134	\$123	\$122

This is an average of all types of floral displays and includes hanging baskets as well as ground displays. Costs have remained stable over the reporting period.

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	2016	2017	2018
Number of billed water accounts	205,759	208,008	210,490
Number of complaints - taste and odour [A]	190	205	157
Average daily volume of water pumped (ML/D)	189	189	195
Average volume of water pumped daily per capita (litres)	260	252	255
Kilometres of distribution water mains	2,637	2,660	2,679
Kilometres of feeder mains	152	152	152
Kilometres of water mains cleaned	755	839	614
Number of water main breaks [B]	268	236	721
Number of hydrants	22,045	22,376	22,785
Number of water quality tests conducted	71,289	66,734	65,895
Average monthly residential water bill	\$29.19	\$33.07	\$34.25
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 [C]	45,161	65,754	42,594

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

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

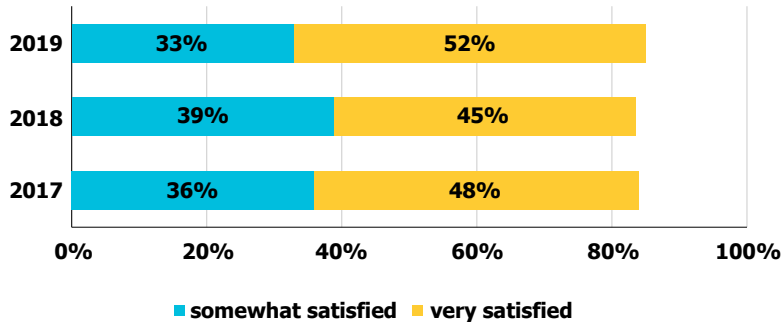
[C] 2017 statistic includes pilot testing of an alternative coagulant at the Water Treatment Plant.

Water

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Quality of Drinking Water

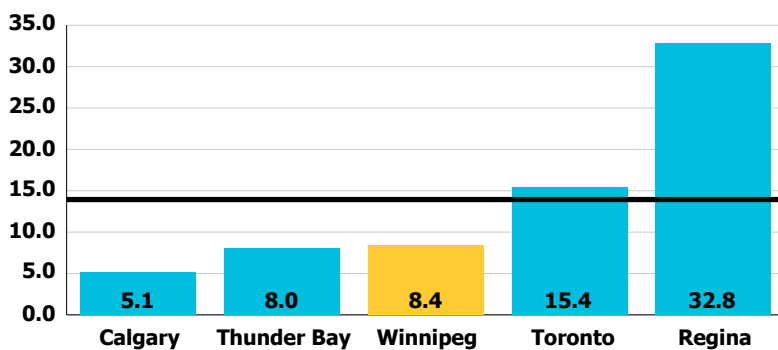


Citizen satisfaction with Water Services continues to remain high.

	2015	2016	2017	2018	2019
Total Satisfied	76%	78%	84%	84%	85%

Source: City of Winnipeg Annual Citizen Survey

Number of Water Main Breaks per 100 kilometres of Water Distribution Pipe Excluding Connections (2017)



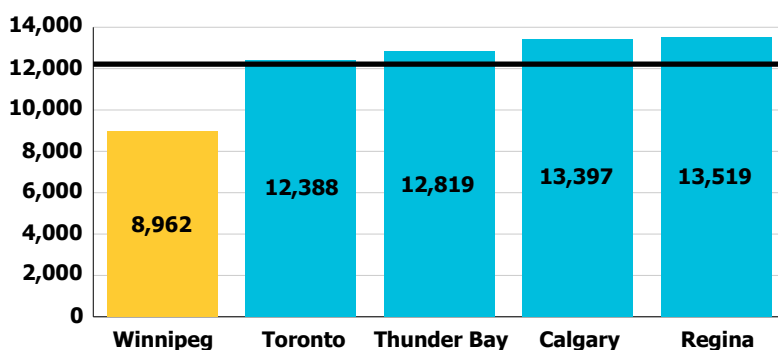
Water main breaks are caused by a number of factors including soil conditions, seasonal climate extremes, frost penetration, pipe age, material and the condition of the piping. Winnipeg's soil is highly conductive and corrodes metallic pipes from the outside in.

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.

	2013	2014	2015	2016	2017
Wpg. Trend	25.4	28.3	11.5	9.6	8.4

Source: Municipal Benchmarking Network Canada (WATR410)

Megaliters of Treated Water per 100,000 Population (2017)



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.

	2013	2014	2015	2016	2017
Wpg. Trend	10,633	10,862	9,965	9,458	8,962

Source: Municipal Benchmarking Network Canada (WATR210)

Water

Water Treatment Testing

Parameters Tested Operating Licence Requirements [A]	2014	2015	2016	2017	2018
Free Chlorine (No less than 0.5 mg/L) [B]	1.21	1.15	1.16	1.18	1.21
Free Chlorine percent compliant with Provincial Licence	100%	100%	100%	100%	100%
Turbidity (No more than 0.30 NTU) [B]	0.12	0.11	0.16	0.16	0.17
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]	2014	2015	2016	2017	2018
Free Chlorine (No less than 0.1 mg/L) [B]	0.81	0.82	0.83	0.80	0.81
Free Chlorine percent compliant with Provincial Licence	100%	100%	100%	99%	100%
Trihalomethanes (No more than 100 ug/L) [B]	22.5	21.4	26.2	29.0	31.0
Trihalomethanes percent compliant with Provincial Licence	100%	100%	100%	100%	100%
Fluoride (Range of 0.5 mg/L to 0.9 mg/L) [B]	0.69	0.67	0.69	0.69	0.69
Fluoride percent compliant with recommended range	100%	100%	100%	100%	100%
Total Coliform Samples (minimum 1820 samples required)	3,149	3,064	3,141	3,177	3,164
Positive Total Coliform (Less than 10% positive)	0.29%	0.36%	0.19%	0.09%	0.22%

[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.

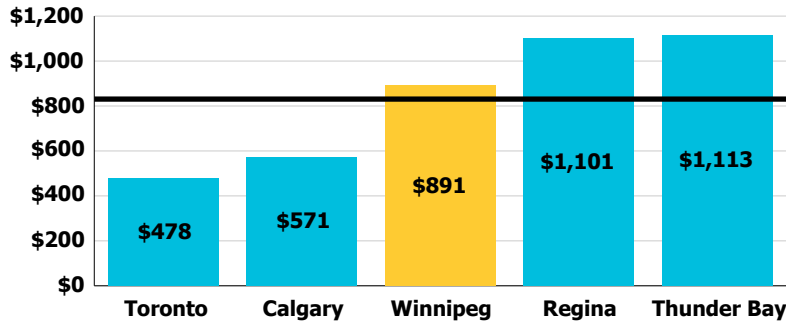
In addition to routine testing, we conduct other testing to measure general water chemistry, heavy metals and microbial parasites. We also respond to customer inquiries and complaints about water quality.

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 (2017)



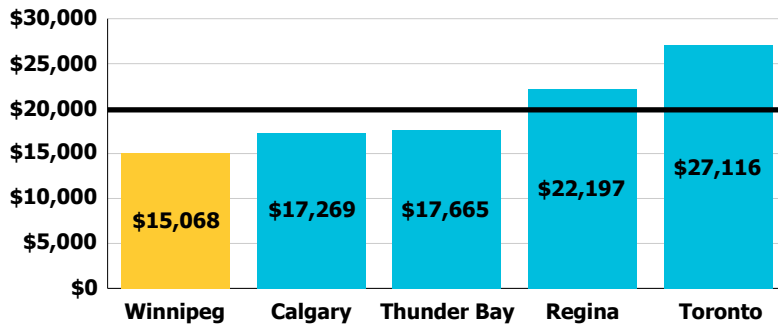
	2013	2014	2015	2016	2017
Wpg. Trend	\$677	\$822	\$759	\$812	\$891

Source: Municipal Benchmarking Network Canada (WATR315)

Total cost for supply, treatment and distribution of water per megalitre pumped has been trending upwards over the years.

This is primarily due to increased operating costs for the water treatment plant combined with lower pumpage as a result of conservation efforts and weather fluctuations.

Total Cost for the Distribution / Transmission of Drinking Water per Kilometre of Water Distribution Pipe (2017)

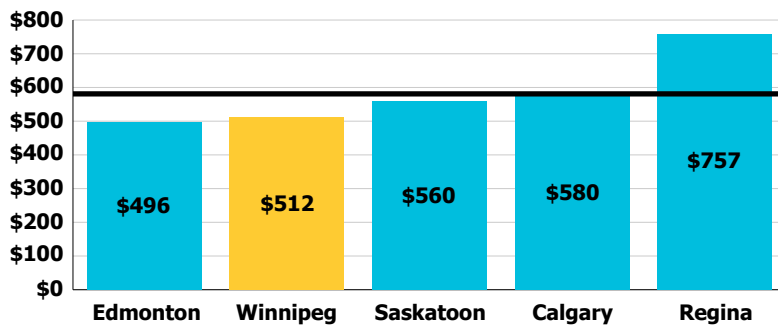


	2013	2014	2015	2016	2017
Wpg. Trend	\$12,682	\$17,479	\$14,464	\$14,697	\$15,068

Source: Municipal Benchmarking Network Canada (WATR305T)

Total cost for the transmission of water per kilometer of distribution pipe has been increasing over the years. The spike in cost for 2014 reflects an unprecedented frozen service event.

Annual Residential Water Bill (2018)



	2014	2015	2016	2017	2018
Wpg. Trend	\$381	\$395	\$448	\$497	\$512

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

Based on 238 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	2016	2017	2018
Number of billed sewer accounts	205,655	207,903	210,386
Number of complaints - raw sewer backup [A]	752	687	808
Number of complaints - clean sewer backup [A]	595	419	545
Volume of wastewater processed (ML/D)	275	252	225
Kilometres of collection system pipeline [B]	2,635	2,640	2,658
Number of pumping stations	74	75	75
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	209	124	139
Number of industrial waste tests conducted	49,279	41,522	43,717
Number of treatment plant tests conducted	124,349	123,084	126,444
Number of manholes	47,680	48,175	48,620
Average monthly residential sewer bill	\$40.31	\$45.29	\$50.16

[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.

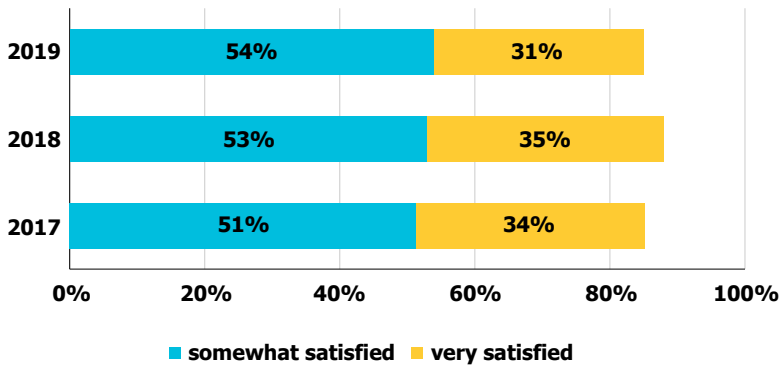
Wastewater

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Protection from Sewer Back-up

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

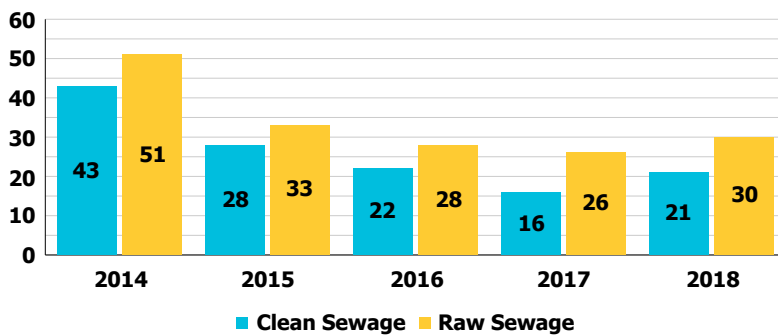


	2015	2016	2017	2018	2019
Total Satisfied	86%	82%	85%	88%	85%

Source: City of Winnipeg Annual Citizen Survey

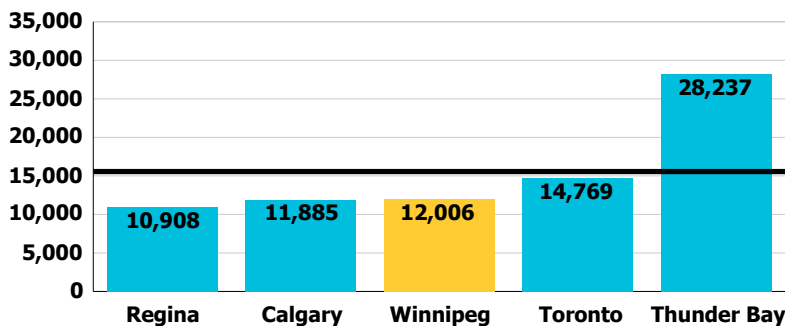
Number of Sewer Back-up Complaints per 100 kilometre of Collection System Pipeline

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 (2017)

Megalitres treated is impacted by weather related change in flow.



	2013	2014	2015	2016	2017
Wpg. Trend	12,775	14,360	12,997	13,751	12,006

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
2014	93	40
2015	54	63
2016	34	58
2017	31	30
2018	28	40

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*
2014	2	0
2015	5	1
2016	7	3
2017	6	2
2018	13	5

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

Year	Provincial Limits for TSS (mg/L) > 30	Provincial Limits for cBOD5 (mg/L) >25
2014	117	0
2015	90	0
2016	30	19
2017	21	0
2018	128	0

[A] NEWPCC Licence 2684 RRR.

[B] SEWPCC Licence 2716 RR.

* Annual 98% compliance limit for cBOD5 and TSS.

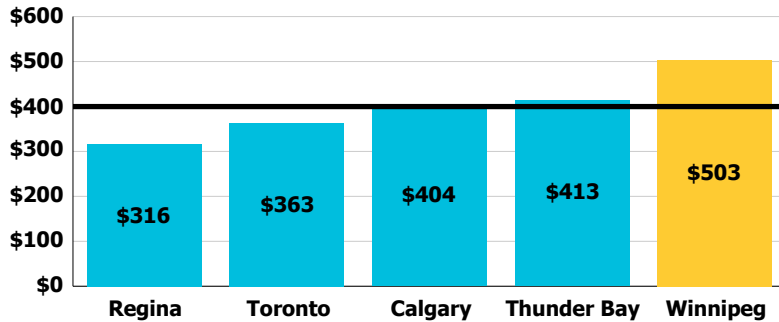
[C] WEWPCC Licence 2669 ERR.

Wastewater

Efficiency Measurements

Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (2017)

Winnipeg's cost per megalitre has increased over the years due to upgrades to the wastewater treatment plants mandated by Provincial licencing requirements.

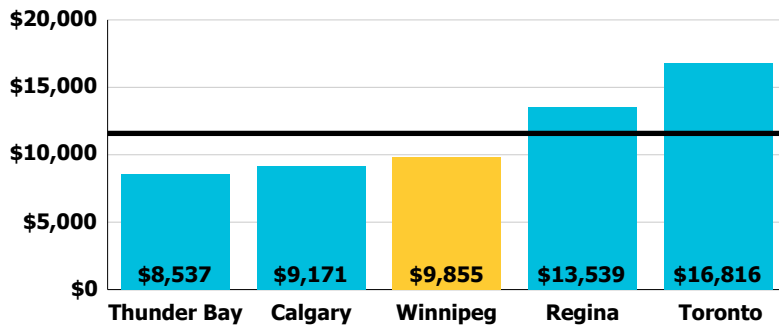


	2013	2014	2015	2016	2017
Wpg. Trend	\$396	\$379	\$446	\$443	\$503

Source: Municipal Benchmarking Network Canada (WWTR310)

Operating Cost of Wastewater Collection/Conveyance per Kilometre of Pipe (2017)

Winnipeg's costs for collection of wastewater include operational expenses related to collection and support services. Wastewater pipe kilometers exclude connections.

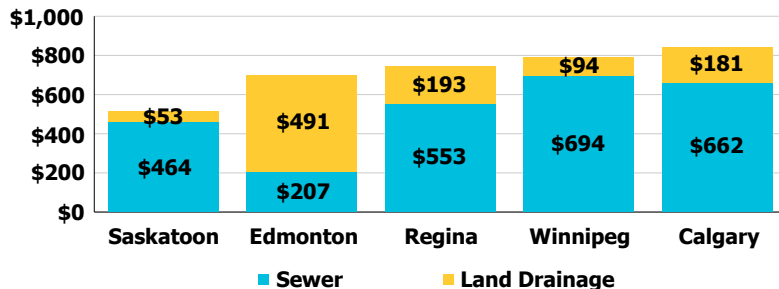


	2013	2014	2015	2016	2017
Wpg. Trend	\$9,657	\$10,620	\$9,686	\$9,961	\$9,855

Source: Municipal Benchmarking Network Canada (WWTR305)

Annual Residential Sewer Bill - City Comparison (2018)

Winnipeg's annual sewer costs are higher compared to other western Canadian cities based on 238 cubic metre consumption per year. When costs related to land drainage and flood control are factored in, Winnipeg ranks fourth among the cities. Rate increases are partially attributed to capital improvements mandated by Provincial licencing requirements.



	2014	2015	2016	2017	2018
Wpg. Trend	\$592	\$620	\$660	\$712	\$788

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	2016	2017	2018
Number of stormwater retention basins (SRB) [A]	86	92	102
Number of permanent flood pumping stations	31	31	31
Number of SRB pumping stations	5	5	5
Kilometres of land drainage sewer mains [B]	1,206	1,218	1,243
Kilometres of storm relief sewer mains [B]	188	188	184
Peak river elevations (>8.5 feet) - spring	16.5	19.31	15.67
Peak river elevations (>8.5 feet) - summer	12.1	7.15	7.61
Meters of City owned riverbank protected annually	360	70	150
Number of waterway permits issued	128	116	136

[A] Stormwater retention basins (SRB) are added to inventory only after the warranty expires. In 2018, 10 SRB came off warranty and were added to inventory.

[B] An improvement in data collection and analysis resulted in a reclassification of 4.3 km of storm relief sewers mains as land drainage sewers mains in 2018.

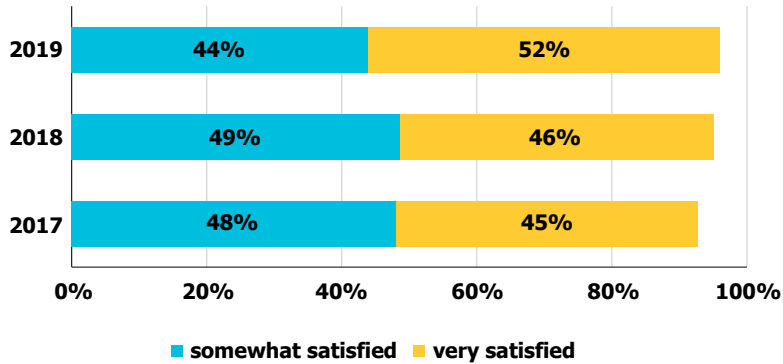
Land Drainage and Flood Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Protection from River Flooding

Citizen satisfaction with protection from river flooding remains high.



	2015	2016	2017	2018	2019
Total Satisfied	92%	91%	93%	95%	96%

Source: City of Winnipeg Annual Citizen Survey

Number of Breaches on Properties Requiring Diking Outside Primary Dike

	2014	2015	2016	2017	2018
Number of Breaches	0	0	0	0	0
Number of Properties	1	1	1	0	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

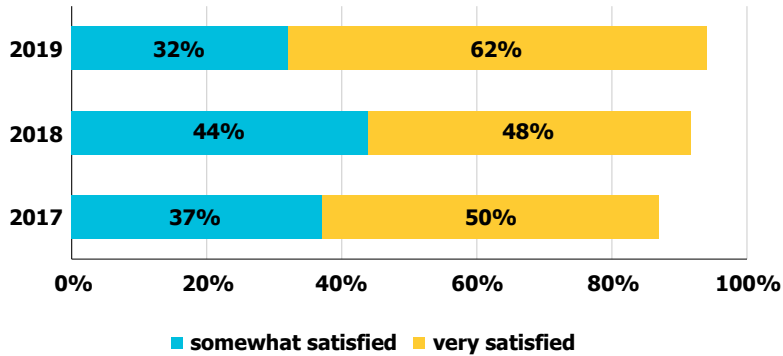
Description	2016	2017	2018
Number of dwelling units served	296,147	299,395	303,515
Weight of residential garbage collected (tonnes)	174,280	172,209	172,041
Weight of garbage collected per capita (kilograms)	237	230	225
Number of large item pick ups per year	12,636	13,098	12,934

Solid Waste Collection

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Garbage Collection

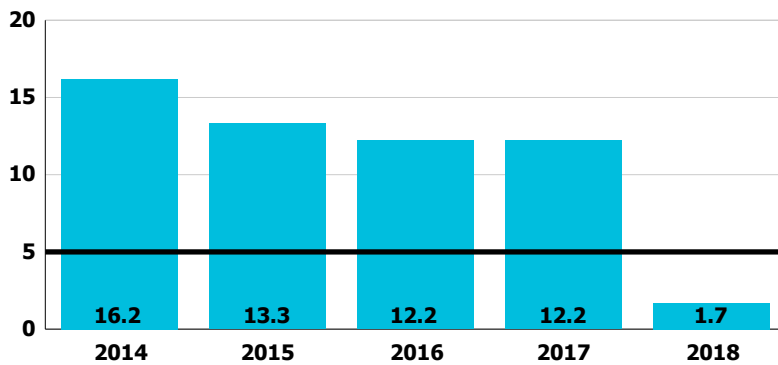


Citizen satisfaction with garbage collection services provided remains high.

	2015	2016	2017	2018	2019
Total Satisfied	87%	83%	87%	92%	94%

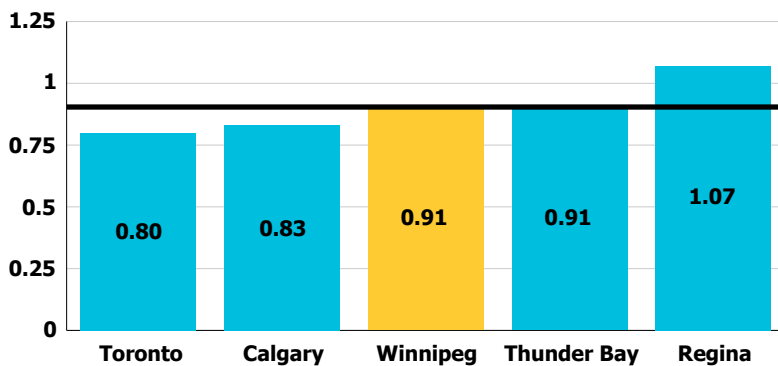
Source: City of Winnipeg Annual Citizen Survey

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 (2017)



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.

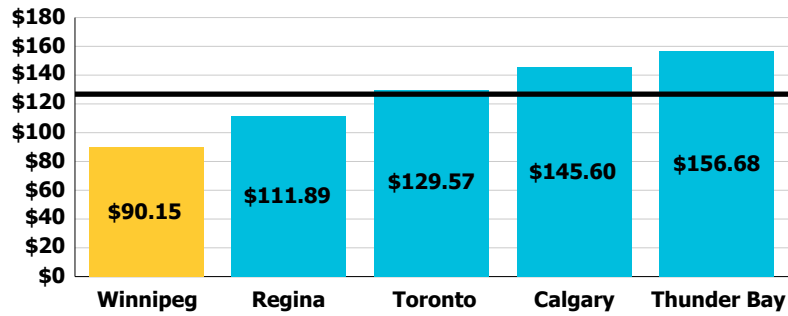
	2013	2014	2015	2016	2017
Wpg. Trend	0.86	0.90	0.89	0.86	0.91

Source: Municipal Benchmarking Network Canada (SWST205)

Solid Waste Collection

Efficiency Measurements

Operating Cost for Garbage Collection per Tonne - All Property Classes (2017)



Winnipeg has the 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.

	2013	2014	2015	2016	2017
Wpg. Trend	\$75.07	\$71.18	\$67.29	\$70.18	\$90.15

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.

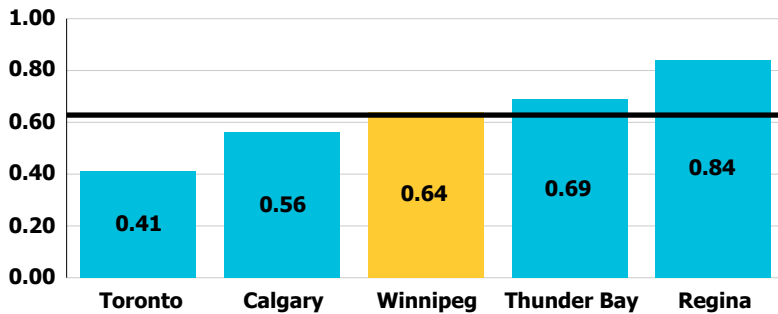
Service Level Statistics

Description	2016	2017	2018
Number of tonnes disposed	363,664	355,326	332,564
Total number of non-commercial vehicles	80,439	69,658	82,722
Total number of commercial and contractor vehicles	65,336	70,989	70,567
Kilolitres of leachate hauled and treated	65,360	53,930	39,541
Tonnes of landfill gas (CO ₂ e) captured and flared	104,349	85,819	78,602

Solid Waste Disposal

Effectiveness Measurements

Tonnes of Residential Solid Waste Disposed per Household (2017)



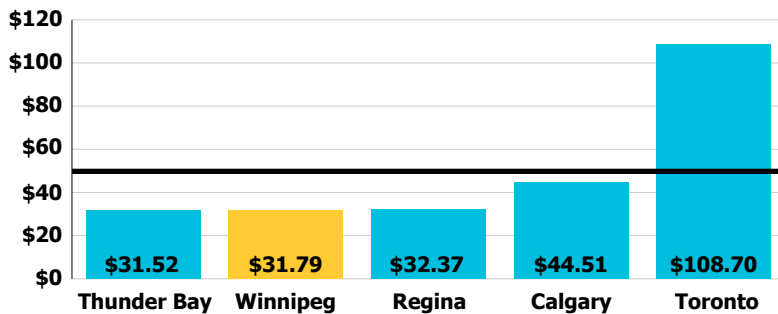
Winnipeg has the third lowest tonnes of residential solid waste disposed per household among the other cities profiled. Additional waste diversion activities have decreased tonnage.

	2013	2014	2015	2016	2017
Wpg. Trend	0.61	0.61	0.61	0.59	0.64

Source: Municipal Benchmarking Network Canada (SWST220)

Efficiency Measurements

Operating Cost for Solid Waste Disposal per Tonne - All Property Classes (2017)



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.

	2013	2014	2015	2016	2017
Wpg. Trend	\$26.74	\$33.50	\$25.20	\$29.25	\$31.79

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	2016	2017	2018
Number of dwelling units served	296,147	299,395	303,515
Weight of residential recycling material collected (tonnes) [A]	55,010	54,177	52,553
Average weight of residential recycling per household (kg) [A]	186	181	173
Total yard waste composted (tonnes)	34,123	28,528	33,041
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	3,989	8,845	9,821

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

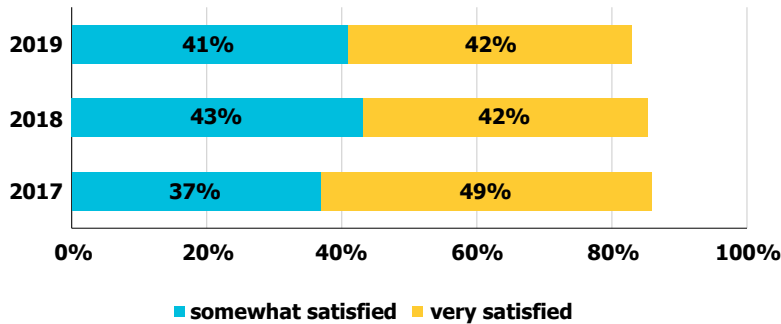
[B] The Brady 4R Winnipeg Depot opened February, 2016. The Pacific 4R Winnipeg Depot opened February, 2017. The Panet 4R Winnipeg Depot opened February, 2018.

Recycling and Waste Diversion

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Recycling

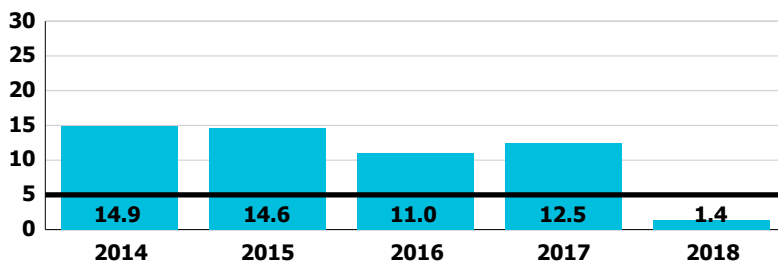


Citizen satisfaction with recycling services provided remains high.

	2015	2016	2017	2018	2019
Total Satisfied	88%	81%	86%	85%	83%

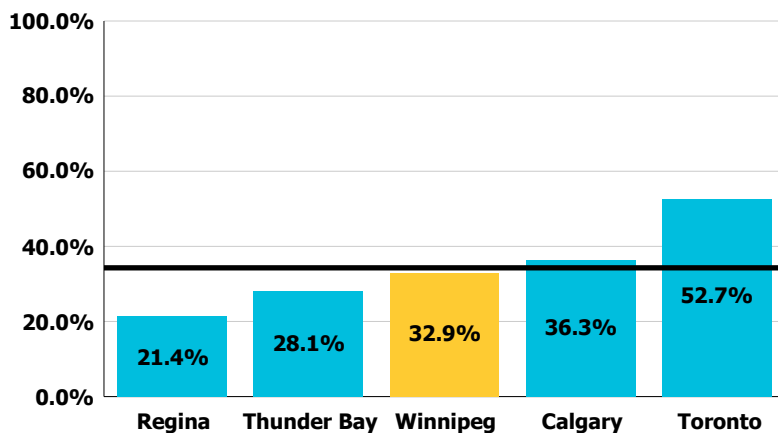
Source: City of Winnipeg Annual Citizen Survey

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 (2017)



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.

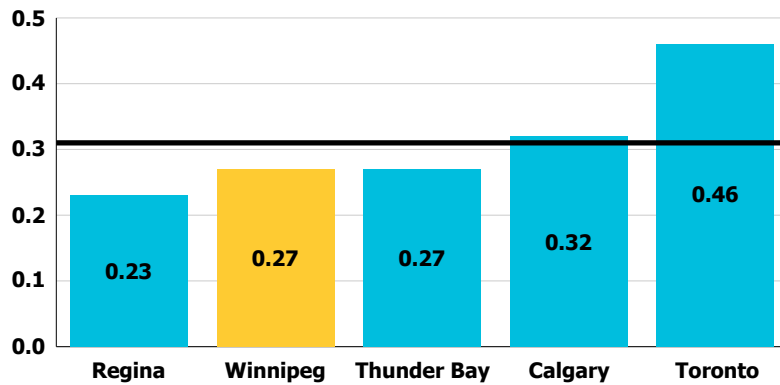
Winnipeg's waste diversion rate has been steadily increasing since the implementation of the Waste Minimization Strategy in 2012. However, in 2017 less leaf and yard waste material was diverted, most likely driven by drier weather conditions.

	2013	2014	2015	2016	2017
Wpg. Trend	32.0%	33.6%	34.3%	34.9%	32.9%

Source: Municipal Benchmarking Network Canada (SWST105)

Recycling and Waste Diversion

Tonnes of Residential Solid Waste Diverted per Household (2017)



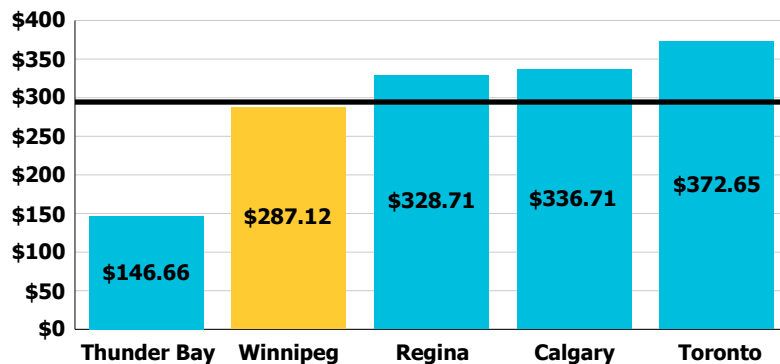
Winnipeg has had modest growth in its total tonnes diverted over the past couple of years after seeing significant improvements at the implementation of the Waste Minimization Strategy in 2012. However, in 2017, less leaf and yard waste material was diverted, most likely driven by drier weather conditions.

	2013	2014	2015	2016	2017
Wpg. Trend	0.29	0.31	0.32	0.32	0.27

Source: Municipal Benchmarking Network Canada (SWST235)

Efficiency Measurements

Operating Cost for Solid Waste Diversion per Tonne - All Property Classes (2017)



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

	2013	2014	2015	2016	2017
Wpg. Trend	\$228.83	\$227.79	\$217.20	\$246.35	\$287.12

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	2016	2017	2018
No. of Development Servicing Agreements Administered [A]	20	26	175
Number of Urban Design Applications Reviewed	106	111	111
Number of Zoning Agreements Processed	39	39	24
No. of Survey Information Requests (for construction work)	2,863	2,150	2,282
Number of Surveys Performed (Contract / In-house) [B]	81 / 40	66 / 58	39 / 51
Number of Survey Monuments Restored [C]	196	231	470
Number of Street Closings / Openings	23	11	9
Number of new greenfield dwelling units [D]	2,220	3,410	1,882
Number of new infill dwelling units [E]	1,337	1,232	1,435
No. of new dwelling units within 400 meters of a regional mixed-use corridor	397	478	379

[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] Restored survey monuments results from survey monuments established in new developments; these monuments are initially established by the developer so have not been counted in the past.

[D] 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.

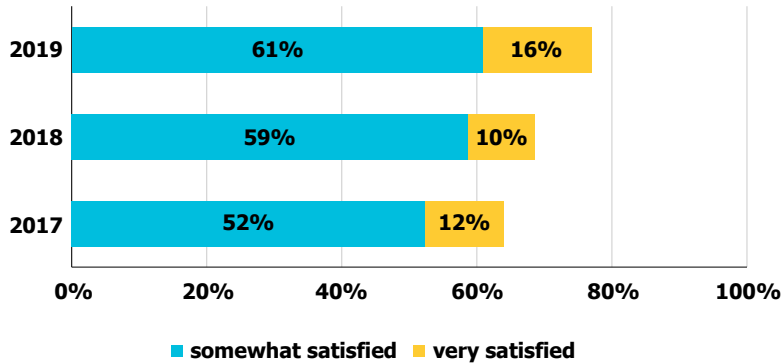
[E] Infill refers to units built in 'Areas of Stability', excluding 'Emerging Communities'.

City Planning

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Community Planning



Citizen satisfaction increased in both very satisfied and somewhat satisfied categories to 77% in 2019 from 69% in 2018.

	2015	2016	2017	2018	2019
Wpg. Trend	59%	64%	64%	69%	77%

Source: City of Winnipeg Annual Citizen Satisfaction Survey

Number of Local Area Plans Completed

	2014	2015	2016	2017	2018
Wpg. Trend	7	2	2	1	0

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

	2014	2015	2016	2017	2018
Wpg. Trend	6	5	2	1	0

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

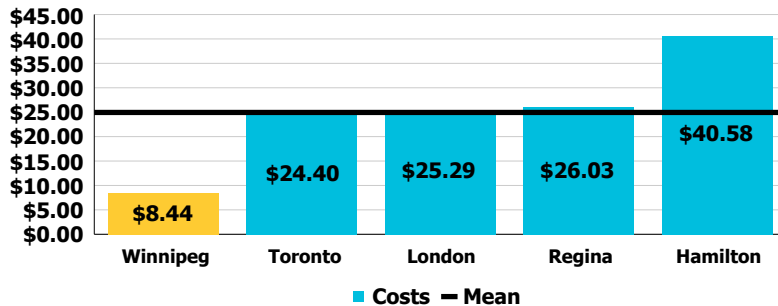
Number of Development Applications Received per 100,000 Population

	2014	2015	2016	2017	2018
Wpg. Trend	167	156	141	141	126

The historical figures have been adjusted to reflect a change in methodology. Pre-Applications (Pre-Apps) were included in this total beginning in 2017.

Efficiency Measurements

Total Costs for Planning per Capita (2017)



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.

	2013	2014	2015	2016	2017
Wpg. Trend	\$7.15	\$7.30	\$7.42	\$8.43	\$8.44

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, Building Communities 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

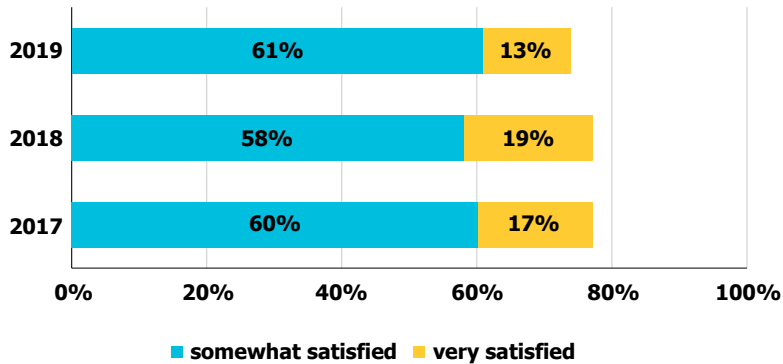
Description	2016	2017	2018
Targeted Development Programs/projects- # of units created	297	147	192
Housing Reserve - \$ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	\$635,628	\$680,196	\$846,770
Building Communities Funding (\$ 000's) / Projects completed	\$1,885 / 12	\$580 / 7	\$836 / 1

Neighbourhood Revitalization

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Downtown Renewal

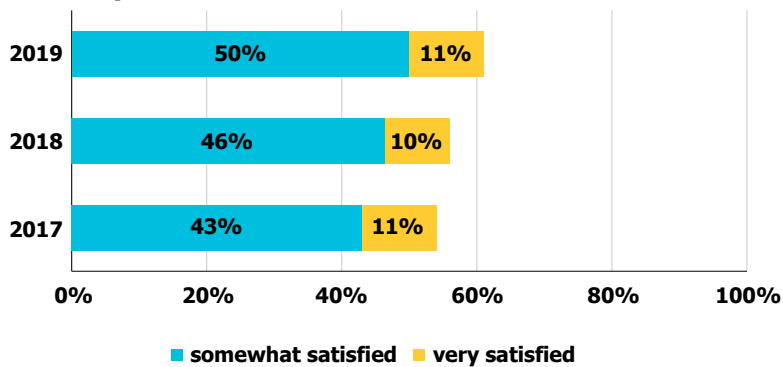


Citizen satisfaction with downtown renewal remains high.

	2015	2016	2017	2018	2019
Total Satisfied	70%	77%	77%	77%	74%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with City Funding for Improving Inner City



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

	2015	2016	2017	2018	2019
Total Satisfied	58%	59%	54%	56%	61%

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
Percentage Change	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	2016	2017	2018
Total New Dwelling Units Created	3,995	4,875	3,757
Permit Volumes			
Residential Permits Issued	6,917	7,100	6,897
Non-Residential Permits Issued	3,251	3,615	3,351
Other Permits Issued	20,835	23,239	24,423
Total Permits Issued	31,130	34,084	34,825
Total Permit Fees (\$) [A]	25,009,590	26,189,264	25,604,707
Permit Values (in thousands of \$)			
Residential Permit Values	977,900	1,203,747	1,035,491
Non-Residential Permit Values	1,039,764	890,191	833,420
Total Permit Values	2,017,665	2,093,938	1,868,912
Plan Examination Volume (Number of Plans Reviewed):			
Residential	5,268	5,333	5,871
Commercial	6,784	7,524	7,805
Total Plan Examination Volume	12,052	12,857	13,676
Inspection Volume (Number Conducted):			
Residential	75,031	79,097	96,160
Commercial	46,909	47,115	47,902
Total Inspection Volume	121,940	126,212	144,062

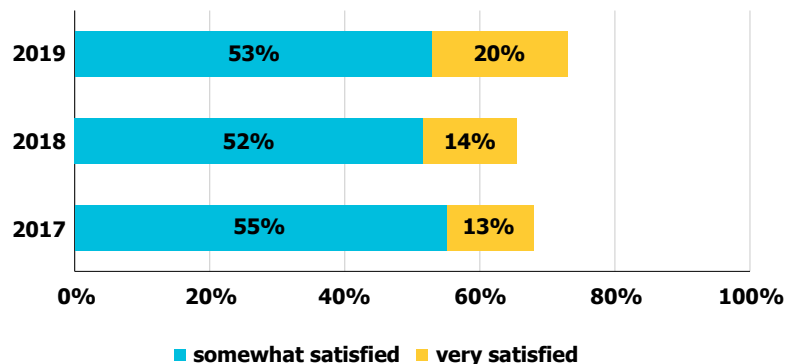
[A] Does not include impact fees.

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 has increased in both very satisfied and somewhat satisfied categories over the previous year and has remained above 65% for the past 4 years.

	2015	2016	2017	2018	2019
Total Satisfied	60%	69%	68%	66%	73%

Source: City of Winnipeg Annual Citizen Survey

New Dwelling Units Created

New Dwelling Units Created	2014	2015	2016	2017	2018
New - Single	1,454	1,308	1,614	1,739	1,403
New - Semi	136	281	216	346	260
New - Row	443	310	382	610	489
New - Apartment	2,592	1,780	1,783	2,180	1,605
TOTAL	4,625	3,679	3,995	4,875	3,757

Residential Permit Volumes

# of Residential Permits	2014	2015	2016	2017	2018
New - Single	1,487	1,318	1,642	1,750	1,421
New - Semi	117	278	210	331	257
New - Row	486	305	352	627	500
New - Apartment	77	61	72	72	66
All - Alterations	1,551	1,915	2,513	2,061	2,270
All - Additions	379	357	427	366	317
All - Accessory Structures	1,694	1,724	1,701	1,893	2,066
Sub-Total Residential	5,791	5,958	6,917	7,100	6,897

Development Approvals, Building Permits & Inspections

Non-Residential Permit Volumes

# of Non-Residential Permits	2014	2015	2016	2017	2018
New - Commercial	46	44	50	54	45
New - Industrial	57	34	58	50	41
New - Office	11	7	15	19	14
New - Hotel/Motel	1	0	2	4	11
New - Public Bldgs/Theatres	12	8	15	12	11
New - Institutional	14	23	31	11	13
All - Alterations	2,530	2,638	3,014	3,399	3,169
All - Additions	68	65	66	66	47
Sub-Total Non-Residential	2,739	2,819	3,251	3,615	3,351
# of Other Permits	2014	2015	2016	2017	2018
All - Trades Permits	17,498	18,721	20,835	23,239	24,423
All - Other Building Permits	1	0	7	14	17
Waterways Permit Applications	99	115	120	116	137
Total Permits Issued	26,128	27,613	31,130	34,084	34,825

Residential Permit Values (in thousands of \$)

	2014	2015	2016	2017	2018
New - Single	\$364,140	\$315,011	\$400,612	\$459,378	\$374,972
New - Semi	\$18,524	\$43,358	\$35,500	\$61,895	\$47,946
New - Row	\$54,475	\$46,101	\$57,752	\$98,941	\$62,446
New - Apartment	\$305,749	\$277,407	\$216,503	\$423,759	\$268,113
All - Alterations	\$66,463	\$89,981	\$70,644	\$71,319	\$81,195
All - Additions	\$13,747	\$14,644	\$27,239	\$31,726	\$156,443
All - Other Residential	\$26,275	\$71,996	\$169,650	\$56,729	\$44,378
Sub-Total Residential Permits	\$849,373	\$858,498	\$977,900	\$1,203,747	\$1,035,491

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 \$)

	2014	2015	2016	2017	2018
New - Commercial	\$79,419	\$103,107	\$52,498	\$59,439	\$89,760
New - Industrial	\$28,128	\$21,876	\$129,099	\$33,103	\$86,189
New - Office	\$12,840	\$21,193	\$123,013	\$164,650	\$62,725
Hotel/Motel	\$70	\$0	\$22,250	\$4,700	\$79,200
Public Bldg/Theatres	\$104,479	\$20,550	\$28,409	\$33,191	\$8,898
New - Institutional	\$51,768	\$88,489	\$87,453	\$27,750	\$11,262
All - Alterations	\$286,477	\$316,315	\$369,299	\$423,254	\$395,299
All - Additions	\$112,741	\$40,521	\$154,816	\$70,411	\$94,268
All - Other Non-Residential	\$0	\$0	\$72,839	\$73,694	\$5,820
Sub-Total Non-Residential Permits	\$675,922	\$612,051	\$1,039,764	\$890,191	\$833,420
Total Permit Value	\$1,525,295	\$1,470,549	\$2,017,665	\$2,093,938	\$1,868,912

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

	2014	2015	2016	2017	2018
Wpg. Trend	928	874	761	784	709

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 2014.

Number of Variances Received per 100,000 Population

	2014	2015	2016	2017	2018
Wpg. Trend	131	121	103	105	94

Number of Defects per 10,000 Inspections

Commercial Inspections

Inspection Type	2014	2015	2016	2017	2018
Building	713	636	672	458	657
Electrical	2,035	4,093	3,824	2,435	1,637
Plumbing/Mechanical	885	794	869	672	672
Total Commercial	1,193	1,759	1,876	1,169	994

Housing Inspections

Wpg. Trend	2014	2015	2016	2017	2018
	4,581	3,883	3,252	4,146	4,155

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	2014	2015	2016	2017	2018
	3,223	3,019	2,722	3,035	3,104

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	2014	2015	2016	2017	2018
Declared Value	\$2,151	\$2,047	\$2,743	\$2,794	\$2,480

This measure is the total declared value of all permits divided by the population of the City of Winnipeg.

Development Approvals, Building Permits & Inspections

Declared Value of Construction per Building Permit

Wpg. Trend	2014	2015	2016	2017	2018
Declared Value	\$58,378	\$53,255	\$64,814	\$61,435	\$53,666

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	2014	2015	2016	2017	2018
% Within Targets	39.8%	46.5%	39.3%	31.3%	40.1%

Target processing times are available at the following link:
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.

Efficiency Measurements

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

Permit Type	2014	2015	2016	2017	2018
New construction/additions	42	34	47	43	34
Alterations	208	208	232	245	239
Occupy only/change of use	27	37	44	57	62
TOTAL	277	279	322	345	334

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	2014	2015	2016	2017	2018
Building	2,740	3,098	2,987	2,974	2,578
Electrical	1,949	2,046	1,909	2,161	1,832
Plumbing	2,304	2,168	1,969	1,970	2,001
Total Commercial	2,201	2,417	2,234	2,374	2,129

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

	2014	2015	2016	2017	2018
Wpg. Trend	3,675	3,942	4,414	3,439	4,007

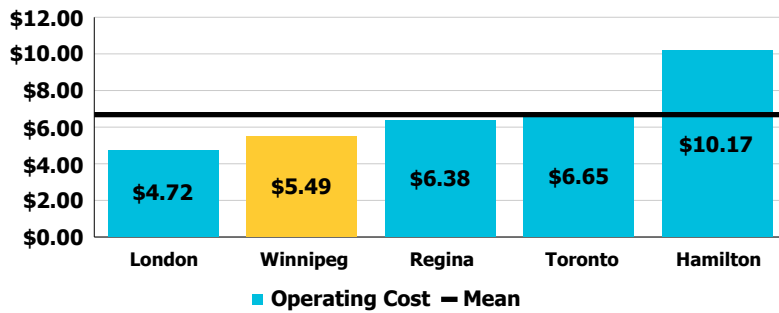
Outputs per FTE vary based on experience level and complexity of inspection requirements.

Combined Commercial and Housing Inspections

	2014	2015	2016	2017	2018
Wpg. Trend	2,897	3,137	3,387	3,506	4,002

Development Approvals, Building Permits & Inspections

Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (2017)



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.

	2013	2014	2015	2016	2017
Wpg. Trend	\$6.66	\$8.50	\$5.80	\$4.78	\$5.49

Source: Municipal Benchmarking Network Canada (BLDG325)

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

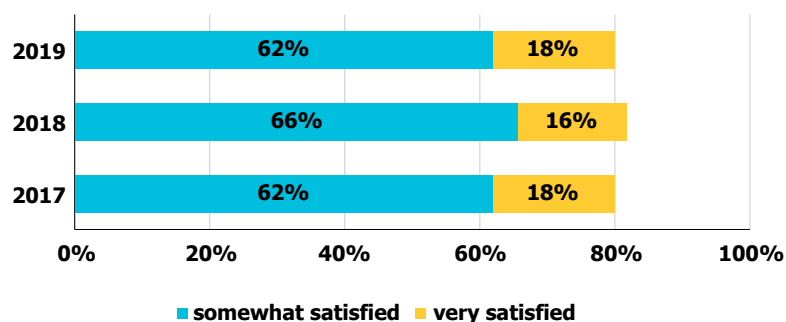
Description	2016	2017	2018
Residential Building Permit Applications	6,138	6,649	6,493
Residential Building Permit Application Value (in millions)	\$575	\$643	\$563
Commercial Building Permits Issued	3,960	3,657	3,398
Commercial Building Permit Value (in millions)	\$1,203	\$1,208	\$882
Total Building Permit Value (in millions)	\$1,778	\$1,851	\$1,445
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	28	20	19
Construction Value of Downtown Projects Above (in millions)	\$188	\$146	\$50
Number of Major City-Wide Development Projects (>\$2 million)	106	88	81
Construction Value of Major City-Wide Projects (in millions) (>\$2 million)	\$835	\$896	\$554
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,748	16 / 4,708	16 / 4,679

Economic Development

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with City's Effort in Promoting Economic Development to Attract Businesses and Major Events

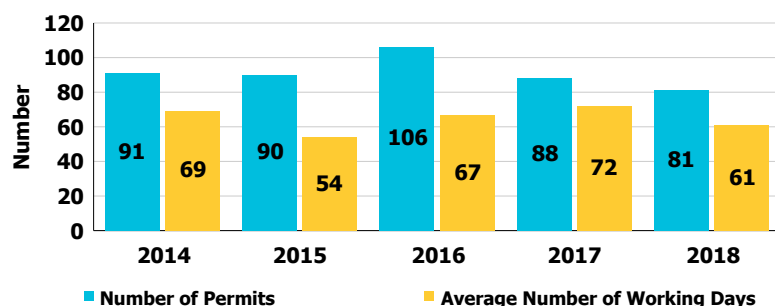


Satisfaction with the City's efforts in attracting business and major events remains high.

	2015	2016	2017	2018	2019
Total Satisfied	83%	74%	80%	82%	80%

Source: City of Winnipeg Annual Citizen Survey

Major Development Applications / Average Permit Approval Time



The performance improvement efforts reflect an integrated one stop approach to building permit application review and approval. While the number of permit applications in 2018 decreased, the complexity in design, code compliance and consideration of alternative solutions increased. The creation of an Operations and Support Services Branch provides opportunity for continuous review of building permit application, review, inspections and approval systems and processes.

Economic Growth Comparison of 13 City Regions - Real Gross Domestic Product (%)

City	2018	City	2019f	City	2020f-2023f
Montréal	3.4	Toronto	2.4	Calgary	2.5
Winnipeg	3.1	Vancouver	2.3	Toronto	2.5
Hamilton	3.0	Saskatoon	2.3	Vancouver	2.3
Vancouver	3.0	Regina	2.3	Edmonton	2.3
Victoria	2.5	Halifax	2.0	Saskatoon	2.2
Toronto	2.4	Montréal	2.0	Halifax	2.2
Ottawa	2.3	Victoria	2.0	Regina	2.1
Edmonton	2.3	Winnipeg	1.9	Victoria	2.0
Calgary	2.3	Québec City	1.8	Winnipeg	1.9
Saskatoon	2.2	Hamilton	1.8	Ottawa	1.9
Québec City	1.9	Ottawa	1.7	Hamilton	1.9
Halifax	1.4	Calgary	1.5	Québec City	1.6
Regina	0.8	Edmonton	1.3	Montréal	1.6

After growing by a 3.1 per cent in 2018, Winnipeg's economy is expected to grow at a decent pace, with real GDP anticipated to increase by 1.9 per cent in 2019 and an average of 1.9 per cent increase between 2020 and 2023.

Source: Conference Board of Canada Metropolitan Outlook Report - Spring 2019

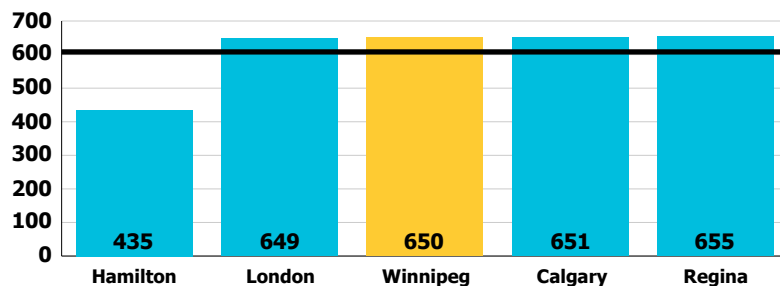
f - forecast

Economic Development

Number of Building Permits Issued per 100,000 Population

	2014	2015	2016	2017	2018
Wpg. Trend	1,212	1,211	1,448	1,375	1,362

New Residential Units Created per 100,000 Population (2017)



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.

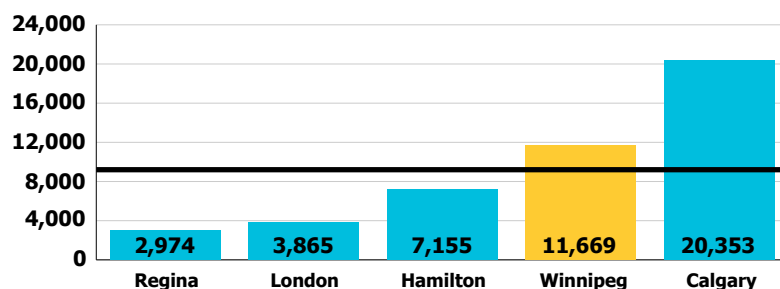
	2013	2014	2015	2016	2017
Wpg. Trend	553	652	469	543	650

Source: Municipal Benchmarking Network Canada (BLDG221)

Construction Value to Total Building Permits Issued per Capita

	2014	2015	2016	2017	2018
Wpg. Trend	\$2.17	\$2.10	\$2.70	\$2.40	\$2.42

Number of Building Permits Issued (2017)



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.

	2013	2014	2015	2016	2017
Wpg. Trend	8,461	8,561	10,654	10,929	11,669

Source: Municipal Benchmarking Network Canada (BLDG801)

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	2016	2017	2018
Total Listed Historic Resources	269	294	315
Total Nominated Resources	100	74	52
Total Commemorated Resources	338	339	342
Number of Nominated Resources Added to the List of Historical Resources	15	25	21
Number of Heritage Resources De-Listed	0	0	0
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [A]	27	25	15
Number of Heritage Permits Issued	56	61	58
Number of Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Program:			
a. Capital Project Grants	9	4	4
b. Research and Interpretive Grants	5	5	2

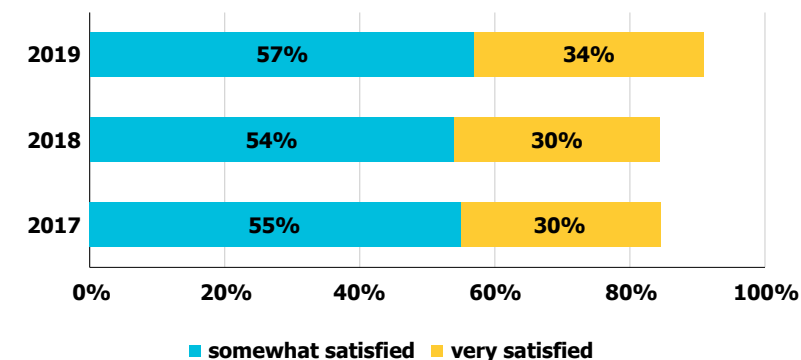
[A] Reflects the total number of buildings actively receiving the Heritage Conservation Tax Credit or the Heritage Conservation Grant Program.

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.

	2015	2016	2017	2018	2019
Total Satisfied	85%	82%	85%	84%	91%

Source: City of Winnipeg Annual Citizen Survey

City Funding for Heritage Programs

Funding Type	2016	2017	2018
Gail Parvin Hammerquist Fund City-Wide Program (approved projects)	\$145,670	\$95,609	\$110,065
Gail Parvin Hammerquist Fund CentreVenture Allocation	\$357,521	\$571,947	\$676,274
Heritage Conservation Tax Credit	\$985,644	\$822,957	\$814,644
Heritage Conservation Grant Program [A]			\$121,116

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

	2014	2015	2016	2017	2018
Number of Buildings	29	31	33	31	30
Assessed Value (in Millions)	\$52.2	\$84.8	\$84.8	\$46.7	\$46.8

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	2014	2015	2016	2017	2018
St. Boniface Fire Hall No. 1	\$3.75	\$1.67	\$1.85	\$1.98	\$4.25
Bank of Hamilton Building*	\$2.03	\$1.53	\$3.08	\$1.66	\$1.90
Confederation Life Building*	\$4.99	\$5.19	\$5.84	\$4.97	\$5.25
St. Boniface City Hall	\$7.47	\$8.99	\$6.14	\$6.16	\$11.19
Cornish Library	\$4.26	\$6.53	\$3.53	\$5.97	\$7.21
Carnegie Library	\$2.15	\$1.23	\$1.50	\$1.84	\$2.04

* 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	2016	2017	2018
Real Estate			
Property Sales / Gross Revenues from Sales Closed	31 / \$11.3M	30 / \$15.6M	21 / \$8.0M
Number of Leases Approved / Annual Lease Revenue	33 / \$6,444	41 / \$116,550	25 / \$94,095
Municipal Accommodations			
Estimated Market Value	\$3 - \$4B	\$3 - \$4B	\$3 - \$4B
Number of Buildings / Total Square Footage (Owned & Leased)	1,034 / 7.7M sq ft	1,188 / 7.7M sq ft	1,059 / 8.3M sq ft

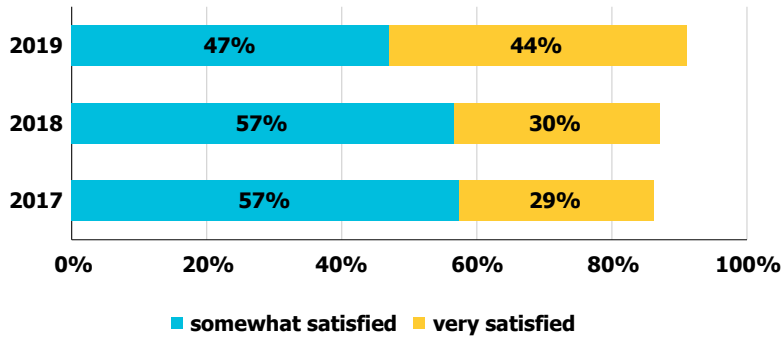
NOTE: M = millions
B = billions

Property Asset Management

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use City recreation facilities, 91% of citizens surveyed were either satisfied or very satisfied with the condition of recreation facilities in 2019.

This question refers to City of Winnipeg operated facilities only and does not include community centre facilities.

	2015	2016	2017	2018	2019
Total Satisfied	82%	82%	86%	87%	91%

Source: City of Winnipeg Annual Citizen Survey

Vacancy Comparison Between Municipal Accommodation and Winnipeg Overall Vacancy for Office Space

Vacancy Rate (%)	2014	2015	2016	2017	2018
Winnipeg Overall Vacancy Rate	8.8%	9.3%	8.3%	8.1%	10.1%
Municipal Accommodation Vacancy Rate	6.4%	7.1%	4.9%	4.6%	5.2%
Percent Difference	-2.4%	-2.0%	-3.4%	-3.4%	-4.8%

The municipal accommodation vacancy rate continues to be below the Winnipeg overall vacancy rate.

Source: Colliers International: Winnipeg Office Market Report - Fourth Quarter 2018

Property Asset Management

Condition of Recreation Leisure and Library Buildings- Facility Condition Index (FCI)

Facility	FCI 2014	FCI 2015	FCI 2016	FCI 2017	FCI 2018	Investment Required Over 10 Years (2014 to 2023)
Field Houses	0.11	0.31	0.26	0.35	0.33	\$8,008,880
Daycares	0.10	0.38	0.42	0.36	0.41	\$8,034,338
Indoor Pools	0.22	0.38	0.41	0.42	0.41	\$141,341,468
Community Centres/Soccer/Arena Complexes	0.14	0.31	0.28	0.29	0.44	\$193,216,313
Libraries	0.15	0.43	0.40	0.33	0.49	\$48,595,812
Recreation Centres/Leisure Centres	0.23	0.39	0.43	0.43	0.43	\$40,878,745
Arenas	0.28	0.53	0.58	0.56	0.64	\$133,625,134
Wading Pools	0.43	0.43	0.43	0.43	0.20	\$20,050,573
Senior Centres	0.18	0.37	0.39	0.42	0.42	\$3,844,897
Outdoor Pools	0.14	0.20	0.17	0.14	0.27	\$13,071,084
TOTAL	-	-	-	-	-	\$610,667,244

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.

Assets were redistributed among building groups in 2017, in preparation for the State of the Infrastructure Report published in 2018.

Cost Comparison of City Buildings Owned and Leased

	2014	2015	2016	2017	2018
Total City Leased Space Cost per sq. ft.	\$17.38	\$20.25	\$13.54	\$13.83	\$13.88
Total Owned Space Cost per sq. ft.	\$17.29	\$19.89	\$13.05	\$13.28	\$13.05
\$/sq. ft. difference	\$0.09	\$0.64	\$0.49	\$0.55	\$0.83
Percent Difference	-0.5%	-3.2%	-3.7%	-4.2%	-6.4%

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	2014	2015	2016	2017	2018
In-house Costs per Square Foot	\$3.47	\$3.38	\$3.38	\$2.70	\$3.00
Contracted Costs per Square Foot	\$1.51	\$1.67	\$1.48	\$1.33	\$1.40
Total Average Cost per Square Foot	\$2.22	\$2.28	\$2.16	\$1.76	\$1.90

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	2016	2017	2018
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections [A]	401	0	353
Lineal Feet of New Field of Honour Precast Beam foundation installed [B]	176	0	3,104
Number of Individual Foundations Installed	60	54	34
Number of Educational Tours	15	15	0
Number of Interment Sites Re-leveled and Re-seeded	1,254	1,104	1,025
Number of Field of Honour Interment Sites re-landscaped	250	400	440
Number of Trees Planted	90	100	120
Lineal feet of existing Field of Honour Precast Beam refurbished	2,128	88	1,812

[A] Variance due to poured in place foundations for public being installed in accordance with demand and operational needs.

[B] Variance due to a 4-year project with Veterans Affairs Canada to replace the foundations of over 7,000 veterans which began in 2018.

Cemeteries

Performance Measurements

Effectiveness Measurement

Comparison of Perpetual Maintenance Reserve Funds of Municipally Owned and Operated Cemeteries (2018)

City	Niche	Scattering	Cremation Lot	Full Size Internment 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

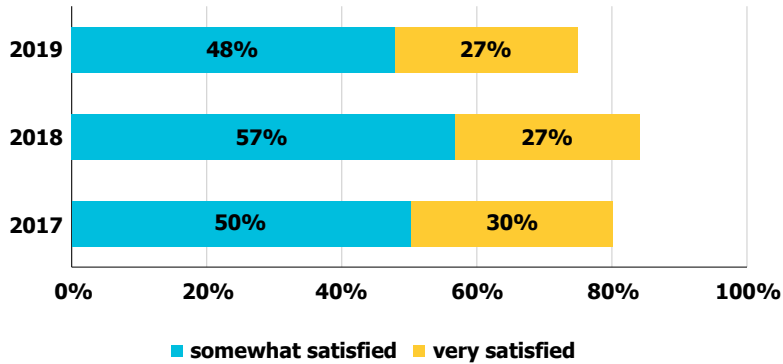
Description	2016	2017	2018
Police Officer Complement (Authorized)	1,421	1,412	1,360
Civilian Staff Complement (Authorized)	504	551	554
Police Officer to Civilian Staff Ratio	2.8:1	2.6:1	2.5:1
Police Officer to Population Ratio (per 100,000)	197	192	181.4
Total Calls for Service to the Communications Centre	578,607	585,984	618,321
Total Dispatched and Police-Initiated Calls	205,641	225,129	225,204
% of Total Calls	35.5%	38.4%	36.4
Police-Initiated Events	68,164	80,540	75,320
% of Dispatched Call and Police-Initiated Calls	33.1%	35.8%	33.4
Citizen Generated Events	137,476	144,591	149,884
% of Dispatched Call and Police-Initiated Calls	66.9%	64.2%	66.6
Dispatched via Alternate Phone Response (APR)	2,237	3,002	7,934
% of Dispatched Call and Police-Initiated Calls	1.1%	1.3%	3.5
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0 to 2: Emergency	17,726	21,535	19,823
Priority 3 to 4: Urgent	76,221	79,669	84,564
Priority 5 to 9: Non-Urgent	111,694	123,927	120,817

Police Response

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Police Service Efforts in Crime Control

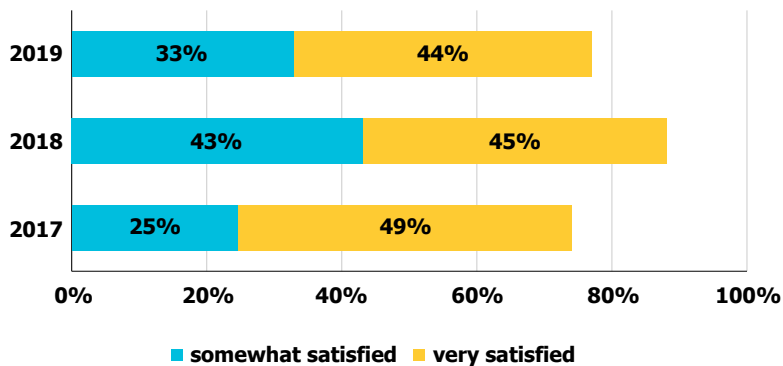


The recent proliferation of meth events and unusually high homicide numbers may cast a negative light on policing.

	2015	2016	2017	2018	2019
Total Satisfied	82%	80%	80%	84%	75%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Police Response (Respondents who used 911)



Although the 911 satisfaction rate drop 11% from 2018 to 2019, 2018 recorded the highest satisfaction within recent history. At 77% satisfaction, the rate remains within normal parameters.

	2015	2016	2017	2018	2019
Total Satisfied	82%	78%	74%	88%	77%

Source: City of Winnipeg Annual Citizen Survey

911 Calls Answered in 10 seconds or less

	2014	2015	2016	2017	2018
% of Calls	93.5%	93.0%	92.3%	96.0%	93.8%

Number of 911 calls answered within 10 seconds remains high at over 90%.

Police Response

Violent Criminal Code Violations - Winnipeg

Code Type	2013	2014	2015	2016	2017
Population	689,274	698,553	709,298	719,758	735,552
Homicide	27	27	22	25	24
Attempted Murder	16	14	16	27	23
Sexual Assault	713	721	696	783	785
Other Sexual Offences	68	74	101	206	225
Assault	4,830	4,686	5,223	5,441	5,473
Abduction	9	8	5	6	5
Robbery	1,436	1,310	1,458	1,822	2,053
Other Crimes	67	88	63	73	52
Total Violent Criminal Code Violations	8,997	8,513	9,440	10,271	10,418
Violent Crime Rate	11.2	10.8	11.7	12.9	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.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

Source: Statistics Canada, Canadian Centre for Justice Statistics (CCJS) - Municipal data.

Property Criminal Code Violations - Winnipeg

Code Type	2013	2014	2015	2016	2017
Break & Enter	4,508	3,991	4,835	5,063	5,108
Possess Stolen Property	374	502	476	494	574
Motor Vehicle Thefts	2,446	2,434	2,482	2,321	2,327
Theft - Over \$5,000 (Non-Motor Vehicle)	210	223	216	250	244
Theft - \$5,000 and Under (Non-Motor Vehicle)	10,370	10,875	11,402	12,090	13,850
Fraud	1,441	1,486	1,917	2,122	2,473
Mischief	9,235	9,516	11,155	11,968	12,741
Arson	292	230	397	512	501
Total Property Criminal Code Violations	28,887	29,272	32,889	34,820	37,818
Property Crime Rate	36	37	41	47	50

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.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

Source: Statistics Canada, Canadian Centre for Justice Statistics (CCJS), municipal data.

Police Response

Weighted Clearance Rates

Weighted Clearance Rate	2013	2014	2015	2016	2017
Winnipeg	39%	40%	38%	36%	37%
Regina	42%	40%	42%	39%	43%
Saskatoon	38%	36%	37%	37%	36%
Calgary	34%	33%	28%	26%	27%
Edmonton	43%	42%	40%	41%	40%
Weighted Clearance Rate - Violent Crimes	2013	2014	2015	2016	2017
Winnipeg	56%	56%	57%	52%	53%
Regina	66%	57%	64%	55%	68%
Saskatoon	45%	47%	52%	47%	41%
Calgary	50%	49%	49%	48%	47%
Edmonton	54%	58%	55%	50%	56%
Weighted Clearance Rate - Non-Violent Crimes	2013	2014	2015	2016	2017
Winnipeg	29%	30%	27%	25%	27%
Regina	34%	34%	34%	33%	34%
Saskatoon	35%	32%	31%	33%	34%
Calgary	28%	26%	21%	20%	20%
Edmonton	39%	36%	34%	37%	34%

Winnipeg's weighted crime clearance rates are comparable to those of other major prairie cities.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

Source: Statistics Canada, CCJS, CMA data

Crime Severity Indices

Violent Crimes	2013	2014	2015	2016	2017
Winnipeg	121.3	116.5	124.9	143.9	153.5
Regina	107.9	103.8	108.5	127.0	104.6
Saskatoon	110.4	122.6	113.2	110.4	107.9
Calgary	62.5	63.0	72.9	64.1	73.5
Edmonton	90.8	93.3	105.1	102.1	107.0
Non-Violent Crimes	2013	2014	2015	2016	2017
Winnipeg	71.0	67.7	76.6	87.2	89.9
Regina	115.0	102.2	109.8	125.0	114.3
Saskatoon	104.0	104.8	112.2	118.3	117.2
Calgary	58.4	58.6	81.2	82.1	84.5
Edmonton	87.0	84.7	101.4	107.8	114.0
Total Crime Severity Index	2013	2014	2015	2016	2017
Winnipeg	87.5	80.7	89.6	102.4	106.9
Regina	115.0	102.8	109.6	125.8	111.9
Saskatoon	110.0	109.7	112.7	116.4	115.0
Calgary	59.9	59.9	79.1	77.5	81.8
Edmonton	93.3	87.1	102.6	106.5	112.3

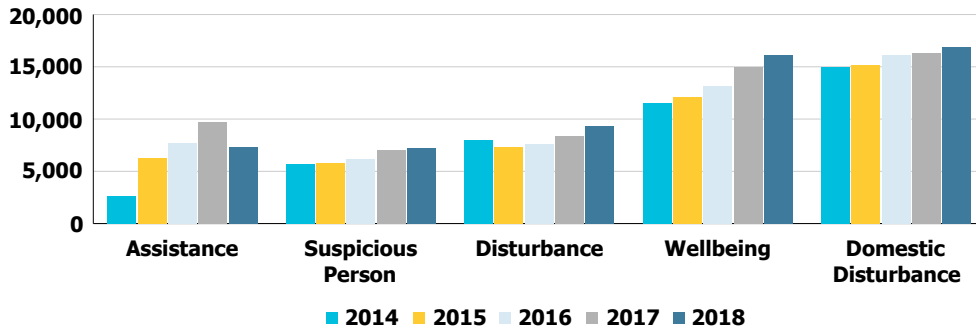
Crime Severity Index (CSI) is a tool for measuring police-reported crime by taking into account the change in volume of a particular crime, and the relative seriousness of that crime in comparison to other crimes (the seriousness is based on an assigned weight derived from incarceration rates for the offence type and the average prison sentences). CSI is expressed as a standardised measure adjusted to equal 100 in the base year 2006.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

Source: Statistics Canada CCJS, CMA data

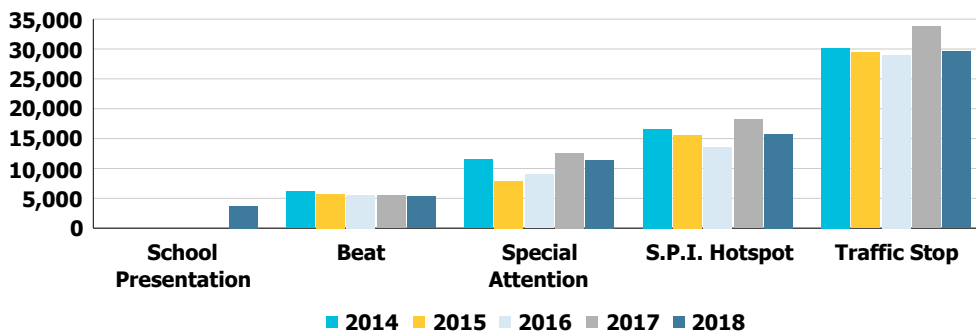
Police Response

Top Five Events - Reported to Police



Domestic disturbances remain the most reported event to police.

Top Five Events - Initiated by Police

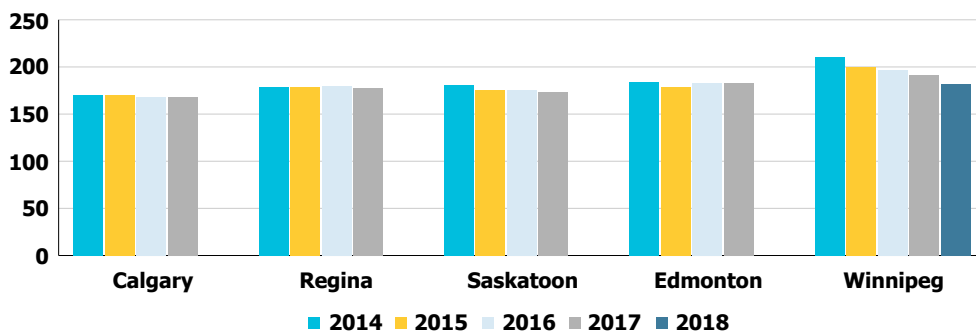


Smart Policing Initiatives (S.P.I.) are intelligence-led, evidence-based and proactive policing tactics. 'S.P.I. Hotspot' is a proactive initiative relating to a place of interest.

School Presentation is a new code type that was added to the dispatch system in 2018.

Efficiency Measurements

Rate of Sworn FTE (per 100,000 population)



Winnipeg's rate of sworn officers per population has been dropping steadily since 2014.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

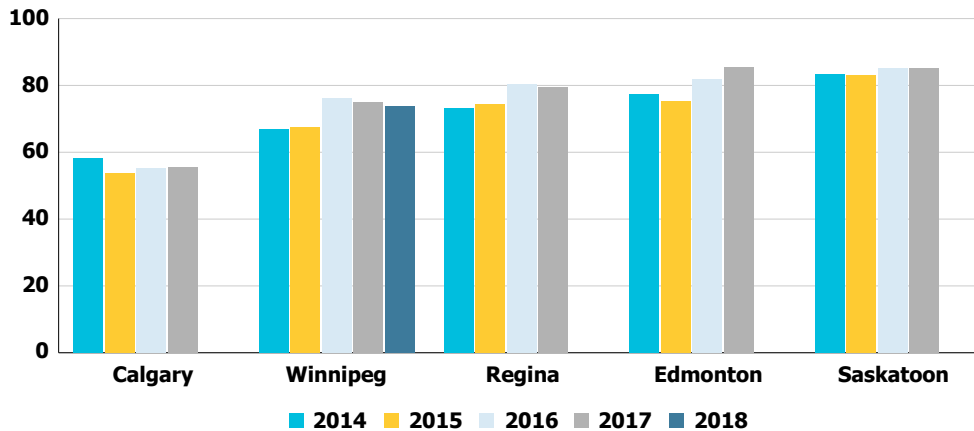
	2014	2015	2016	2017	2018
Wpg. Trend	211	200	197	192	181

Source: Statistics Canada Police personnel and selected crime statistics, municipal police services

Complement numbers for other Canadian police agencies are not yet available for 2018.

Police Response

Rate of Non-sworn FTE (per 100,000 population)



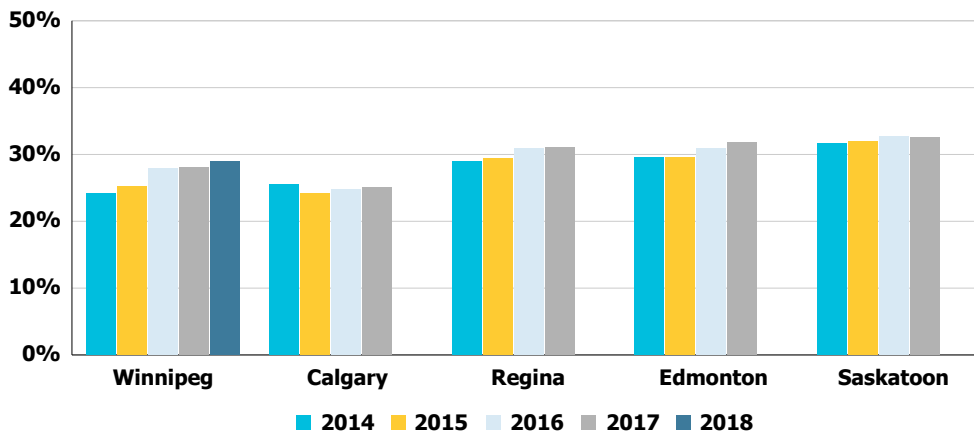
Winnipeg non-sworn personnel includes Cadets.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

	2014	2015	2016	2017	2018
Wpg. Trend	67	67	76	75	74

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 2013.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

	2014	2015	2016	2017	2018
Wpg. Trend	24%	25%	28%	28%	29%

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	2016	2017	2018
Community Policing			
Number of Followers on Social Media Platforms	88,998	111,000	118,591
Thunderwing: Number of referrals	6	29	54
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [A]	N/A	72.9%	N/A
Citizen Survey: WPS Confidence (% of respondents have confidence in WPS) [A]	N/A	91.3%	N/A
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [A]	N/A	72.9%	N/A
Number of proactive and reactive events in Centreline			3,967
Joint projects for Highway Traffic Act and impaired driving enforcement			102
Public website development: hits, page views, engagement from social media			191,230
Counter Exploitation Unit/Missing Persons Unit interventions			1022
Number of WPS Diversions			401
Number of arrests that involve illicit drugs			1,091
Proactive Policing			
Total Proactive target driven events: Special Policing Initiatives Events	21,166	24,001	20,372
Street Lighting [B]			
Number of Street Lights, Lane Lights and Pathway Lights [C]	75,094	76,872	76,680
Number of Lighting Complaints Requiring a Lighting Upgrade	11	44	85
Number of Lighting Complaints	62	122	177
Prevention & Intervention: Missing Person Incidents	9,776	10,990	7,361

[A] The Winnipeg Police Service (WPS) conducts the survey every second year.

[B] Data supplied by the Public Works Department.

[C] Includes all street and lane lighting, decorative lighting and pathway lighting.

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.

Crime Prevention Performance Measurements

Effectiveness Measurements

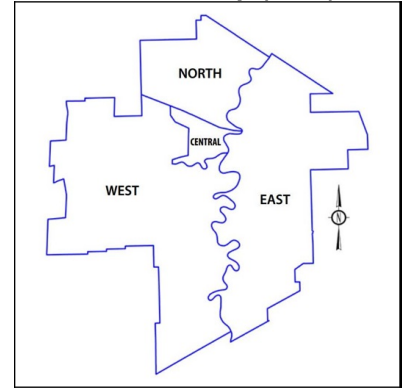
Citizens' Total Feeling of Safeness by District and Time of Day [A]

District	Daytime 2013	Daytime 2015	Daytime 2017	Nighttime 2013	Nighttime 2015	Nighttime 2017
Central (1)	89.0%	88.0%	92.0%	44.0%	54.0%	50.0%
West (2) [B]	98.0%	97.0%	98.0%	79.0%	80.0%	79.0%
North (3)	95.0%	95.0%	92.0%	48.0%	58.0%	48.0%
East (4)	98.0%	89.0%	97.0%	70.0%	76.0%	76.0%
District 6 [B]	97.0%	98.0%	n/a	83.0%	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	2016	2017	2018
General Traffic Enforcement			
Total Number of Traffic Stops	28,981	33,752	29,556
Highway Traffic Act Provincial Offence Notices Issued	43,462	45,803	N/A
Highway Traffic Act Warnings Issued	9,940	9,940	9,808
Percentage of Notices Issued	65.7%	70.5%	N/A
Photo Enforcement			
Reduced School Zone	53,263	50,125	41,784
All Other Zones	45,530	47,196	55,378
Intersection Safety Cameras			
Speeding	35,411	34,132	34,010
Red Light	10,098	10,154	9,856
Criminal Code Driving Offences			
Persons Charged with Impaired Driving	479	440	439
Persons Charged with Other Criminal Code Driving Offences	259	228	382
Education			
Number of Safe Driving Public Service Announcements [A]	1,118	1,214	2,142

Note: Sources for Service Level Statistics:

Winnipeg Police Service Annual Statistical Reports

Winnipeg Police Central Traffic Unit

Photo Enforcement Safety Program Annual Report: Just Slow Down

Due to the change in provincial regulations, Provincial based Offences are unavailable at time of printing.

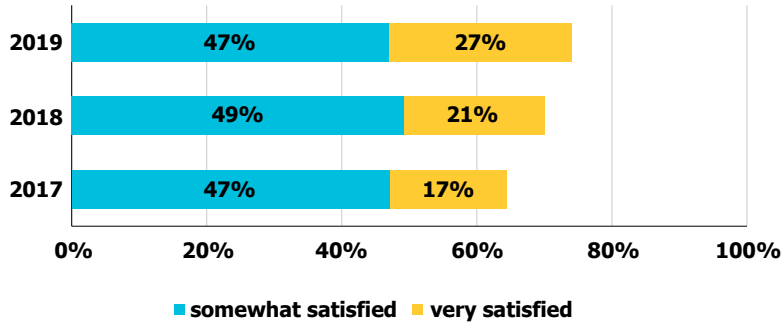
[A] 2016 restated to reflect changed reporting methodology.

Traffic Safety and Enforcement

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Enforcement of Traffic Laws

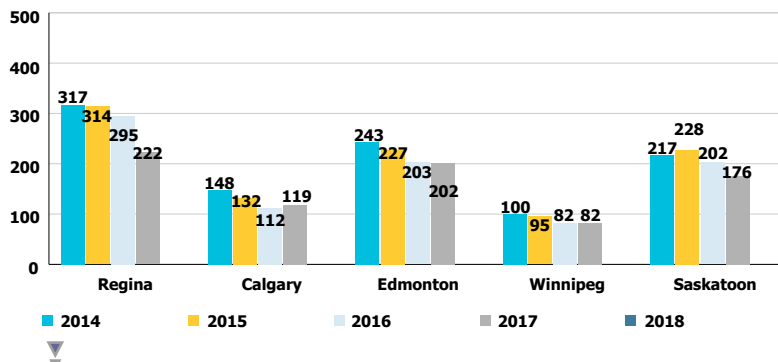


Citizen satisfaction regarding traffic enforcement has been slowly increasing over recent years. Citizen satisfaction regarding traffic enforcement is highly variable, and is dependent upon enforcement campaigns, media exposure, etc.

	2015	2016	2017	2018	2019
Total Satisfied	58%	64%	64%	70%	74%

Source: City of Winnipeg Annual Citizen Survey

Impaired Driving Charges per 100,000 Population



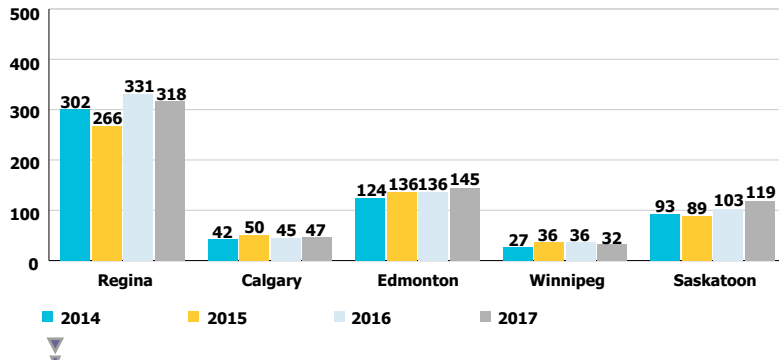
Winnipeg's impaired driving charges continue to be lower than those of other major prairie cities.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

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.

The most current data at time of publication is used. Statistics Canada updates information on a regular basis and as a result reported values may change from year to year.

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	2016	2017	2018
Total Fires	1,496	1,560	1,837
Alarm - No Fire	7,742	8,282	8,668
Gas/Odor/Hazardous Materials Emergencies	809	934	1,058
Miscellaneous Emergencies	4,649	4,668	5,024
Rescue Emergencies	180	193	210
Fire Investigations	330	359	365
Arson Determinations [A]	515	436	441
Emergency Medical Incidents - Fire Only Dispatched [B]	13,063	16,285	15,675
Emergency Medical Incidents-Ambulance+Fire Dispatched [B]	38,378	42,150	44,287
Fire Assisted Scheduled Inter-Facility Transfers [C]	18	8	6

[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.

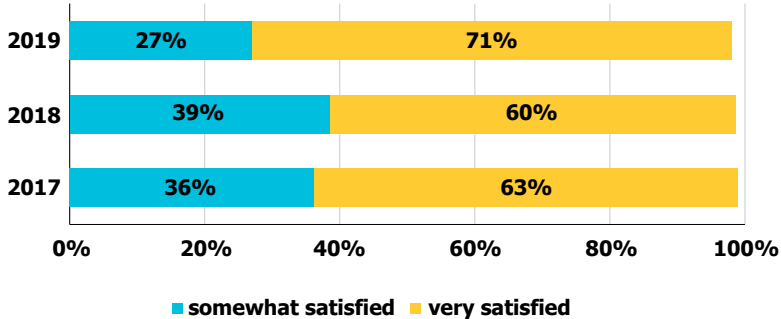
[C] New measure

Fire and Rescue Response

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Fire Service Response to Fire Incidents

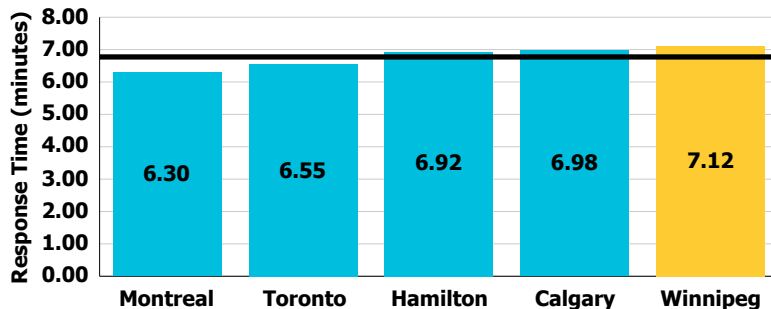


Citizen satisfaction with fire and rescue response to incidents remains high. Customer service remains a core focus for new employee orientations as well as part of continuing education programs for existing employees. New strategies are being implemented in fireground operations to continually improve life safety, property conservation, and incident stabilization.

	2015	2016	2017	2018	2019
Total Satisfied	95%	98%	99%	99%	98%

Source: City of Winnipeg Annual Citizen Survey

Actual 90th Percentile Fire Station Notification Response Time (Minutes) (2017)

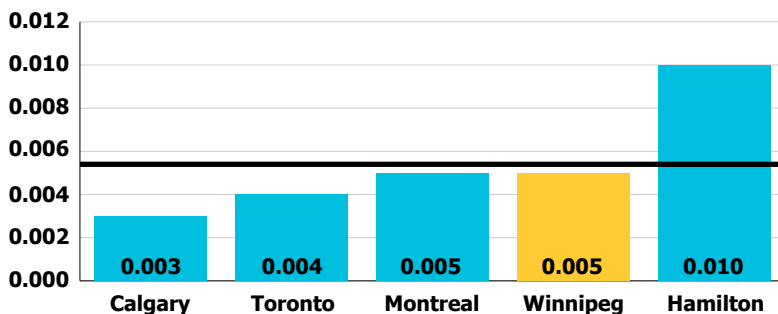


From the time a station is notified of an emergency call, a fire unit arrives at the scene in 7:07 or less (or 7.12 minutes), 90% of the time.

	2013	2014	2015	2016	2017
Wpg. Trend	6.82	6.92	6.85	6.95	7.12

Source: Municipal Benchmarking Network Canada (FIRE405)

Number of Residential Fire Related Fatalities Averaged Over 5 Years per 1,000 Persons (2017)



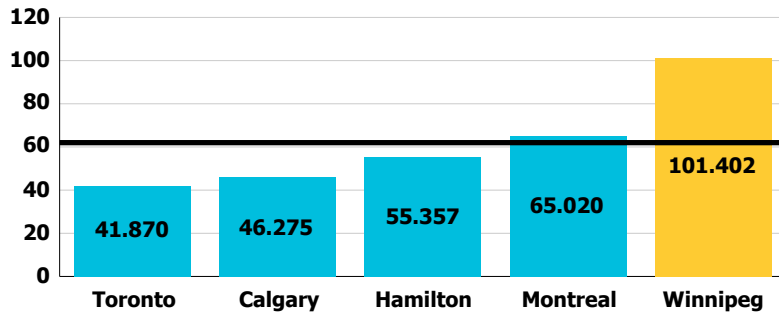
The trend in fire deaths remains consistent over time; the five-year average annual number of civilian fire deaths experienced is 3.6.

	2013	2014	2015	2016	2017
Wpg. Trend	0.009	0.007	0.006	0.006	0.005

Source: Municipal Benchmarking Network Canada (FIRE140)

Fire and Rescue Response

Number of Unique Incidents Responded to by Fire Services per 1,000 Population (2017)



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.

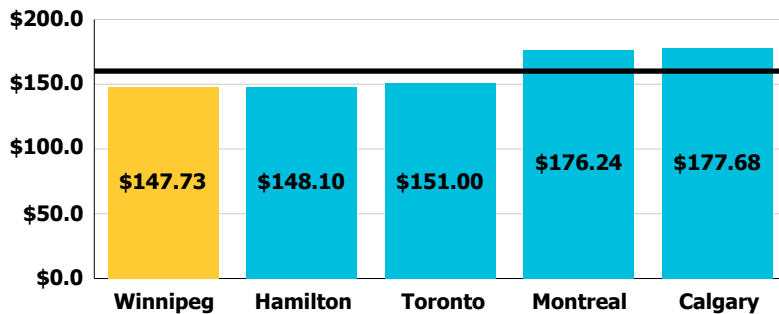
Thus this measure reflects the Fire Service involvement across both Fire and Rescue Response and Medical Response service areas.

	2013	2014	2015	2016	2017
Wpg. Trend	82.594	85.425	89.289	93.167	101.402

Source: Municipal Benchmarking Network Canada (FIRE240)

Efficiency Measurements

Fire Staffing Costs per Capita (2017)

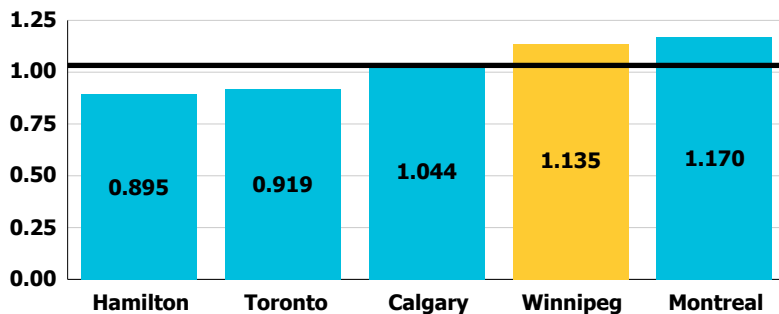


As Winnipeg's population grows, the overall per capita costs for fire protection remains stable.

	2013	2014	2015	2016	2017
Wpg. Trend	\$143.43	\$142.86	\$148.54	\$150.80	\$147.73

Source: Municipal Benchmarking Network Canada (FIRE220)

Fire Suppression Staff per 1,000 Population (2017)



Winnipeg maintains a steady level of fire suppression staff. The decrease in rate is attributed to a population increase in 2017.

	2013	2014	2015	2016	2017
Wpg. Trend	1.190	1.173	1.185	1.158	1.135

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	2016	2017	2018
Fire Prevention By-Law/Fire Code Inspections	10,901	10,210	10,836
Operations Inspections [A]	2,157	1,297	1,116
Permits Issued	269	254	311
Property File Searches/Plans Examined	959	1,019	890
Fire Code/By-Law Violations Cited	14,050	12,408	11,304
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	623	611	657
Fire Safety House	205	205	152
Other Community Events	207	161	112
Fire Safety Lectures/Presentations	289	209	184
Medical/Injury Prevention Lectures/Presentations	100	174	186
Youth Fire Stop	46	13	53
Career Symposiums	13	7	14
Evacuation Fire Drills	119	100	80
Fire/Paramedic Station Tours	351	159	154
Community Fire Prevention Partnership	958	309	1648
Arson Prevention in Schools	79	35	45
Career Camps [B]			19
Community Education [B]			7

[A] In 2017, to support existing standards and practices, the frequency of fire inspections was updated from annually to once every 3 years.

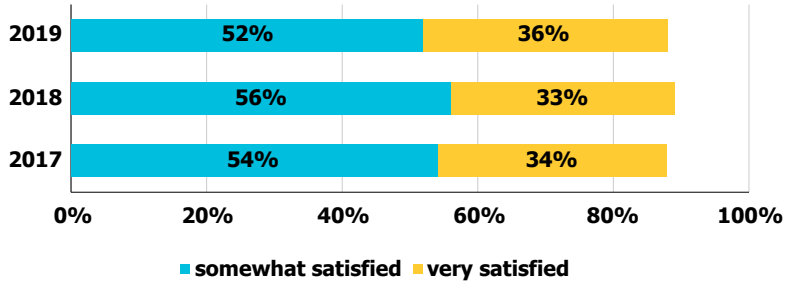
[B] Data collection began in 2018.

Fire and Injury Prevention

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Fire and Injury Prevention Education

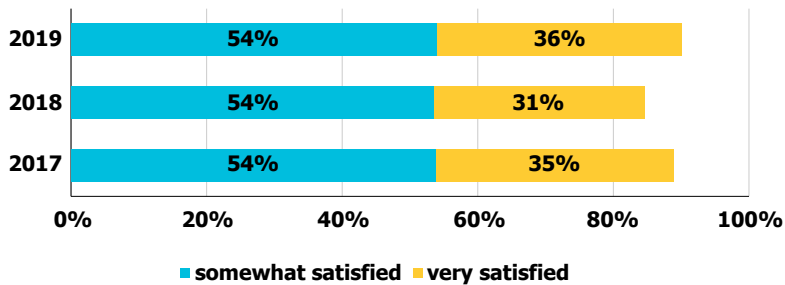


Citizens continue to be satisfied with efforts in fire and safety education.

	2015	2016	2017	2018	2019
Total Satisfied	82%	87%	88%	89%	88%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Safety of Existing Buildings Through Fire Inspections and Enforcement



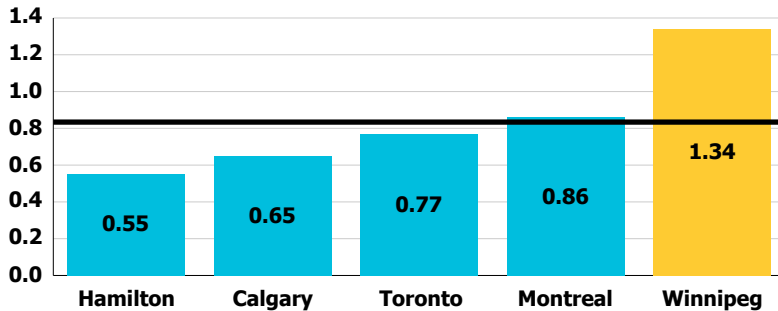
The survey results continue to indicate a high level of citizen satisfaction with the safety of existing buildings through fire inspections and enforcement.

	2015	2016	2017	2018	2019
Total Satisfied	84%	90%	89%	85%	90%

Source: City of Winnipeg Annual Citizen Survey

Fire and Injury Prevention

Rate of Residential Structural Fires with Losses per 1,000 Households (2017)

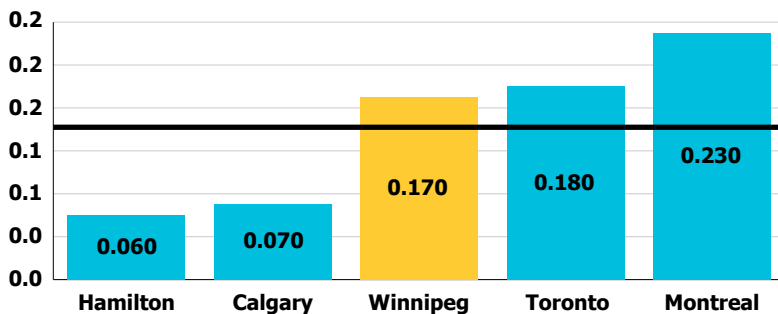


Winnipeg continues to experience substantially more fires per household than any of our comparator cities. Winnipeg's diverse community faces a large number of socio-economic challenges. This combined with older housing stock results in a higher residential fire rate.

Wpg. Trend	2013	2014	2015	2016	2017
	1.48	1.36	1.43	1.23	1.34

Source: Municipal Benchmarking Network Canada (FIRE115)

Rate of Non-Residential Structural Fires with Losses per 1,000 Population (2017)



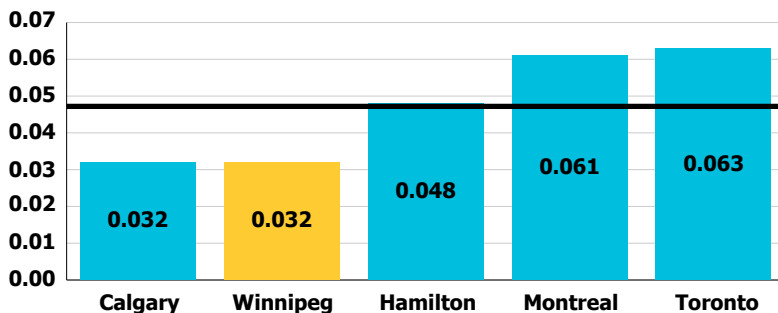
This is a new MBNCanada measure beginning in 2017.

Wpg. Trend	2013	2014	2015	2016	2017
	n/a	n/a	n/a	n/a	0.170

Source: Municipal Benchmarking Network Canada (FIRE124)

Efficiency Measurements

Fire Prevention Staff per 1,000 Population (2017)



The number of Fire Prevention Staff per 1,000 population remains lower than the other comparator cities.

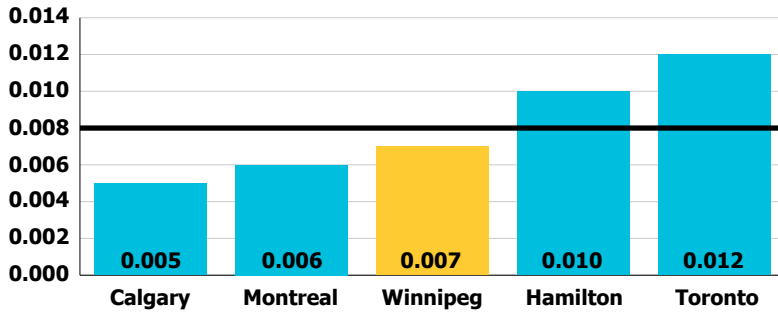
Wpg. Trend	2013	2014	2015	2016*	2017
	0.026	0.028	0.029	0.034	0.032

* 2016 restated to reflect changed reporting methodology.

Source: Municipal Benchmarking Network Canada (FIRE213)

Fire and Injury Prevention

Fire Education Staff per 1,000 Population (2017)



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	2013	2014	2015	2016	2017
	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	2016	2017	2018
Emergency Medical Incidents-Total Ambulance Dispatched [A]	58,792	64,418	67,679
Emergency Medical Incidents-Ambulance Only Dispatched [A]	20,414	22,268	23,392
Emergency Medical Incidents-Ambulance&Fire Dispatched [A]	38,378	42,150	44,287
Scheduled Inter-facility Transfers-Total Dispatched [A]	7,316	6,414	6,104
Emergency Patient Transports	48,088	51,770	53,194
Patients Assessed or Treated at Scene (not transported) [B]	22,002	25,712	26,340
Total Patient Contacts (no Community Paramedicine) [B]	75,434	81,967	83,794
Patient Contacts per Thousand Population [B]	102.5	109.4	111.2
Main Street Project Patient Contacts	15,089	13,948	13,547
Community Paramedicine Patient Contacts (EPIC) [C]	1,357	1,416	1,598

[A] Updated breakdown and sequencing of 'Emergency Medical Incidents' and 'Scheduled Inter-facility Transfers' statistics to better correspond to related Volume 2 data. Please note the removal of all 'Fire only Dispatched' Statistics, which will now appear in the Fire and Rescue Response service area. 2016 and 2017 values restated.

[B] 2017 restated to correct a reporting error.

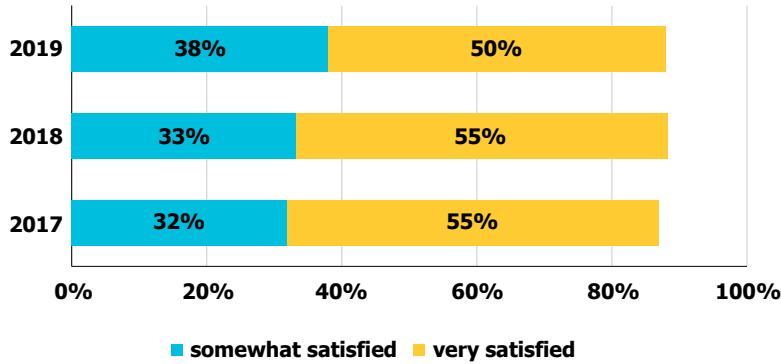
[C] EPIC = Emergency Paramedics in the Community program

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.

	2015	2016	2017	2018	2019
Total Satisfied	86%	84%	87%	88%	88%

Source: City of Winnipeg Annual Citizen Survey

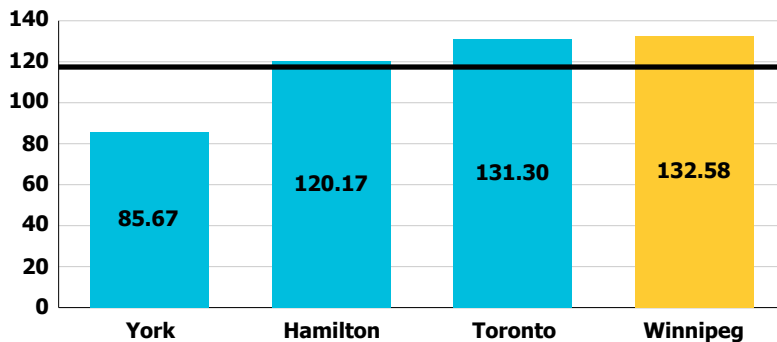
90th Percentile Response Time

	2014	2015	2016	2017	2018
Wpg. Trend	7.90	7.67	7.88	8.17	8.18

In 2018, from the time of unit notification of an emergency call, a paramedic-staffed unit arrives at the scene in 8:11 or less (or 8.18 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 (2017)



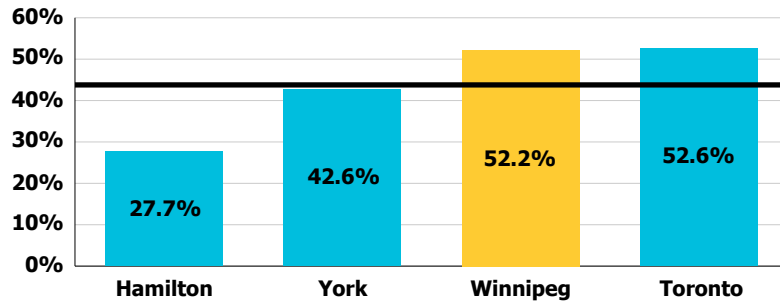
In 2017, the Winnipeg Fire Paramedic Service responded to 132.58 medical incidents for every 1,000 citizens.

	2013	2014	2015	2016	2017
Wpg. Trend	125.38	120.76	120.26	123.41	132.58

Source: Municipal Benchmarking Network Canada (EMDS229)

Medical Response

Percent of Ambulance Time in Excess of Standard 30 Minutes Lost to Hospital Turnaround (2017)



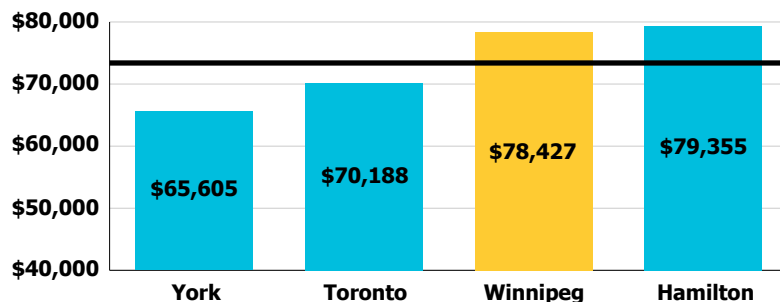
	2013	2014	2015	2016	2017
Wpg. Trend	59.4%	60.7%	57.3%	54.5%	52.2%

Source: Municipal Benchmarking Network Canada (EMDS155)

For each emergency patient transport to hospital, 52.2% 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 (2017)

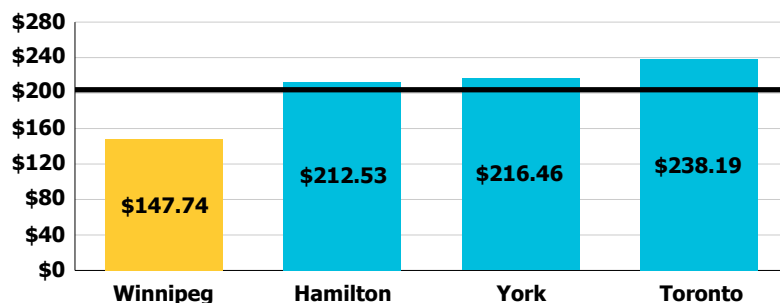


	2013	2014	2015	2016	2017
Wpg. Trend	\$74,175	\$74,032	\$75,374	\$77,111	\$78,427

Source: Municipal Benchmarking Network Canada (EMDS256)

The cost per capita for Emergency Medical Services increased in 2017. Cost increases result primarily from collective agreement settlements. The overall per capita charge remains stable due to population increases being experienced.

Emergency Medical Service Operating Cost per Weighted Vehicle In-Service Hour (2017)



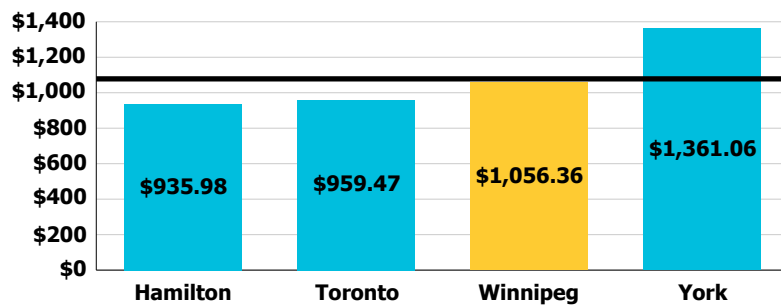
	2013	2014	2015	2016	2017
Wpg. Trend	n/a	\$130.00	\$137.00	\$145.10	\$147.74

Source: Municipal Benchmarking Network Canada (EMDS306)

Winnipeg's integrated fire paramedic service delivery model accounts for the marked differences from other services.

Medical Response

Emergency Medical Service Total Cost per Patient Transported (2017)



The 2017 service cost increases were primarily driven by collective agreement settlements.

	2013	2014	2015	2016	2017
Wpg. Trend	\$972.85	\$995.92	\$1,028.63	\$1,066.46	\$1,056.36

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	2016	2017	2018
OEM Presentations/Consultations Delivered	9	21	16
OEM Disaster Management Training Sessions Delivered	16	9	4
OEM Individuals Trained [A]	200	150	83
OEM Exercises (internal and with stakeholders)	12	6	5
OEM Notifications and Threat Assessments [B]	n/a	n/a	12
EOC / Multiple Department Activation	5	2	4
EOC Days Activated	5	14	4
PIO News Releases [C]	n/a	n/a	78
PIO Media Inquiries [C]	n/a	n/a	684

- * OEM - The Office of Emergency Management
 EOC - Emergency Operating Centre
 PIO - Public Information Office for Winnipeg Fire Paramedic Service (WFPS)

[A] Comprised of both City staff and external organizations.

[B] Data collection began in 2018.

[C] In 2018, the Emergency Management Office added a Public Information Office Branch. WFPS news releases and media inquiry figures are provided by Customer Service & Communications.

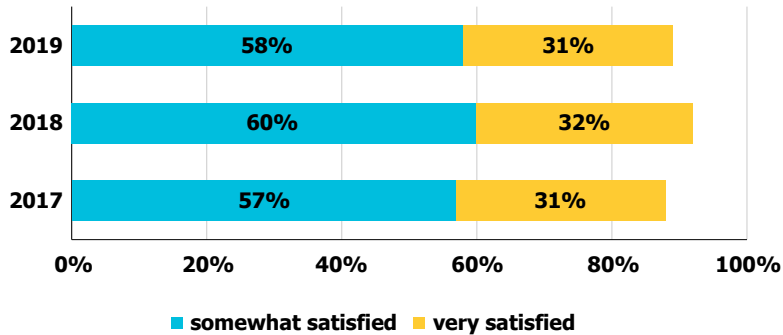
Emergency Management

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 89% of citizens satisfied with disaster planning and response for emergencies like floods, tornadoes, train or airplane incidents.



	2015	2016	2017	2018	2019
Total Satisfied	79%	87%	88%	92%	89%

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.

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	n/a	n/a	17	40

Number of Mock or Real Emergency Responses

Actions	2014	2015	2016	2017	2018
Number of Emergency Exercises	8	6	12	6	5
Number of EOC Events	2	3	5	2	4
Number of EOC Operational Days	32	11	5	14	4

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

	2014	2015	2016	2017	2018
Wpg. Trend	\$0.46	\$0.44	\$0.37	\$0.37	\$1.36

In 2018, the OEM invested in staffing and office development which resulted in an increase in per capita cost. The OEM added 3 FT positions, including a Communications Officer to help establish the Public Information Office branch for the department.

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	2016	2017	2018
% of Prime Time Ice Sold in the Regular Season	81%	82%	85%
Number of Paid Aquatics Courses [A]	8,320	8,333	7,788
Number of Recreation and Leisure Paid Courses [B]	3,303	3,431	3,538
Number of Hours of Recreation & Leisure Paid Courses [B]	33,322	34,681	36,845
Number of Registered Course Subsidies Issued [C]	1,041	2,365	3,065
Number of Facility Pass Subsidies Issued [C]	2,416	4,288	5,161
Number of Public Swim Visits to Outdoor Pools	128,087	155,967	151,073
Participation Visits to Recreation, Leisure & Free Swim Programming [D]	261,925	257,028	239,121
Number of Hours of Wading Pool Free Programming	22,422	21,331	22,483
Number of Hours of Spray Pad Free Programming [E]	18,446	21,186	23,947
Number of Recreation Grants Administered [F]	7	7	7
Value of Recreation Grants Administered [F]	\$2,027,682	\$2,130,014	\$2,157,374

[A] In 2018, there were renovation shutdowns at Pan Am Pool and Seven Oaks Pool. Seven Oaks Pool was closed for all of 2018.

[B] Excludes Aquatics and Leadership Development.

[C] Increased as a result of the promotion of the expanded Recreation & Aquatics Fee Subsidy Program (introduced in Mar 2016).

[D] Total Free Swim, Free Public Skate, and Free Youth, Children and Adult Drop-In.

[E] Three new spray pads opened in 2018: Freight House (June 2018), Old Ex (July 2018) and Valley Gardens (August 2018).

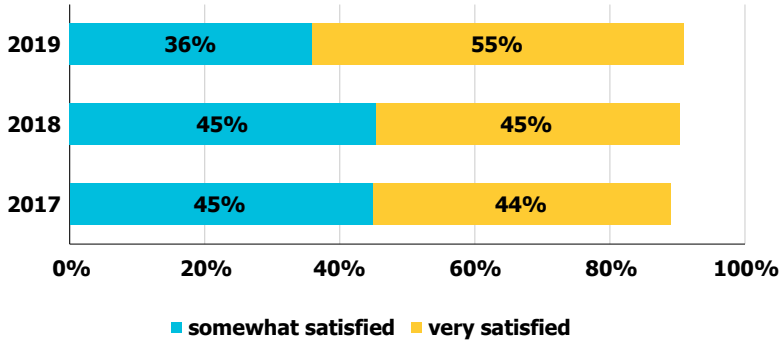
[F] Excludes Community Centre Renovation Grant Program (adopted budget of \$965,000 in 2018) and all Community Centre Universal Funding Formula Grants (total of \$5,680,595 in 2018 distributed to 63 community centres).

Recreation

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with City-Operated Recreation Programs

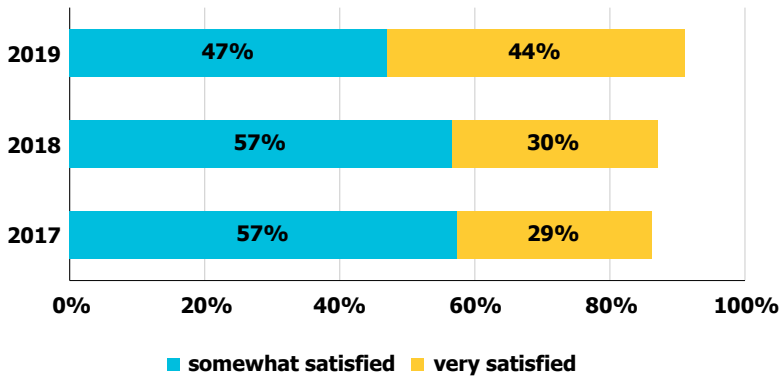


In 2019, 91% of citizens who participated in recreation programs were satisfied with the programs offered by the City (e.g. swimming lessons, Learn to Skate, or other Leisure Guide programs).

	2015	2016	2017	2018	2019
Total Satisfied	95%	90%	89%	90%	91%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use City recreation facilities, 91% of citizens surveyed were either satisfied or very satisfied with the condition of recreation facilities in 2019.

This question refers to City of Winnipeg operated facilities only and does not include community centre facilities.

	2015	2016	2017	2018	2019
Total Satisfied	82%	82%	86%	87%	91%

Source: City of Winnipeg Annual Citizen Survey

Number of Registrants per 1,000 Population

Program	2014	2015	2016	2017*	2018
Aquatics	44.77	47.98	46.94	49.09	44.36
Learn to Skate	8.09	8.35	8.71	9.04	9.25
Recreation and Leisure	30.37	29.44	28.65	29.25	29.61

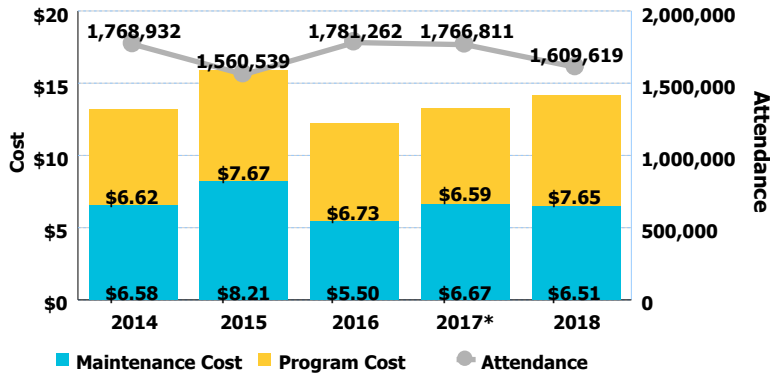
This measurement represents the number of registrants for paid programming only and does not include free programming participants. Recreation and Leisure excludes Aquatics and Learn to Skate.

*2017 data has been restated to correct a reporting error for Recreation and Leisure.

Recreation

Efficiency Measurements

Cost per Aquatic Attendee - Indoor Pools



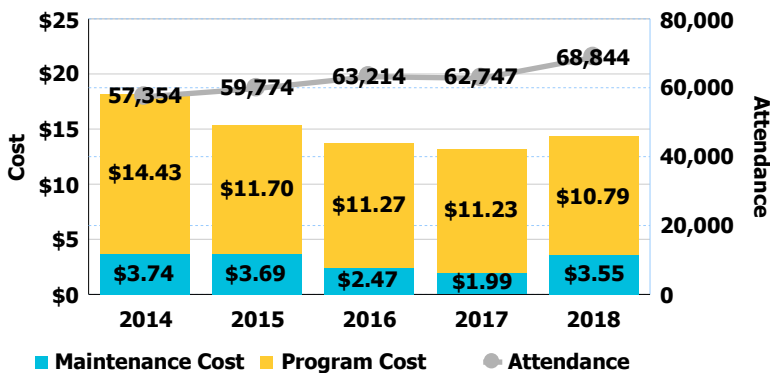
*2017 data has been restated to correct a reporting error.

Attendance includes public swim visits, drop-in visits, rentals/permitted visits and registered aquatic program visits.

The decrease in attendance due to renovation shutdowns at Pan Am Pool and Seven Oaks Pool led to an increased cost per attendee in 2018. Seven Oaks Pool was closed for all of 2018.

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

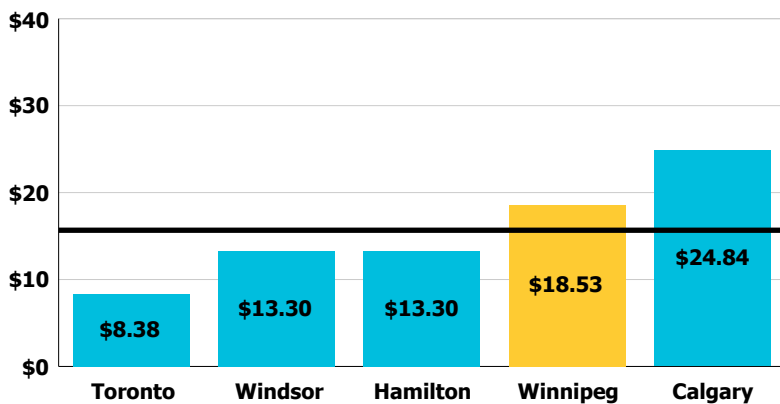


An individual is counted as an attendee every time they attend an arena for Department operated skating lessons.

There was a year-over-year increase in the number of skating lesson attendees. Arena operating and maintenance costs increased from \$124,757 in 2017 to \$244,702 in 2018, contributing to the increased 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).

Total Cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage (2017)



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.

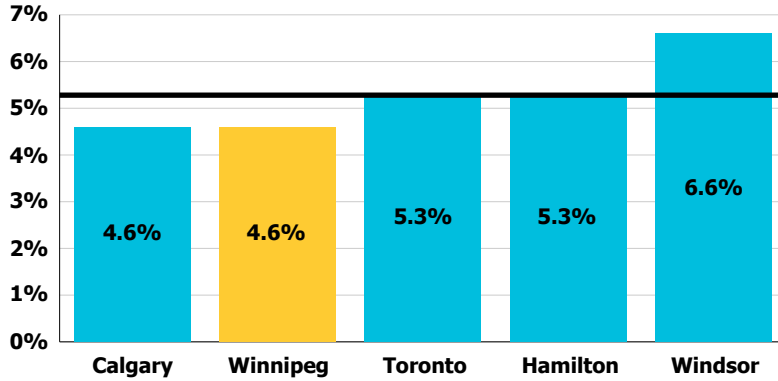
The average of the comparable cities reported is \$15.67.

	2013	2014	2015	2016	2017
Wpg. Trend	\$12.46	\$13.71	\$15.95	\$17.33	\$18.53

Source: Municipal Benchmarking Network Canada (SREC310T)

Recreation

Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population (2017)



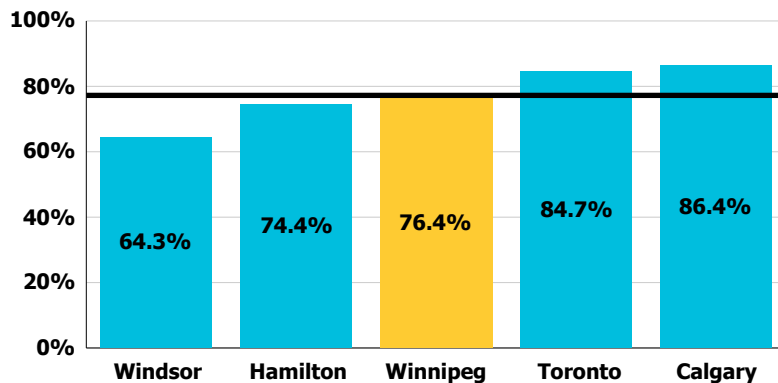
This measure covers only the City-operated registered component of sports and recreation users, and does not include the City-operated non-registered programs and private service provider programs. Program interest and user fees may influence registration.

The average of the comparable cities reported is 5.3%.

	2013	2014	2015	2016	2017
Wpg. Trend	5.1%	4.7%	4.6%	4.6%	4.6%

Source: Municipal Benchmarking Network Canada (SREC140)

Utilization Rate for Directly Provided Registered Programs (2017)



This measure shows utilization rate for registered programs delivered by municipal staff.

The average of the comparable cities reported is 77.2%.

	2013	2014	2015	2016	2017
Wpg. Trend	77.4%	75.2%	76.9%	74.8%	76.4%

Source: Municipal Benchmarking Network Canada (SREC410)

Recreation

Performance Measurements

Recreation Facility Costs

Arenas	2016	2017	2018
Facility Costs	\$3,552,661	\$3,596,261	\$3,697,006
No. of Facilities	12	12	12

Aquatic Services	2016	2017	2018
Facility Costs	\$12,241,639	\$12,311,312	\$13,421,663
No. of Facilities	125	125	125

Recreation Services	2016	2017	2018
Facility Costs	\$1,178,626	\$1,204,361	\$1,177,874
No. of Facilities	13	13	13

Community Centres	2016	2017	2018
Facility Costs*	\$6,524,934	\$6,768,305	\$6,902,111
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	2016	2017	2018
Total hectares of parks and open spaces [A]	3,587	3,610	3,615
Hectares of park, boulevard and athletic field turf mowing [A]	2,338	2,325	2,275
Park pathways/walkways maintained (linear km) [A]	266	280	284
Number of environmental program participants	4,522	5,427	5,020
Number of ecologically significant natural areas	467	476	479
Number of athletic fields in Parks and Open Spaces [A]	661	665	667
Number of boulevard and park trees [B]	304,278	304,530	302,986
Number of trees planted [B]	2,757	2,448	2,586
Number of DED trees and non-DED trees removed [B]	6,123/3,296	6,575/2,093	9,031/2,894
Number of trees pruned [B]	13,723	11,154	12,395
Number of playground equipment sites inspected and maintained [A]	505	499	501
Number of 311 Service Requests [C]	14,964	14,650	15,778
Number of Park Projects (New / Completed)	21 / 29	12 / 36	60 / 50

[A] Source: 2016, 2017 and 2018 Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

[B] Source: 2016 and 2017 Urban Forestry Tree Inventory.

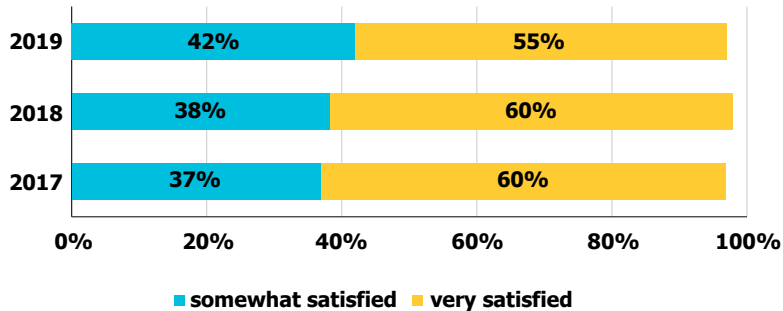
[C] Source: 311 2017 Annual Reports. Does not include Insect Control.

Parks and Urban Forestry

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Condition of Major Parks (e.g. St. Vital or Kildonan)

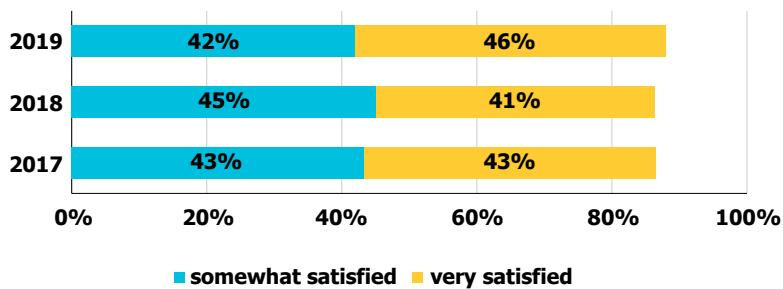


97% of citizens who have used the City's major parks were either somewhat satisfied or very satisfied in 2019.

	2015	2016	2017	2018	2019
Total Satisfied	93%	96%	97%	98%	97%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Condition of Local Parks in Your Neighbourhood

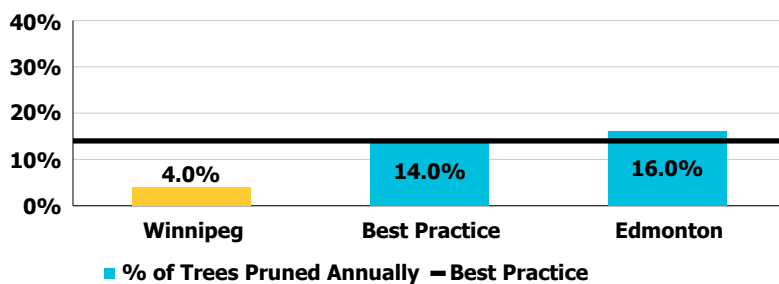


88% of respondents were somewhat satisfied or very satisfied with the condition of local parks in their neighbourhoods. This has remained relatively constant over the last four years.

	2015	2016	2017	2018	2019
Total Satisfied	92%	88%	86%	86%	88%

Source: City of Winnipeg Annual Citizen Survey

Percentage of Trees Pruned Annually Meeting Best Practice



Winnipeg pruned 12,395 of 302,986 trees in the urban forest in 2018. The industry best practice is 14%.

	2014	2015	2016	2017	2018
Wpg. Trend	8.0%	6.0%	4.5%	4.0%	4.0%

Parks and Urban Forestry

Performance Measurements

Tree Pruning Cycle

	2014	2015	2016	2017	2018
Wpg. Trend	12.2	17.0	22.2	27.3	26.5

The 2018 tree pruning cycle is represented as 1 in 26.5 trees pruned. The pruning cycle increase from 2014 to 2015 was an adjustment from estimated to actual number of trees, as confirmed by the release of the Urban Forestry Tree Inventory. Increases in 2016, 2017 and 2018 reflect reallocation of funding and resources from the tree pruning program to Dutch Elm Disease and Emerald Ash Borer Management, respectively.

Parks Mowing Cycles

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	n/a	n/a	n/a	15.0

The average mowing cycle in 2018 was 1 in 15 days. The Parks mowing cycle data collection process was first implemented in 2018.

Number of Pleasure Rinks

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	43	43	41	38

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 slightly declined since 2015.

Number of Knockdown Rinks

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	24	23	15	14

Knockdown rinks are installed and removed seasonally throughout the City. The values shown include knockdown rinks installed at Community Centres. The reduction of rinks in 2017 and 2018 is due to a reduced requirement from Community Centres.

Parks and Urban Forestry

Performance Measurements

Length of Cross-Country Ski Trails - kms

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	n/a	22.84	24.29	24.29

The available kilometers of cross-country ski trails has remained unchanged between 2017 and 2018.

Number of Pickle Ball Courts

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	31	33	43	44

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

	2014	2015	2016	2017	2018
Wpg. Trend	n/a	117	117	111	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

	2014	2015	2016	2017	2018
Wpg. Trend	10	10	11	16	20

The total number of fitness parks is increasing year over year. The value shown represents individual fitness stations, fitness trails or fitness equipment structures.

Parks and Urban Forestry

Performance Measurements

Number of Toboggan Slides

	2014	2015	2016	2017	2018
Wpg. Trend	17	19	19	20	24

The number of toboggan slides in parks has been increasing since 2014.

Number of Fields Aerated (visited)

	2014	2015	2016	2017	2018
Wpg. Trend	831	1,194	1,690	1,393	1,727

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.

Number of Fields Top Dressed (visited)

	2014	2015	2016	2017	2018
Wpg. Trend	685	661	652	656	664

The number of athletic fields top dressed each year has remained relatively constant.

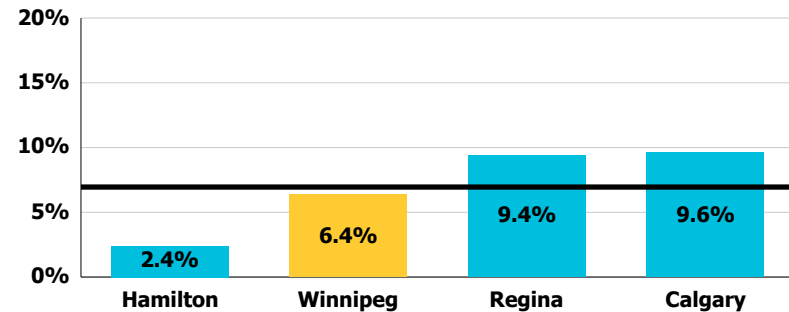
Number of Fields Fertilized (visited)

	2014	2015	2016	2017	2018
Wpg. Trend	813	799	772	772	768

The number of athletic fields fertilized has remained relatively constant.

Parks and Urban Forestry

All Parkland in Municipality (Maintained and Natural) as a Percent of Total Area of Municipality (2017)

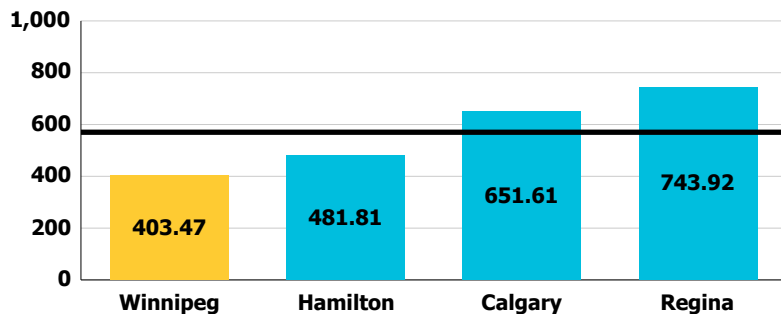


Winnipeg is lower than the 2017 average of 6.95%, as compared to Hamilton, Regina and Calgary.

	2013	2014	2015	2016	2017
Wpg. Trend	6.1%	6.1%	6.2%	6.2%	6.4%

Source: Municipal Benchmarking Network Canada (PRKS125)

Hectares of Maintained and Natural Parkland per 100,000 Population (2017)

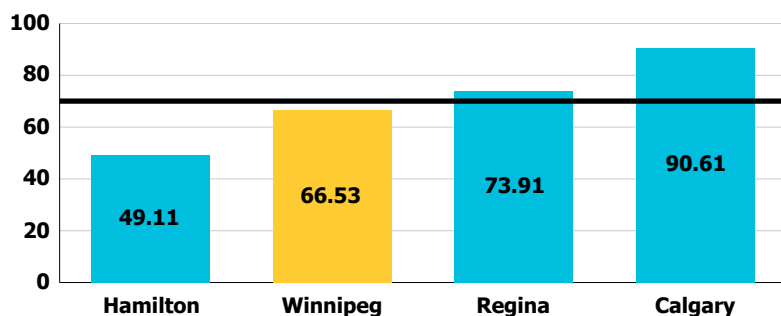


Winnipeg is below the 2017 average of 570 hectares per 100,000 population. The population of Winnipeg continues to increase, which has resulted in a downward trend.

	2013	2014	2015	2016	2017
Wpg. Trend	417.70	412.24	409.94	398.86	403.47

Source: Municipal Benchmarking Network Canada (PRKS215)

Number of Playground Sites per 100,000 Population (2017)



Winnipeg is just below the 2017 average of 70 playground sites per 100,000 population when compared to Hamilton, Regina and Calgary.

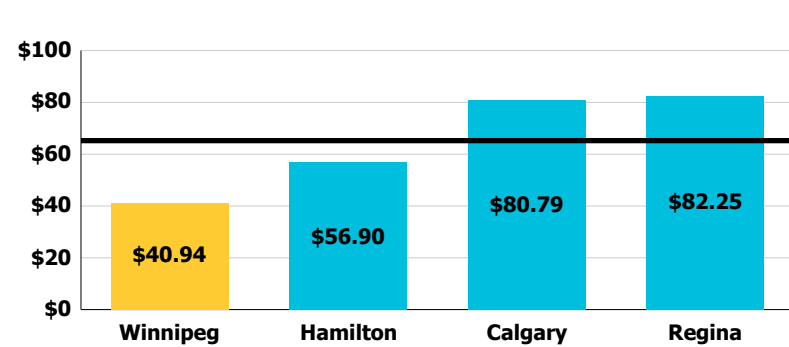
	2013	2014	2015	2016	2017
Wpg. Trend	72.25	72.07	71.17	68.61	66.53

Source: Municipal Benchmarking Network Canada (PRKS260)

Parks and Urban Forestry

Efficiency Measurements

Operating Cost of Parks (Maintained and Natural) per Capita (2017)

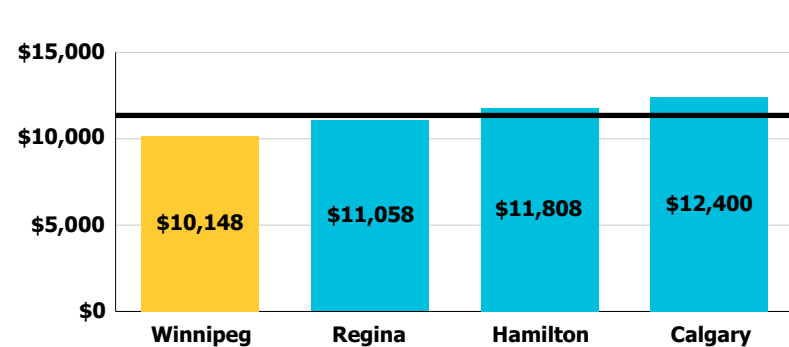


Winnipeg is below the 2017 average operating cost of \$65 per person when compared with Hamilton, Regina and Calgary.

	2013	2014	2015	2016	2017
Wpg. Trend	\$36.26	\$36.88	\$40.72	\$39.51	\$40.94

Source: Municipal Benchmarking Network Canada (PRKS230)

Operating Cost per Hectare of Maintained and Natural Parkland (2017)



Winnipeg is below the 2017 average operating cost of \$11,354 per hectare when compared with Hamilton, Regina and Calgary.

	2013	2014	2015	2016	2017
Wpg. Trend	\$8,680	\$8,947	\$9,934	\$9,905	\$10,148

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	2016	2017	2018
No. of Service Requests	13,963	12,703	14,478
No. of Service Requests per By-Law Officer	616	652	712
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits [A]	30,769	24,715	26,469
No. of Vacant Buildings as at January 1	467	536	536
No. of Vacant Buildings Added to List During the Year	301	235	199
No. of Vacant Buildings Removed from List During the Year	232	235	265
No. of Vacant Buildings as at December 31	536	536	470
No. of Compliance Orders Issued [A]	6,081	4,955	6,848
No. of Offence Notices Served (Tickets) [B]	284	290	1,950
No. of Property Clean-Ups Conducted by the Public Service	386	540	587
No. of Business Types Regulated	15	15	15
No. of Business Licenses Issued	893	918	894
No. of Crisis Response/Resource Connection/Information Referrals Responded to	401	246	297
No. of Emergencies Responded/No. of Individuals Impacted	10 / 401	14 / 538	14 / 170
No. of Community Grants Administered [C]	17	20	18
Value of Community Grants Administered [C]	\$1,076,939	\$1,622,037	\$1,577,039
No. of New Bike Registrations [D]	322	510	2,451

[A] In 2017, the Seasonal Support Unit operated for a shorter period of time and with a smaller complement of inspectors.

[B] Increase in 2018 reflects the first full year of operating under the Municipal By-law Enforcement Act.

[C] Excludes Community Incentive Grant Program (CIGP). The adopted budget for CIGP in 2018 was \$1,732,000.

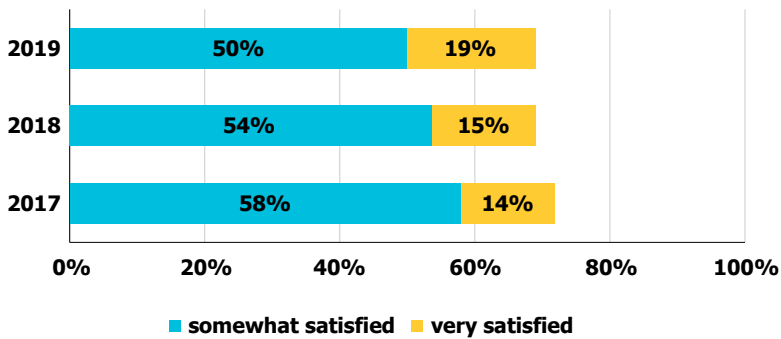
[D] The new online bike registry launched in April 2018.

Community Liveability

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Efforts to Ensure Residential Property Standards are Met Through Inspections



In 2019, 69% of citizens indicated that they were satisfied with the efforts to ensure residential property standards are met through inspections.

	2015	2016	2017	2018	2019
Total Satisfied	70%	73%	72%	69%	69%

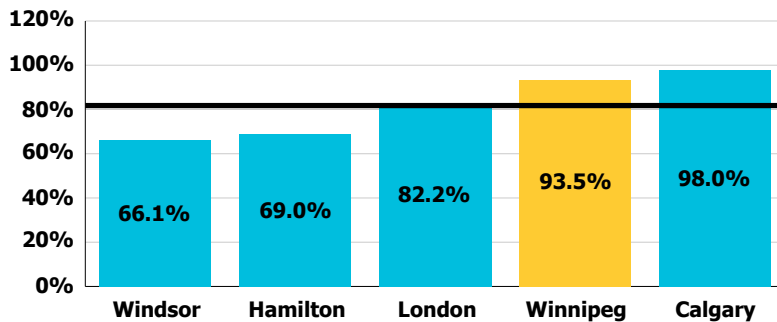
Source: City of Winnipeg Annual Citizen Survey

Average Number of Working Days to Respond to a Public Request for Service

Program	2014	2015	2016	2017	2018
Neighbourhood Liveability Program	n/a	16.0	12.0	20.0	24.0
Vacant Building Program	n/a	13.0	11.0	13.0	17.0
Vegetation Program	n/a	4.0	3.0	24.0	18.0

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.

Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws (2017)



This measure shows the percentage of complaints that do not require follow-up enforcement (legal action or prosecution). Noise refers to mechanical noise only.

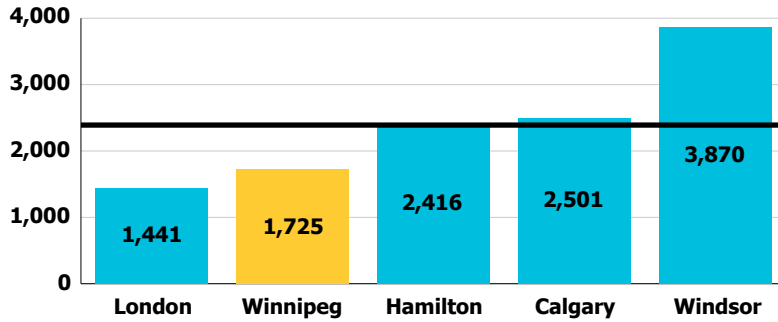
The average of comparable cities reported is 81.8%.

	2013	2014	2015	2016	2017
Wpg. Trend	92.6%	93.7%	90.1%	89.7%	93.5%

Source: Municipal Benchmarking Network Canada (BYLW120)

Community Liveability

Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population (2017)



Noise refers to mechanical noise only.

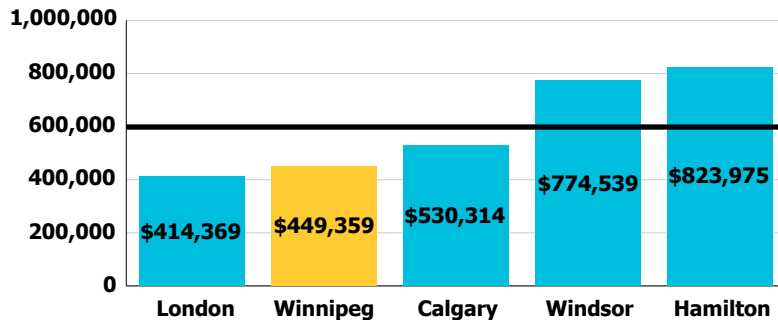
The average of the comparable cities reported is 2,391.

	2013	2014	2015	2016	2017
Wpg. Trend	2,621	2,663	2,008	1,938	1,725

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 (2017)



Noise refers to mechanical noise only.

The average of the comparable cities reported is \$598,511.

	2013	2014	2015	2016	2017
Wpg. Trend	n/a	n/a	\$454,353	\$495,250	\$449,359

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	2016	2017	2018
Number of Items Circulated	5,121,266	4,888,125	4,879,201
Number of Information Questions Answered [A]	176,058	163,957	231,896
Number of Library Material Holdings	1,221,832	1,262,438	1,290,385
Number of Programs (All ages)	4,266	3,808	3,603
Number of Programs (Children/Youth)	2,685	2,770	3,109
Number of Attendees at Programs (All ages)	106,221	100,650	95,272
Number of Attendees at Programs (Children/Youth)	75,599	77,184	83,936
Number of Computer Bookings [B]	438,244	368,544	313,010
Number of Visits to Library Website [C]	14,422,306	11,628,048	11,596,929
Number of Annual In-person Visits	2,990,003	2,969,413	2,832,351

NOTE: The temporary closure of four library branches for refurbishment in 2018 (126 weeks in total) resulted in decreases for many of the service level statistics.

[A] Because of the increase in branch single service desks, the number includes some circulation statistics.

[B] Library supplied computer use is decreasing because customers have access to library wifi for their own devices.

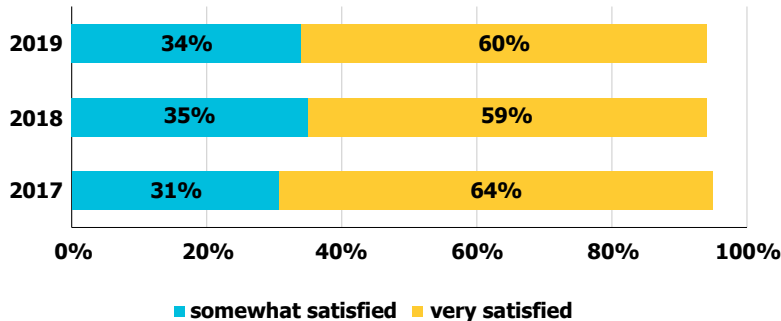
[C] In 2017, the number of visits to the website decreased due to changes in how web catalogue visits are recorded.

Libraries

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Libraries (respondents who used libraries)

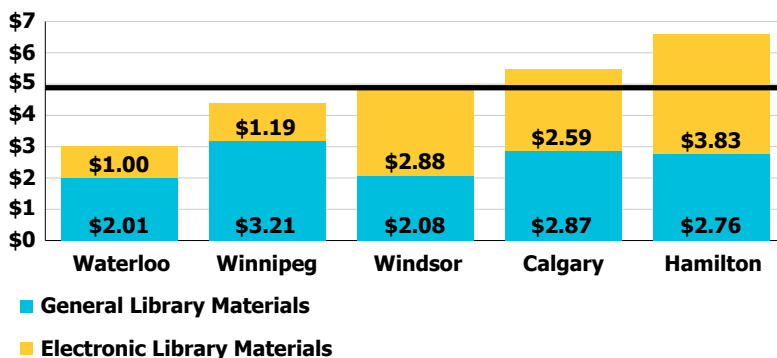


Citizen satisfaction remains very high for library services. Satisfaction was 94% in 2019.

	2015	2016	2017	2018	2019
Total Satisfied	97%	95%	95%	94%	94%

Source: City of Winnipeg Annual Citizen Survey

Material Expenditures per Capita (2017)



In 2015, a separate fund previously used to capture material purchases funded by used book sales was closed and the accumulated fund balance was fully spent which increased the 2015 materials expenditure.

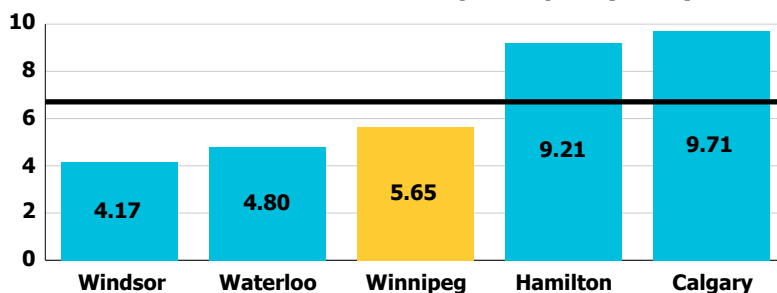
In 2017, \$2,404,477 was spent on general library materials and \$891,021 was spent on electronic library materials, for a total expenditure of \$3,295,498. Children's and youth material spending accounts for 17% of total material spending.

Wpg. Trend	2013	2014	2015	2016	2017
General Library Materials	\$3.59	\$3.04	\$3.09	\$2.98	\$3.21
Electronic Library Materials	\$0.57	\$1.45	\$1.62	\$1.49	\$1.19

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

The average combined general and electronic library materials expenditures for the comparable cities reported is \$4.88.

Annual Non-Electronic Circulation per Capita (2017)



The downward trend in non-electronic circulation per capita is due in part to the growing popularity of e-formats.

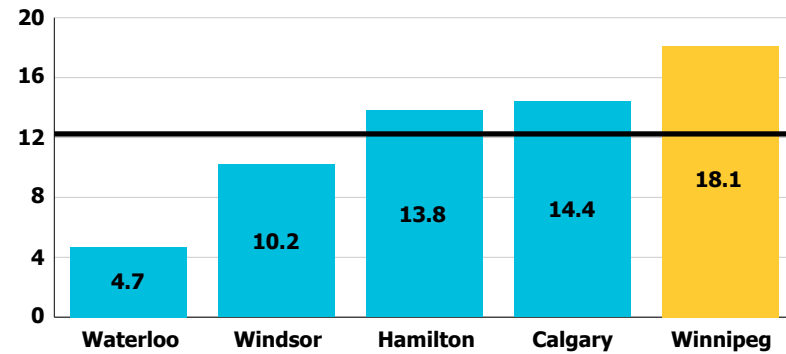
The average of the comparable cities reported is 6.71.

	2013	2014	2015	2016	2017
Wpg. Trend	7.19	6.70	6.49	6.12	5.65

Source: Municipal Benchmarking Network Canada (PLIB110)

Libraries

Electronic Library Uses per Capita (2017)



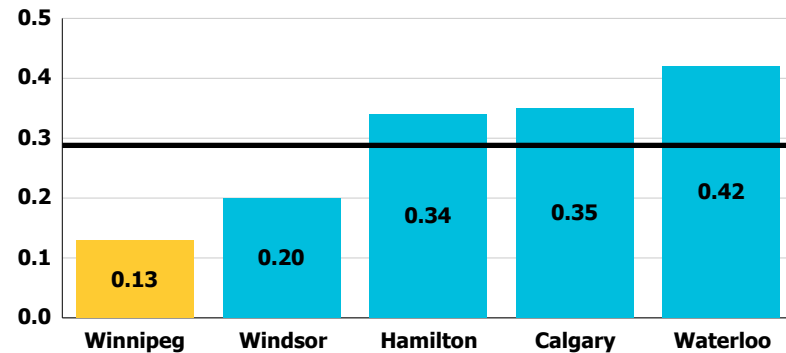
Fewer customers are using Winnipeg Public Library databases due to the ability to access other online resources. The decline in 2017 is also due to changes in how website catalogue visits are recorded.

The average of comparable cities reported is 12.24.

	2013	2014	2015	2016	2017
Wpg. Trend	15.2	17.7	21.1	22.4	18.1

Source: Municipal Benchmarking Network Canada (PLIB106)

Annual Program Attendance per Capita (2017)



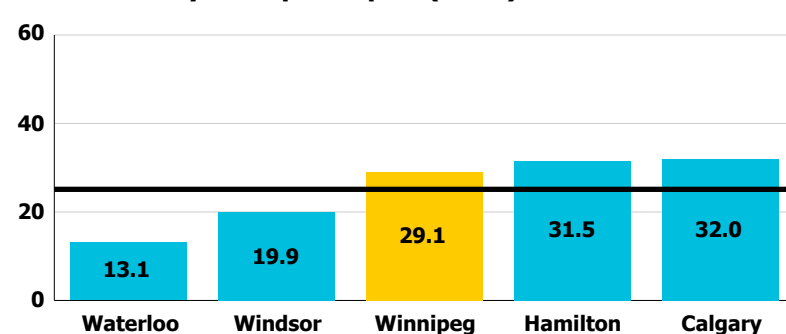
In 2017, two library branches were temporarily closed for refurbishment (64 weeks in total). This led to a decrease in the number of programs offered.

The average program attendance per capita for the comparable cities reported is 0.29.

	2013	2014	2015	2016	2017
Wpg. Trend	0.11	0.13	0.14	0.14	0.13

Source: Municipal Benchmarking Network Canada (PLIB115)

Annual Library Uses per Capita (2017)



Library use includes both electronic and non-electronic use.

In 2017, two library branches were temporarily closed for refurbishment (64 weeks in total). This led to a decrease in library use.

The average of the comparable cities reported is 25.12.

	2013	2014	2015	2016	2017
Wpg. Trend	28.4	30.4	33.3	34.2	29.1

Source: Municipal Benchmarking Network Canada (PLIB105)

Libraries

Efficiency Measurements

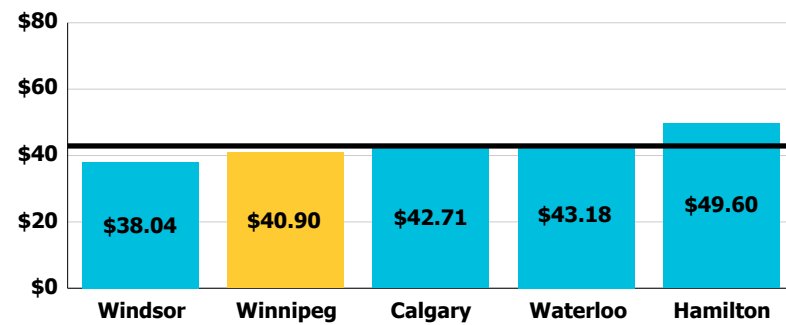
Library Facility Costs

	2016	2017	2018
Library Facility Costs	\$7,651,251	\$7,996,928	\$8,687,075
Number of Branches	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 (2017)



Operating costs include facility costs (see above).

The average of the comparable cities reported is \$42.89. Winnipeg continues to offer one of the most cost-effective library services in Canada.

	2013	2014	2015	2016	2017
Wpg. Trend	\$38.80	\$39.71	\$40.40	\$41.44	\$40.90

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	2016	2017	2018
Film, Culture, and Special Events			
Visitors Attending Festivals [A]	1,224,587	1,231,336	1,219,432
Visitors Attending Cultural Events [A]	2,903,788	2,956,557	2,920,842
Manitoba Value in Film Industry [B]	\$127 million	\$139 million	\$269 million
Special Events Held in Winnipeg [C]	357	393	509
Number of Full Length Feature Films Filmed in Winnipeg	50	67	75

[A] Source: Winnipeg Arts Council

[B] Source: Manitoba Film & Sound

[C] Variance is due to a change in tracking methodology

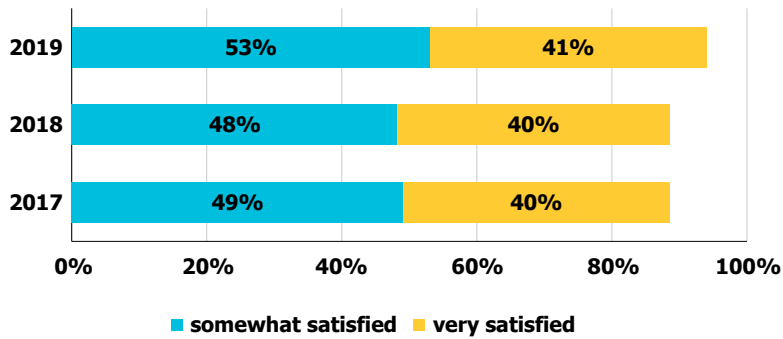
Arts, Entertainment and Culture

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.



	2015	2016	2017	2018	2019
Total Satisfied	83%	88%	89%	88%	94%

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	2016	2017	2018
No. of hectares larvicided with biorational insecticides [A] [B]	29,263	11,464	17,398
No. of hectares larvicided by aircraft	20,692	7,950	10,020
No. of hectares larvicided by ground-based operations	8,571	3,514	7,378
No. of hours committed to larval mosquito surveillance	30,297	27,026	24,796
No. of hectares fogged for adult nuisance mosquito control [B]	46,160	0	0
No. of trap nights for adult mosquito surveillance [C]	5,513	5,661	5,587
No. of boulevard and parkland trees treated for defoliator insects	32,398	44,585	26,073
No. of parkland trees treated for the control of Elm Bark beetle	89,168	82,325	20,197
No. of stumps treated for the control of Elm Bark beetle	15,681	5,277	1,871
No. of 311 inquiries [B]	6,221	2,751	1,228
No. of website visits [B]	338,853	158,333	62,740

[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.

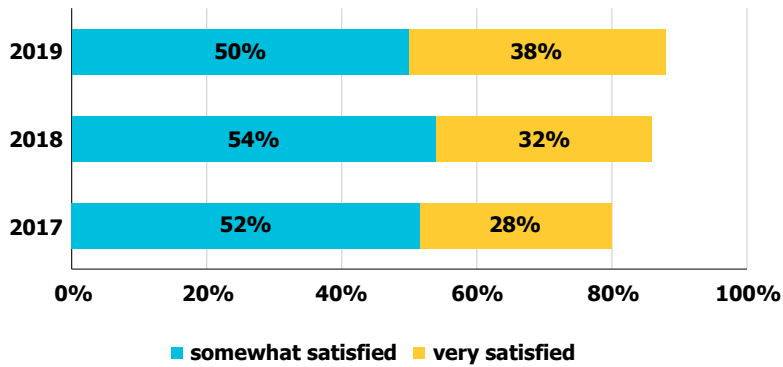
[C] 2016 value has been restated.

Insect Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Insect Control



88% of citizens are either somewhat satisfied or very satisfied with Insect Control services in 2019, an increase of 2% from 2018.

	2015	2016	2017	2018	2019
Total Satisfied	78%	82%	80%	86%	88%

Source: City of Winnipeg Annual Citizen Survey

Percentage of Hectares Treated with Biorational Insecticides

	2014	2015	2016	2017	2018
Wpg. Trend	79.6%	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 2018 larviciding program was 100% biorational.

Number of Days Nuisance Mosquito Fogging Required

	2014	2015	2016	2017	2018
Wpg. Trend	17	14	11	0	0

Fogging instances vary significantly depending on the weather. 2014 was a very late wet spring followed by an average summer. 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.

Insect Control

Efficiency Measurements

Cost per Hectare for Aerial Application of Biorational Larvicides

	2014	2015	2016	2017	2018
Wpg. Trend	\$169	\$194	\$219	\$302	\$303

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.

Cost per Hectare for Ground Application of Biorational Insecticides

	2014	2015	2016	2017	2018
Wpg. Trend	\$533	\$534	\$512	\$1,323	\$672

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, 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 increased because of fixed costs compared to years previous to 2017.

Cost per Hectare for Residential Nuisance Fogging

	2014	2015	2016	2017	2018
Wpg. Trend	\$6.36	\$7.42	\$4.98	\$0.00	\$0.00

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.

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	2016	2017	2018
Number of Website Visits	22.7 million	23.3 million	20.1 million
Percentage of Service Level Agreements Achieved	97%	98%	97%
Number of Open Data Datasets	n/a	114	126
Number of Managed Workstations	5,943	6,625	6,877
Number of Email Accounts	7,677	8,261	8,624
Number of Technology Service tickets addressed	29,596	30,023	31,854
Percentage of scheduled computer network available during business hours	99.945%	99.960%	99.800%
Number of pieces of mail processed	3.1 million	3.3 million	3.2 million
Number of Innovation ideas received [A] [B]	28	17	52
Number of Innovation projects initiated [A] [B]	11	9	19
Number of staff trained in Innovation Engineering [C]	0	0	20

[A] In 2016 and 2017 the number is related to the Innovation Capital Fund (City Clerks).

[B] In 2018 the number is a combined Innovation Capital Fund (City Clerks) and Innovation Strategy Program (Innovation, Transformation and Technology).

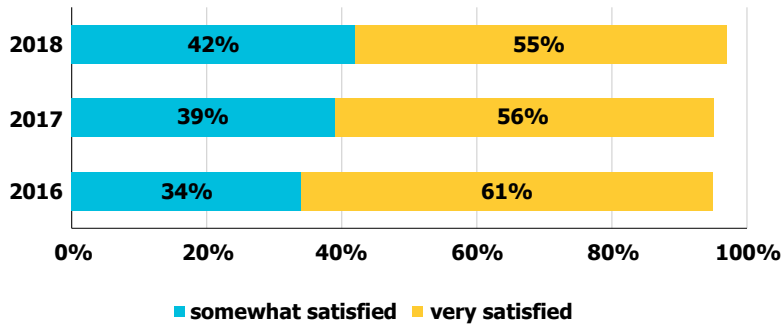
[C] Innovation Engineering training is a new activity that began in 2018.

Innovation, Transformation and Technology

Performance Measurements

Effectiveness Measurements

City Department's Satisfaction with Services (2018)

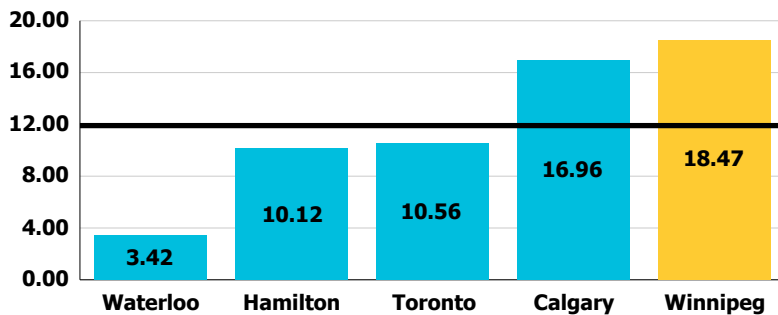


Client satisfaction continues to remain high based on ongoing survey results.

	2015	2016	2017	2018
Total Satisfied	95%	95%	95%	97%

Source: Innovation, Transformation and Technology Client Survey

Number of Visitor Sessions to Municipal Website per Capita (2017)



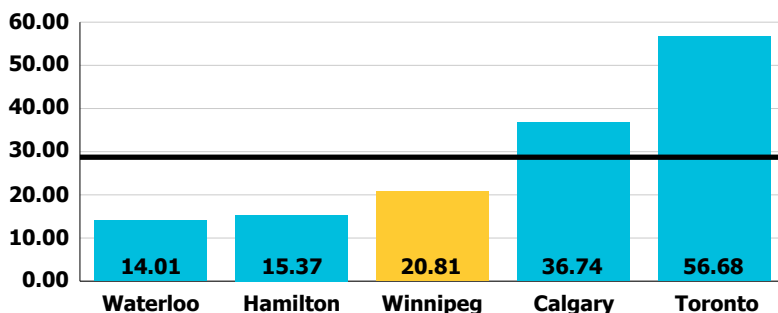
Winnipeg has one of the highest levels of website usage indicating the citizens are eager to engage digitally for services.

	2013	2014	2015	2016	2017
Wpg. Trend	14.54	16.06	17.34	17.66	18.47

Source: Municipal Benchmarking Network of Canada (INTN105)

Efficiency Measurements

Information Technology (IT) Full-time Equivalents per 100,000 Population (2017)



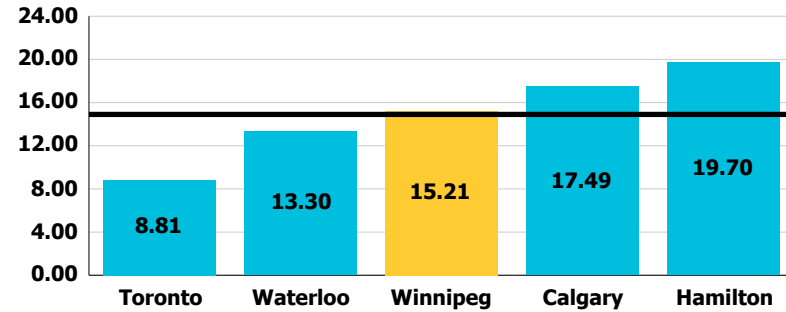
Winnipeg has lower IT resources compared to other cities to support the increasing digital needs of citizens.

	2013	2014	2015	2016	2017
Wpg. Trend	35.25	31.18	31.38	n/a	20.81

Source: Calculated with Municipal Benchmarking Network of Canada (INTN250, INTN010, INTN001)

Innovation, Transformation and Technology

Open Datasets per 100,000 Population (2017)

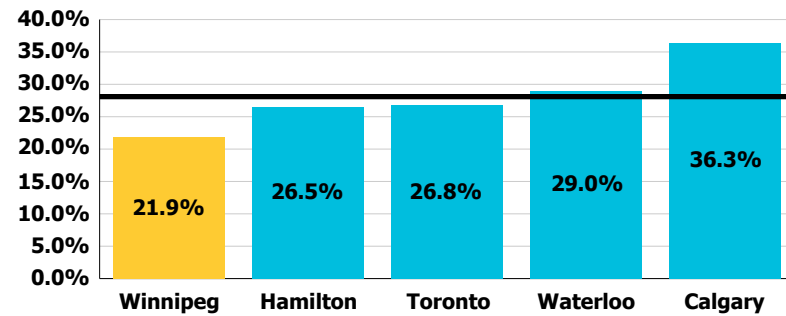


Winnipeg's use of Open Data to achieve transparency and openness of government compares favourably to other cities and has increased significantly over time.

	2013	2014	2015	2016	2017
Wpg. Trend	9.87	11.42	15.17	n/a	15.21

Source: Calculated with Municipal Benchmarking Network of Canada (INTN810, INTN001)

Percentage of Smartphones per Municipal FTE (2017)

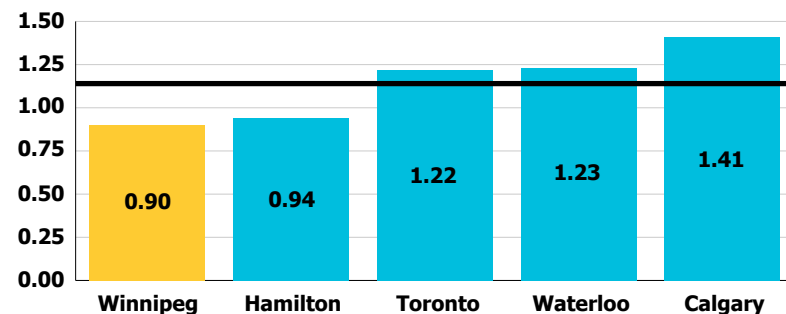


Winnipeg's adoption of mobile technology to enhance service delivery is significantly lower than other cities.

	2013	2014	2015	2016	2017
Wpg. Trend	17.1%	18.8%	22.3%	21.8%	21.9%

Source: Municipal Benchmarking Network of Canada (INTN216)

Devices per Municipal FTE (2017)



The number of computing devices is an indication of the level of automation within city services, with Winnipeg being lower than other cities.

	2013	2014	2015	2016	2017
Wpg. Trend	0.77	0.88	1.12	0.99	0.90

Source: Municipal Benchmarking Network of Canada (INTN205)

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	2016	2017	2018
Number of vehicle and equipment units managed	2,224	2,199	2,230
Number of vehicle and equipment bid opportunities completed	67	64	58
Number of vehicle and equipment units acquired	182	265	325
Number of insurance and license registrations completed	1,900	1,835	1,935
Number of service repairs, by work order lines completed	35,536	33,779	35,373
Number of service labour hours completed	71,361	65,735	65,125
Number of parts transactions	41,528	35,631	41,543
Number of fuel fill-up transactions and odometer readings verified	116,618	115,955	115,275
Litres of unleaded gasoline, clear diesel, and marked diesel provided	7,880,797	7,770,068	7,719,032
Number of vehicle and equipment motor pool rental days provided	103,518	108,489	109,069
Number of vehicle and equipment units disposed	188	234	322

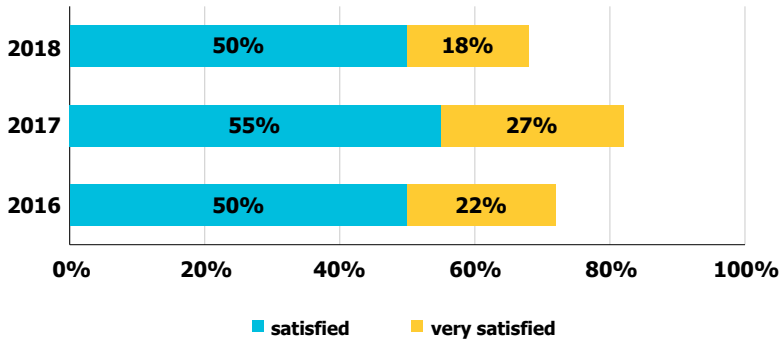
Winnipeg Fleet Management Agency (SOA)

Performance Measurements

Effectiveness Measurements

City Departments' Satisfaction with Fleet Management Services

Winnipeg Fleet Management Agency conducted a customer survey and approximately 68% of the customers were satisfied with Fleet Management services.

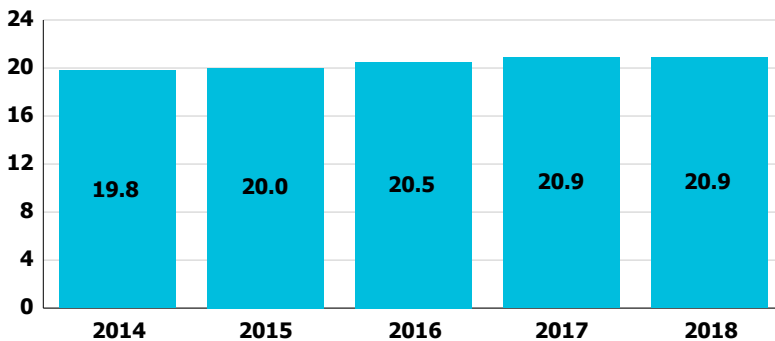


	2014	2015	2016	2017	2018
Wpg. Trend	73%	79%	72%	82%	68%

Efficiency Measurements

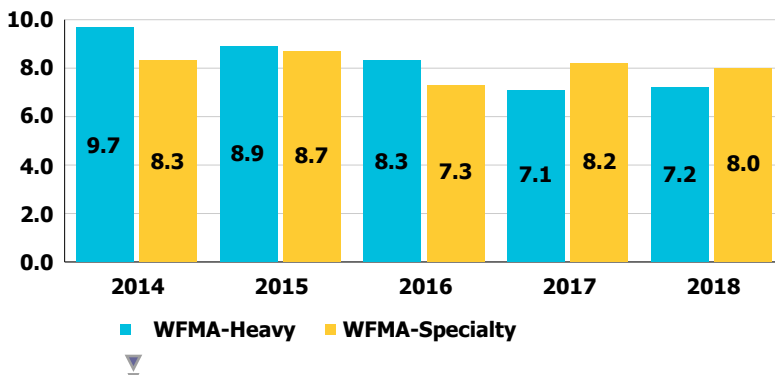
Fuel Efficiency by Category - Light Vehicles in Litres per 100 Kilometre

Light fleet average fuel efficiency is based on data gathered from January 1, 2014 to December 31, 2018 and is reported for the City excluding Transit.



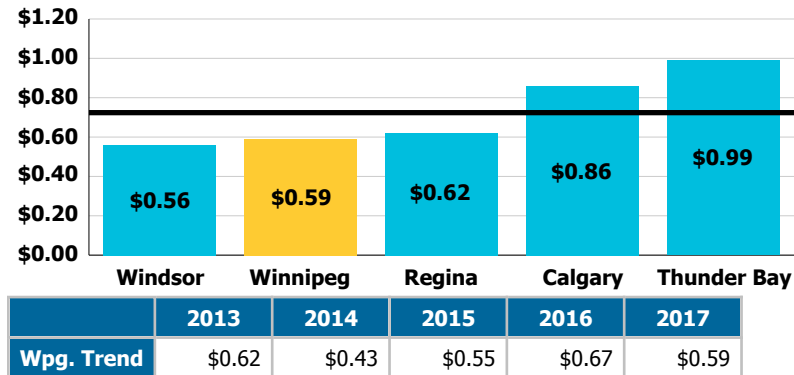
Fuel Efficiency by Category - Heavy Vehicles and Specialty Equipment in Litres per Hour

Heavy vehicles and specialty equipment average fuel efficiency is based on data gathered from January 1, 2014 to December 31, 2018, and is reported for the City excluding Transit.



Winnipeg Fleet Management Agency (SOA)

Operating Cost per Vehicle Kilometre (Municipal Equipment) (2017)



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	2014	2015	2016	2017	2018
Assessment & Taxation	9.08	9.89	9.90	9.80	9.80
Corporate Support Services	18.20	20.70	20.80	20.40	20.80
Winnipeg Fire Paramedic Service	19.30	20.00	19.00	19.80	20.90
Fleet Management Agency	19.60	15.70	18.30	19.70	21.70
Planning, Property and Development	18.10	16.60	19.80	20.00	20.20
Winnipeg Parking Authority	13.00	12.30	13.30	13.30	14.50
Public Works - Engineering	19.00	15.30	13.80	15.10	15.70
Public Works - Parks & Open Spaces	24.30	23.70	24.50	25.10	25.10
Public Works - Streets Maintenance	27.60	22.00	23.10	23.60	22.60
Public Works - Traffic Signals	27.70	32.40	30.70	37.00	32.40
Public Works - Transportation Signals	23.80	23.80	22.50	22.60	20.70
Winnipeg Police Service	18.60	19.80	19.50	19.80	19.50
Water & Waste - Engineering	15.90	16.00	17.60	17.50	17.10
Water & Waste - Environmental Standards	10.30	11.30	13.00	14.40	10.50
Water & Waste - Solid Waste	19.80	25.20	24.80	23.10	24.10
Water & Waste - Wastewater	18.90	21.90	22.00	22.00	22.20
Water & Waste - Water Services	19.80	24.40	24.30	24.40	24.30

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	2016	2017	2018
Number of Pay Stations on Street [A]	580	572	375
Number of Pay Stations in City Lots	12	12	9
Number of Parking and Non-Moving Violations Issued [B]	125,077	162,674	139,239
Number of High Demand On-Street Spaces	1,307	1,319	1,287
Number of Low Demand On-Street Spaces	2,505	2,571	2,523
Average Number of Vehicles for Hire Available per Month [C]	n/a	n/a	994
Total Vehicles for Hire Trips [D]	n/a	n/a	4,309,216
Total Vehicles for Hire Inspections [E]	n/a	n/a	16,706

[A] Long term construction projects can impact the number of on-street paystations and spaces per zone on a year over year basis. High demand zone numbers include paystations located on-street in vicinity of St. Boniface Hospital and Health Sciences Centre.

[B] Ticket volumes are subject to fluctuations dependent on seasonal events such as street cleaning and snow fall.

[C] The City of Winnipeg began licensing and regulating the vehicles for hire industry on March 1, 2018. The average number of vehicles for hire per month represents the industry capacity. It includes taxi cabs, limousines as well as personal transportation providers that offer ride sharing services.

[D] The number of trips provided by personal transportation providers increased throughout 2018, however taxi cabs provided the highest proportion of vehicle for hire trips. In 2018 taxi cabs provided 97% of the total vehicles for hire trips.

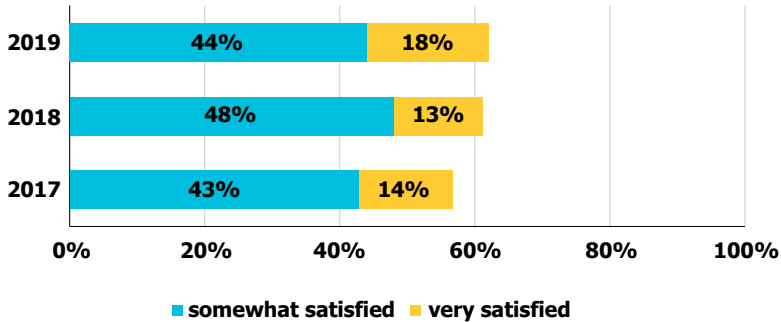
[E] As part of the regulatory oversight of the vehicles for hire industry, the City conducts regular inspections of both taxi cabs and personal transportation providers to ensure that all vehicle-required safety equipment is functioning as intended as well as to promote safety amongst all industry participants.

Winnipeg Parking Authority (SOA)

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Availability and Convenience of On-Street Parking

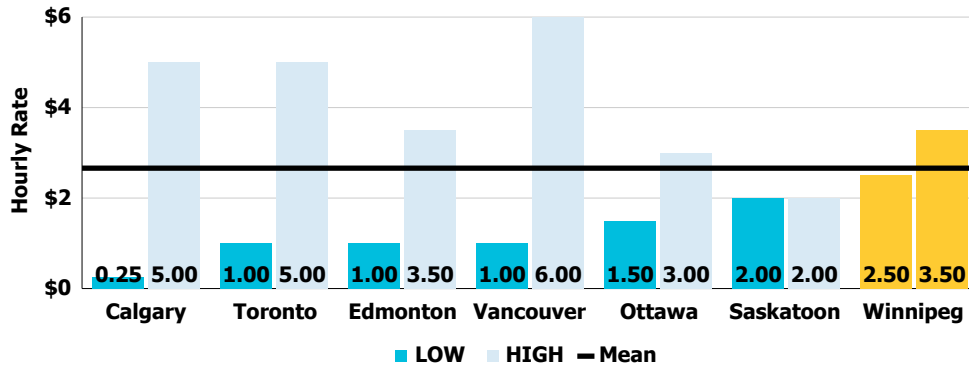


In 2019, when asked their level of satisfaction with the availability and convenience of on-street parking, 62% of citizens were satisfied or somewhat satisfied. The level of citizen satisfaction with on-street parking remained consistent between 2018 and 2019, notwithstanding increases to on-street parking rates that became effective April 1, 2018.

	2015	2016	2017	2018	2019
Total Satisfied	63%	61%	57%	61%	62%

Source: City of Winnipeg Annual Citizen Survey

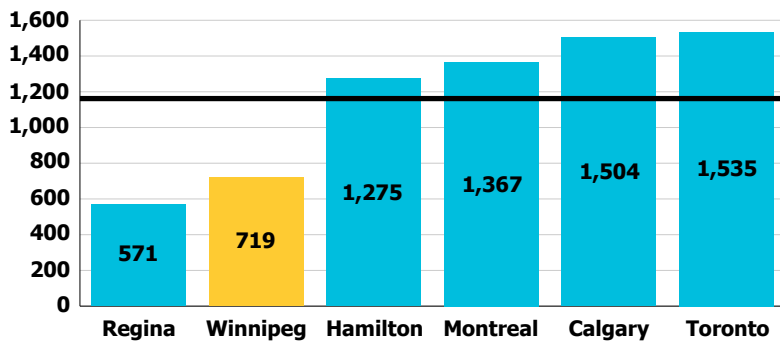
Meter Rates in Canadian Cities (Hourly)



In the 2019 year the average meter rate that is charged for on-street parking across major Canadian cities is \$2.66/hour. Winnipeg's low demand meter rate is slightly below the average while the high demand rate is above the average. On April 1, 2018 meter rates in Winnipeg were increased by \$1.50, the first time the rates had increased since 2012. The low rate increased from \$1.00 to \$2.50 and the high rate increased from \$2.00 to \$3.50.

	2014	2015	2016	2017	2018
Wpg. Trend	\$1.34	\$1.34	\$1.34	\$1.34	\$2.84

Number of Paid Parking Spaces Managed per 100,000 Population (2017)



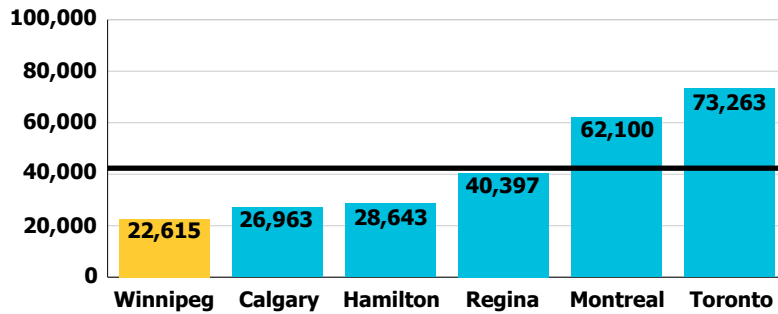
Typically cities with in excess of 1,000 spaces per 100,000 manage multiple large off-street parking facilities.

	2013	2014	2015	2016	2017
Wpg. Trend	704	750	734	716	719

Source: Municipal Benchmarking Network Canada (PRKG205)

Winnipeg Parking Authority (SOA)

Gross Number of All Parking Tickets Issued per 100,000 Population (2017)



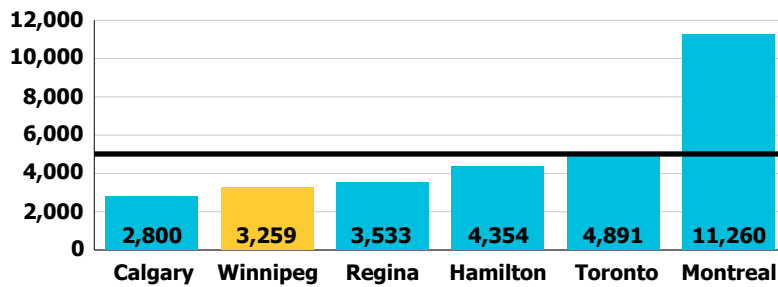
Enforcement related to snow clearing can vary from year to year and have a significant impact on overall ticket issuance numbers. Winnipeg is the lowest among cities benchmarked.

	2013	2014	2015	2016	2017
Wpg. Trend	20,406	21,455	22,062	20,091	22,615

Source: Municipal Benchmarking Network Canada (PRKG220)

Efficiency Measurements

Gross Number of Tickets Issued per Parking Enforcement FTE (2017)



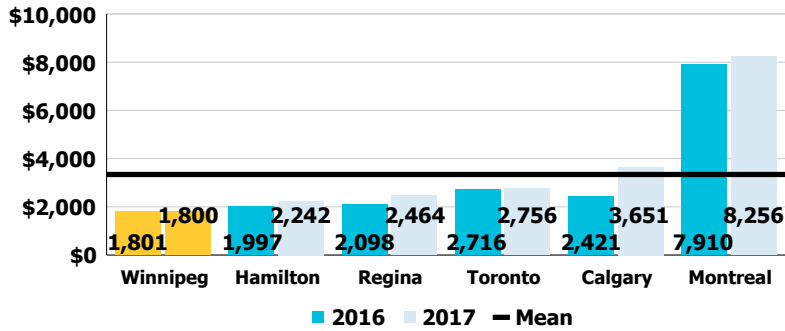
With different by-laws, meter payment times and parking restrictions, comparison of the average number of citations per Compliance Officer between municipalities is imprecise. Year-over-year numbers are a more accurate reflection of trends for a given municipality. Citations issued reflect the number of offence notices issued and may not accurately reflect the level of compliance to existing regulations.

	2013	2014	2015	2016	2017
Wpg. Trend	2,797	3,043	3,048	2,842	3,259

Source: Municipal Benchmarking Network Canada (PRKG221)

Winnipeg Parking Authority (SOA)

Gross Parking Revenue Collected per On-Street Space (2017)

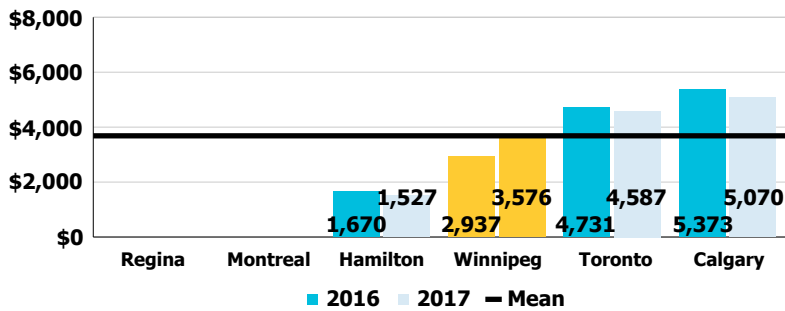


Winnipeg collected the lowest amount of revenue per on-street space of the cities compared in 2017. Meter rates had remained the same from 2012-2017 and were increased on April 1, 2018.

	2013	2014	2015	2016	2017
Wpg. Trend	\$1,529.69	\$1,541.70	\$1,634.95	\$1,801.34	\$1,800.04

Source: Municipal Benchmarking Network Canada (PRKG310)

Gross Parking Revenue Collected per Off-Street Structure (Parkade) Space (2017)



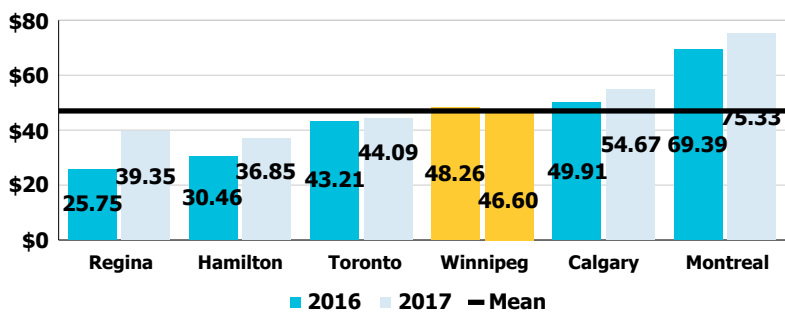
Structured off-street parking generates higher per stall revenue than surface parking.

In the 2017 year, Regina did not operate any off-street structured spaces. Montreal does not allocate off-street revenue between structured and surface lot parking.

	2013	2014	2015	2016	2017
Wpg. Trend	\$3,259.43	\$1,779.61	\$1,984.00	\$2,936.54	\$3,576.14

Source: Municipal Benchmarking Network Canada (PRKG317)

Gross Fine Revenue per Ticket (2017)



Fine amounts vary dependent on severity of offence and in 2017 ranged from \$60 to \$300. Changes in breakdown of offence issuance can have significant impact on gross fine revenue, particularly due to fluctuations in the number of high fine amount snow related tickets.

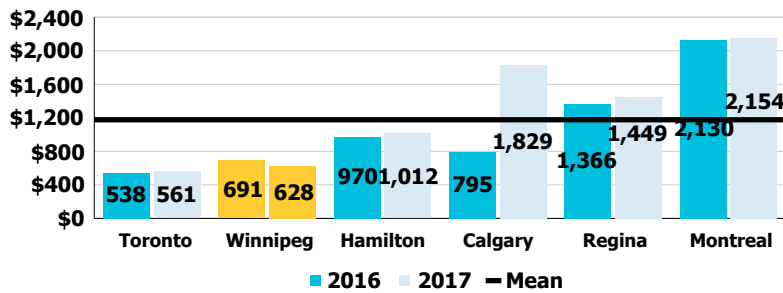
Variations in early payment volumes can have a significant impact on gross fine revenue.

	2013	2014	2015	2016	2017
Wpg. Trend	\$54.28	\$55.83	\$51.01	\$48.26	\$46.60

Source: Municipal Benchmarking Network Canada (PRKG360)

Winnipeg Parking Authority (SOA)

Parking Services Operating Cost per On-Street Paid Parking Space Managed (2017)

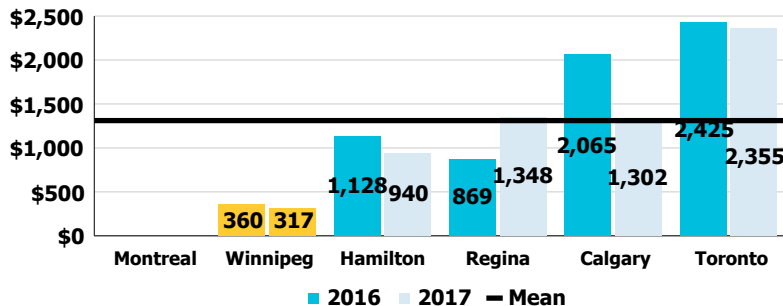


Winnipeg has the second lowest operating cost per on-street parking space for cities compared in 2017. Operating costs have continued to decline in the 2017 reporting year.

	2013	2014	2015	2016	2017
Wpg. Trend	\$718	\$729	\$794	\$691	\$628

Source: Municipal Benchmarking Network Canada (PRKG325)

Parking Services Operating Cost per Off-Street Surface Paid Parking Space Managed (2017)



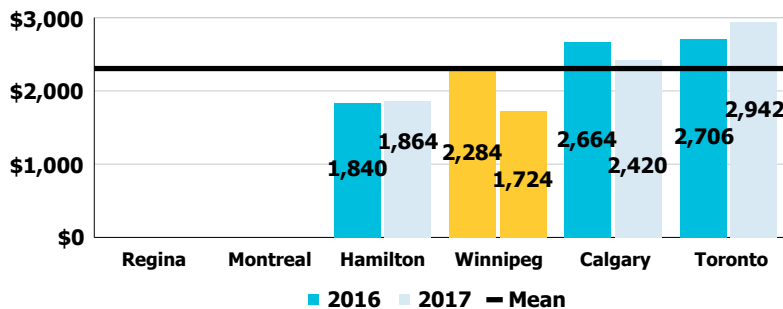
The primary variable cost for Winnipeg surface lots is snow clearing which can vary significantly dependent on the amount and type of snowfall in a given year.

Montreal does not allocate off-street revenue between structured and surface lot parking.

	2013	2014	2015	2016	2017
Wpg. Trend	\$589	\$568	\$536	\$360	\$317

Source: Municipal Benchmarking Network Canada (PRKG331)

Parking Services Operating Cost per Off-Street Structure (Parkade) Paid Parking Space Managed (2017)



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 2017, Regina did not operate off-street structured spaces. Montreal does not allocate off-street revenue between structured and surface lot parking.

	2013	2014	2015	2016	2017
Wpg. Trend	\$5,373	\$2,834	\$2,745	\$2,284	\$1,724

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	2016	2017	2018
Kildonan (39.49 hectares)			
Days Open	189	186	179
Total Rounds	26,184	24,034	24,884
Windsor (46.13 hectares)			
Days Open	181	166	171
Total Rounds	21,305	20,638	21,482
Crescent Drive (15.39 hectares)			
Days Open	174	158	159
Total Rounds	15,029	13,872	14,158
Harbour View (12.8 hectares)			
Days Open	189	187	174
Total Rounds	11,251	10,262	9,609

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

Effectiveness Measurement

Green Fee Comparison of Golf Services and Other Winnipeg Area Golf Courses (2018)

Golf Course	Weekend	Adult Week Day	Senior	Junior	Twilite
Rossmere	\$57.75	\$47.25	n/a	\$26.25	\$30.00
St. Boniface	\$56.00	\$52.50	n/a	\$22.00	\$31.00
Bridges	\$51.50	\$47.00	n/a	\$32.00	\$20.00
Kingswood	\$46.50	\$44.50	\$38.50	\$22.00	\$38.00
AVERAGE	\$45.86	\$43.14	\$33.30	\$24.14	\$27.89
Larters	\$45.00	\$45.00	\$41.00	\$26.00	\$29.00
Transcona	\$42.00	\$38.00	n/a	\$24.00	\$28.00
Tuxedo	\$39.00	\$39.00	\$30.00	\$22.00	\$26.00
City of Winnipeg	\$38.00	\$38.00	\$29.00	\$23.00	\$25.00
John Blumberg	\$37.00	\$37.00	\$28.00	\$20.00	\$24.00

Winnipeg Golf Services has one of the lowest green fees for 18 holes in the Winnipeg golf market.

Efficiency Measurement

Golf Services Operating Cost per Round (18 holes) [A]

Kildonan Golf Course	2014	2015	2016	2017	2018
Total Cost (Operations)	\$712,852	\$805,403	\$941,862	\$907,486	\$780,641
Total Revenue	\$922,595	\$973,641	\$947,487	\$892,786	\$994,485
Net Revenue/(Loss)	\$209,743	\$168,238	\$5,625	(\$14,700)	\$213,844
Operating Cost per Round	\$25.80	\$29.03	\$35.97	\$37.76	\$31.37
Windsor Golf Course	2014	2015	2016	2017	2018
Total Cost (Operations)	\$767,628	\$863,043	\$829,506	\$802,284	\$703,944
Total Revenue	\$674,049	\$782,182	\$716,839	\$723,005	\$754,331
Net Revenue/(Loss)	(\$93,579)	(\$80,861)	(\$112,667)	(\$79,279)	\$50,387
Operating Cost per Round	\$38.27	\$36.62	\$38.93	\$38.87	\$32.77

Golf Services Operating Cost per Round (9 holes) [A]

Crescent Drive Golf Course	2014	2015	2016	2017	2018
Total Cost (Operations)	\$332,699	\$310,900	\$314,642	\$302,752	\$327,524
Total Revenue	\$207,244	\$247,905	\$243,778	\$235,939	\$253,952
Net Revenue/(Loss)	(\$125,455)	(\$62,995)	(\$70,864)	(\$66,813)	(\$73,572)
Operating Cost per Round	\$24.53	\$19.01	\$20.94	\$21.82	\$23.13
Harbour View Golf Course	2014	2015	2016	2017	2018
Total Cost (Operations)	\$200,811	\$204,790	\$190,813	\$195,187	\$204,567
Total Revenue	\$69,918	\$76,495	\$68,135	\$72,280	\$69,961
Net Revenue/(Loss)	(\$130,893)	(\$128,295)	(\$122,678)	(\$122,907)	(\$134,606)
Operating Cost per Round	\$19.92	\$18.62	\$16.96	\$19.02	\$21.29

[A] Only direct operating costs for each course. No administrative charges included.

Golf Services (SOA)

Performance Measurements

Golf Services Operating Cost per Hole Played

	2014	2015	2016	2017	2018
Kildonan Golf Course	\$1.43	\$1.61	\$2.00	\$2.10	\$1.74
Windsor Golf Course	\$2.13	\$2.03	\$2.16	\$2.16	\$1.82
Crescent Drive Golf Course	\$2.73	\$2.11	\$2.33	\$2.42	\$2.57
Harbour View Golf Course	\$2.21	\$2.07	\$1.88	\$2.11	\$2.37

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	2016	2017	2018
Number of requests for service	11,974	12,755	10,325
Number of dogs impounded	973	987	972
Number of dogs adopted	256	239	286
Number of dogs returned to owners by the Animal Services Agency	621	646	564
Number of licensed pets reunited with their owner by 311 [A]	584	670	534
Number of dogs sent to rescues	65	65	28
Number of dogs euthanized [B]	28	31	32
Number of biting dog complaints	246	236	248
Number of biting dogs quarantined	77	60	78
Number of dogs running at large complaints	2,420	2,402	2,646
Number of cats running at large complaints	538	680	783
Number of current dog licenses	54,582	51,665	48,302
Number of current cat licenses	28,901	27,026	26,053
Number of by-law charges laid	1,095	1,045	749

[A] Includes dogs and cats wearing licenses reunited by 311 without those pets setting foot in an animal shelter.

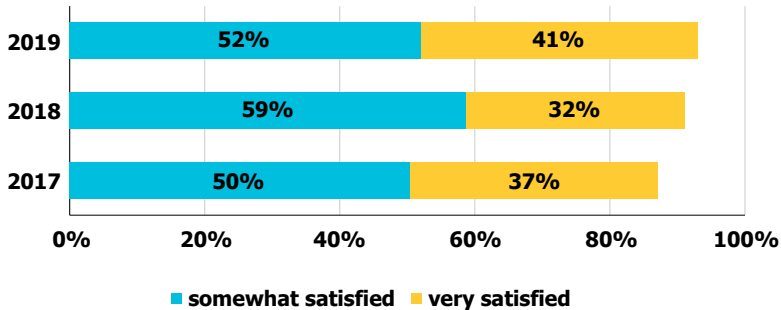
[B] Out of the 32 dogs euthanized in 2018, 12 had bitten people.

Animal Services (SOA)

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Animal Services

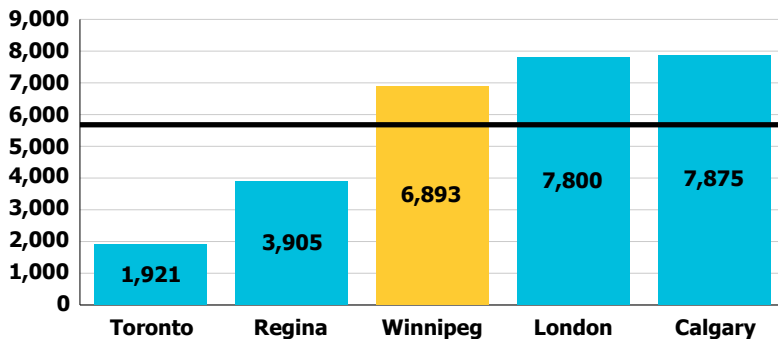


In 2019, 93% of respondents indicated they were satisfied with the provision of animal services.

	2015	2016	2017	2018	2019
Total Satisfied	89%	86%	87%	91%	93%

Source: City of Winnipeg Annual Citizen Survey

Number of Dog Licenses / Registrations Issued per 100,000 Population (2017)



The average of the comparable cities reported is 5,679.

	2013	2014	2015	2016	2017
Wpg. Trend	6,588	5,954	6,775	7,420	6,893

Source: Municipal Benchmarking Network Canada (BYLW110)

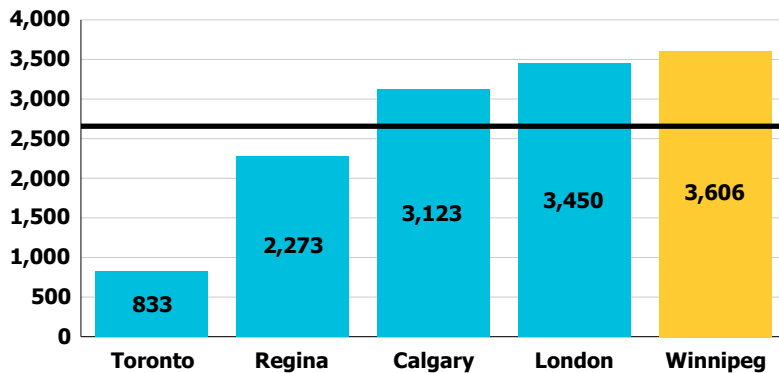
Live Release Rate

	2014	2015	2016	2017	2018
Wpg. Trend	95.0%	96.0%	97.0%	97.0%	96.0%

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 (2017)



The City of Winnipeg Cat Licensing Program was implemented January 1, 2015.

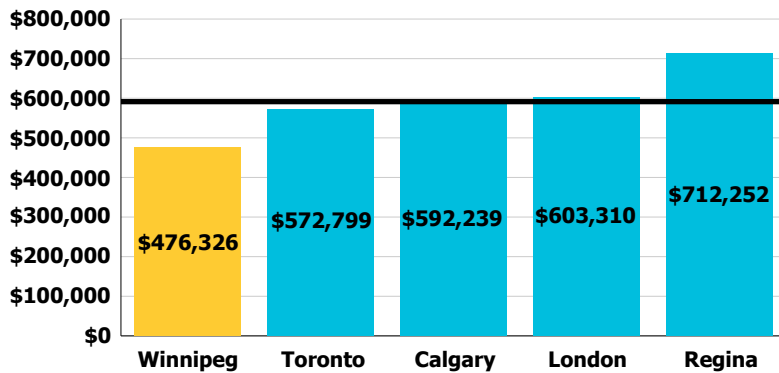
The average of the comparable cities reported is 2,657.

	2013	2014	2015	2016	2017
Wpg. Trend	n/a	n/a	3,187	3,929	3,606

Source: Municipal Benchmarking Network Canada (BYLW115)

Efficiency Measurements

Operating Cost of Enforcement for Animal Control By-laws per 100,000 Population (2017)



Decreased operating expenses reflect a change in methodology in 2017.

The average of the comparable cities reported is \$591,385.

	2013	2014	2015	2016	2017
Wpg. Trend	\$426,198	\$415,698	\$493,774	\$555,927	\$476,326

Source: Municipal Benchmarking Network Canada (BYLW275)

Cost of Sheltered Animal

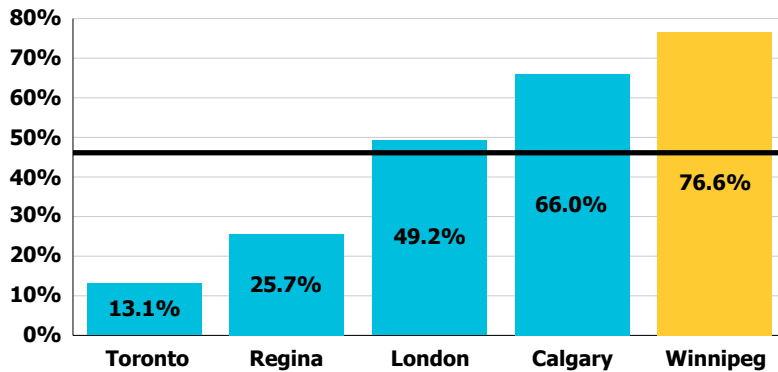
	2014	2015	2016	2017	2018
Wpg. Trend	\$272	\$320	\$355	\$362	\$392

Reflects the cost per dog impounded at the Animal Services facility.

The number of impounded dogs decreased from 1,108 in 2014 to 972 in 2018. 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 (2017)



Increased revenue includes a correction in 2017 to the Agency's deferred revenue liability carried forward from prior years.

The average of the comparable cities reported is 46%.

	2013	2014	2015	2016	2017
Wpg. Trend	68.9%	63.6%	65.9%	59.8%	76.6%

Source: Municipal Benchmarking Network Canada (BYLW318)

Cost per Dog Adopted

	2014	2015	2016	2017	2018
Wpg. Trend	\$424	\$516	\$544	\$665	\$506

Adoptable dogs are advertised on winnipeg.ca, Petfinder.com, and through dog sales, media coverage and the use of social media.

Due to fixed costs, an increase in the number of dogs adopted resulted in a decreased cost per dog adopted. The total number of dogs adopted in 2018 was 286.

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 innovation, including enhancement of decision making, as well as process and 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	2016	2017	2018
Tax Supported Operating Budget	\$1.055 billion	\$1.079 billion	\$1.082 billion
Utility Operating Budget (expenditures) [A]	\$573 million	\$582 million	\$593 million
Special Operating Agencies Operating Budget (expenditures)	\$74 million	\$73 million	\$84 million
Capital Budget	\$1.178 billion	\$433 million	\$357 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.2%	53.1%	53.2%
Average Annual Headcount	10,426	10,444	10,490
Average Age of City Employees / Average Years of Service	41.70 / 11.60	41.88 / 11.60	41.78 / 11.46
Number of Workers Compensation Claims	1,203	1,343	1,296
Number of News Releases	414	443	361
Translation - Words Translated [B]	262,996	486,371	253,951
Media Inquiries	2,084	2,226	2,742

[A] 2016 to 2018 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately \$32.0 million, \$35.6 million, and \$38.2 million, respectively.

[B] 2018 decrease is a result of having a vacant Translator position from May 2018 to December 2018.

Organizational Support Services

Indigenous Relations

Description

Enhancing the City of Winnipeg's role to be a leader in reconciliation and Indigenous Relations in Winnipeg. Including but not limited to initiatives such as:

- Implementing the 5 Truth and Reconciliation Calls to Actions directed at municipalities:
 - Number 43 UNDRIP (United Nations Declaration of the Rights of Indigenous Peoples)
 - Number 47 Doctrine of Discovery
 - Number 57 Training
 - Number 77 Archives
 - Number 75 Cemeteries
- Oshki Anishinabe - the City of Winnipeg's Indigenous Youth Strategy
- Welcoming Winnipeg
- The Indigenous Accord

Key Goals

1. To provide leadership and guidance to empower departments to become municipal leaders in Indigenous relations through the implementation of the Truth and Reconciliation Commission's Call to Action and other reconciliation based initiatives.
2. To collaborate with stakeholders and provide resources that support Indigenous community priorities.

Service Level Statistics

Description	2016	2017	2018
INTERNAL			
Number of internal requests for support	63	26	38
Number of policy, process, system or physical changes	2	3	9
Number of staff who participated in education and awareness opportunities	542	3,364	5,546
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	28	35	34
EXTERNAL			
Number of external requests for support	104	83	72
Number of youth participants	292	335	204
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	45	42	40
Number of Accord partners	n/a	105	135

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	2016	2017	2018
Budgeted Revenue:			
Property tax	\$550.5 million	\$570.2 million	\$586.9 million
Business tax	\$57.3 million	\$57.5 million	\$56.9 million
Other taxation	\$23.8 million	\$24.1 million	\$24.2 million
Property Tax:			
Residential properties	213,073	215,871	218,361
Non-residential properties	13,816	13,799	13,873
% Residential	93.9%	94.0%	94.0%
% Non-residential	6.1%	6.0%	6.0%
Total market value assessment	\$84.2 billion	\$85.3 billion	\$89.6 billion
Total taxable portioned assessment	\$40.9 billion	\$41.4 billion	\$43.6 billion
% Residential	72.8%	73.2%	72.06%
% Non-residential	27.2%	26.8%	27.94%
Number of real and personal property assessment notices produced [A]	220,686	26,208	225,735
Business tax:			
Number of businesses	15,720	15,393	15,708
Collections:			
Current	97.9%	97.7%	98.0%
Arrears	66.5%	63.8%	59.8%

[A] General Reassessment in 2016 and 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	2016	2017	2018
Total Calls Received [A]	1,074,895	959,676	858,962
Total Calls Answered [A] [B]	798,068	808,666	666,565
Number of Service Requests	273,681	496,946	417,628
Number of Information Requests	692,103	646,192	583,016
Number of Emails [F]	113,392	107,082	93,107
Average Talk Time (in minutes) [G]	4:53	4:39	4:54
Average Wait Time (in minutes) [C]	5:53	3:04	7:36
Number of Self Service Online [E]	2,000	1,782	2,032
Number of Mobile App Interactions [E]	1,311	1,032	1,464
Number of In-person Interactions [D] [E]	27,404	6,459	22,360
Number of Social Media Interactions [E]	12,726	13,862	12,969

[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.

[D] Decrease in 2017 In Person Interactions is attributable to lack of recording the statistic.

[E] 2016 and 2017 restated to correct a reporting error.

[F] 2016 restated to correct a reporting error.

[G] 2017 restated to correct a reporting error.

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	2016	2017	2018
Audit Committee Meetings	5	5	5
Audit Projects Completed			
Assurance Projects	26	24	21
Advisory Projects	4	3	2
Investigation Projects [A]	46	81	114
Projects in Progress	16	18	12

[A] Increased awareness and promotion of the Fraud & Waste Hotline has resulted in an upward trend in the annual number of investigation projects.

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	2016	2017	2018
Total Committee meetings held	318	277	244
Public Council / Standing Committee meetings undertaken	116	114	84
Committee meeting videos - live streamed & posted	220	241	222
Board of Revision appeals filed	765	5,653	602
Board of Revision hearings	423	337	318
Board of Adjustment meetings	24	24	23
Board of Adjustment orders issued	297	257	322
Appeal Committee hearings	84	66	66
Decision Making Information System site visits [A]	n/a	n/a	527,385
Decision Making Information System documents posted	802	1,004	811
FIPPA requests processed	855	859	917
Records requested from Records Centre	1,432	1,301	903
Records requested from Archives	1,562	1,473	1,061
In-person visits to Archives	302	347	353
Mail and phone inquiries processed by Archives	1,110	1,021	908
Public tours	14	29	11
Archival exhibits	4	5	4
Records transferred to Archives/Records Centre	1,174	961	155
Records destroyed - By-law 86/2010 (Cu. Ft.)	1,602	40	405
Visits to Archives Website [B]	47,206	35,579	105,475

[A] Method to track statistics has been modified from previous years.

[B] 2018 includes the addition of visits to the Winnipeg in Focus website.

Organizational Balanced Scorecard

Citizen and Stakeholder Perspective

Corporate Objective	Performance Measure	2016	2017	2018	2019
Maximize Customer Satisfaction	Citizen satisfaction with City services	85%	88%	87%	88%
	Citizen satisfaction with customer service	79%	83%	79%	81%
	Citizen satisfaction with value received for tax dollar	68%	70%	71%	68%
Corporate Objective	Performance Measure	2016	2017	2018	
Improve Customer Service	Average 311 wait time (minutes) [A]	5:53	3:04	7:36	

Financial Resource Perspective

Corporate Objective	Performance Measure	2016	2017	2018
Deliver Cost-Effective Services	City's operating expenditures/capita (all services)	\$1,773	\$1,725	\$1,738
	Municipal property taxes on the average house	\$1,656	\$1,694	\$1,733
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	\$954	\$918	\$878
	Debt/capita - Utilities and Other	\$373	\$382	\$408
	Debt/capita - Total City	\$1,439	\$1,415	\$1,398
	Stabilization reserve balances as a % of tax supported operating expenditures	6.3%	7.5%	10.2%
	Tax collection rate for current taxes	97.86%	97.74%	98.00%
	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	2016	2017	2018
Promote Learning & Growth	In-house training hours per annual average headcount [D]	16.7	15.92	18.58
Recruit & Retain Skilled & Diverse Workforce	Employee Turnover Rate < 2 years [E]	1.87%	1.80%	2.16%
	Employee Turnover Rate 2-10 years [E]	1.79%	1.75%	2.18%
	Employee Turnover Rate >10 years [E]	0.30%	0.36%	0.25%
	Workplace Diversity - Women	30.40%	30.19%	29.90%
	Workplace Diversity - Indigneous Persons	9.10%	8.86%	9.71%
	Workplace Diversity - Visible Minorities	12.40%	13.40%	14.98%
	Workplace Diversity - Persons with Disabilities	2.50%	2.48%	2.76%
Safe & Healthy Workforce	Sick time usage per annual average headcount (in hours)	71.61	72.39	75.13
	Number of lost time injuries/100 workers/year	6.5	7.3	7.4

Internal Business Process Perspective

Corporate Objective	Performance Measure	2016	2017	2018
Increase Operational Efficiencies of Support Services	Audit costs as a percentage of operating expenditures	0.06%	0.07%	0.08%
	Assessment and Taxation costs as a percentage of operating expenditures [F]	0.89%	1.37%	1.72%
	City Clerks costs as a percentage of operating expenditures [G]	0.48%	0.45%	0.60%
	Legal costs as a percentage of operating expenditures	0.22%	0.22%	0.23%
	Corporate Support Services costs as a percentage of operating expenditures [H]	2.18%	2.14%	2.30%
	Corporate Finance costs as a percentage of operating expenditures	0.66%	0.67%	0.67%
	Cost per 311 interaction [A] [E]	\$4.88	\$5.44	\$6.15
Optimize Business Processes	% of value-added audit recommendations implemented in the last five years [I]	81%	84%	66%
	% of property assessment roll value sustained after 1st level appeal - Residential	99.9%	99.5%	99.9%
	% of property assessment roll value sustained after 1st level appeal - Business	99.8%	96.3%	99.7%
	Average time per permanent hire (days) - External [E] [J] [K]	60.22	80.39	67.68
	Average time per permanent hire (days) - Internal [E] [J] [K]	64.37	61.55	64.28

- [A] Overall call times and wait times decreased despite the garbage vendor change that caused a surge in phone calls in October 2017. Complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. Although email and social media interactions have increased significantly, the overall number of interactions have decreased, resulting in an increased cost per interaction.
- [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] 2016 and 2017 restated to correct a reporting error.
- [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] Corporate Support costs as a percentage of operating expenditures increased due to additional budgetary resources being approved for the department in the Innovation and Information Technology areas.
- [I] In 2018 four new audit reports were completed with a combined total of 71 recommendations. These recommendations are in progress by the Public Service and targeted for implementation in 2019 and beyond.
- [J] Length of time is measured from job closing date to the date the person starts in the position.
- [K] 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

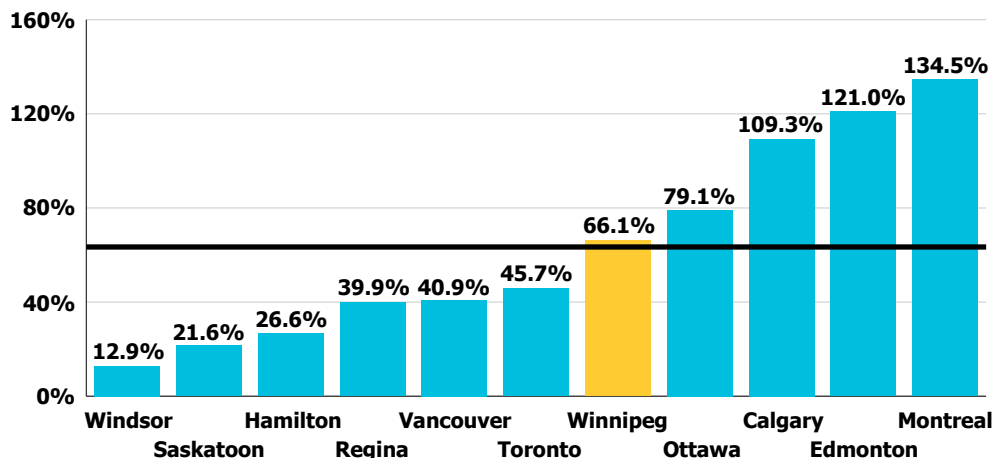
Credit Ratings - City Comparison (2018)

City	Moody's	Standard & Poor's
Ottawa	Aaa	AA
Calgary	no rating	AA+
Edmonton	no rating	AA+
Vancouver	Aaa	AAA
Toronto	Aa1	AA
Winnipeg	Aa2	AA
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 (2017)

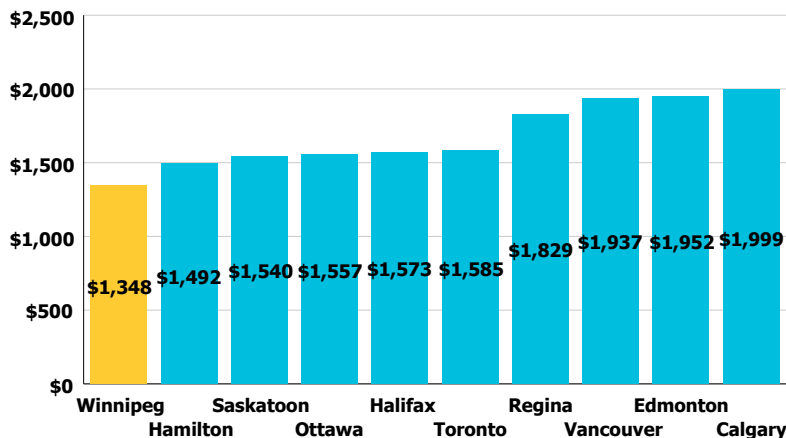


Winnipeg's direct debt as a percentage of operating revenues is approximately average when compared to other major Canadian cities.

	2013	2014	2015	2016	2017
Wpg. Trend	56.6%	65.4%	69.0%	70.0%	66.1%

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.

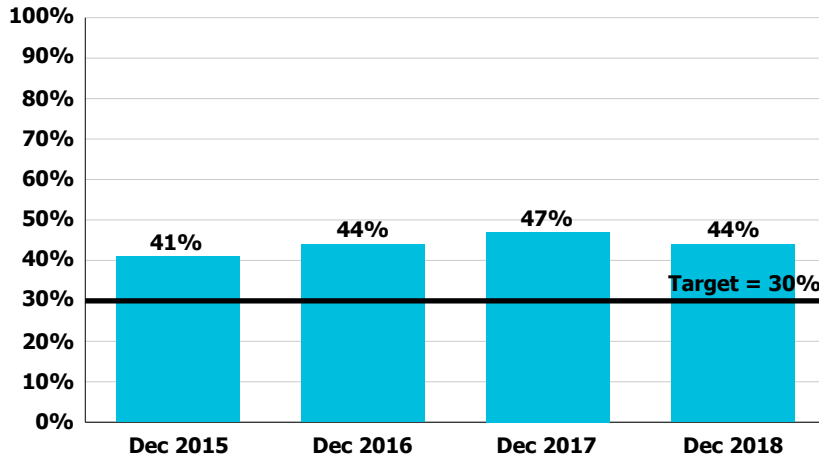
To make this comparison, expenditures were adjusted to match a similar basket of services between cities by removing social services, housing and public health, ambulance, assessment, cemeteries, transit and electric utility. In addition, all cities include water costs except for Edmonton.

	2013	2014	2015	2016	2017
Wpg. Trend	1,344	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.

Financial Trends

Executive Summary

The tax supported operating budget has a structural deficit which is financially unsustainable.

Presently, the forecast is for a \$105 and \$132 million shortfall for 2020 and 2021 respectively. This shortfall is increasing because tax supported operating expenditures continue to grow at approximately twice the rate of projected revenue. This situation has developed over a twenty year period.

In comparison to 1997, the City government had relatively high residential municipal property taxes compared to other Canadian cities and high debt servicing costs. In 1998, the City began freezing its property tax revenue. For 14 years, the City achieved property tax reductions or freezes: 3 years of 2% property tax decreases (2000, 2001, and 2002) and 11 years of property tax freezes. During this period, the property tax rate (mill rate) was reduced by 60% from 33.479 in 1998 to 13.290 in 2019. Although recently the City has seen property tax increases, these increases are being invested in capital and do not address the structural operating budget deficit.

Over this time, the City stopped borrowing from 1997 to 2006, deferred infrastructure spending, and began reducing operating costs through automation, process improvements, and expenditure management (deferring costs, reducing non-frontline staff, and annually trimming non-essential expenses). The City was able to balance the tax supported operating budget in conjunction with the property tax revenue reductions and freezes through the following methods:

- **Reduced tax-supported debt payments:** A total of \$130 million in reduced debt payments since 1995 as old debt matured and was not replaced
- **Utilized reserve withdrawals and one-time revenues:** An average of \$88 million annually over the past 5 years from reserve surplus withdrawals and various one-time revenues
- **Reduced Cash to Capital Investments:** Over the last few years, the City has reduced the amount of operating budget funding it devotes towards capital projects from a peak of \$82 million in 2015 to \$21 million in 2019 in order to balance the budget
- **Used Frontage Levies:** \$63 million in Frontage Levies were used to fund local and regional street maintenance and repairs in 2019.
- **Water and Sewer dividends:** Implemented in 2011, the Water and Sewer dividend originally contributed \$17 million to the tax supported operating budget. In 2019, the dividend now contributes \$34 million.

However, these methods are nearly exhausted and increasing our reliance on them in order to balance the budget is undesirable due to their lack of availability or uncertainty in the future.

More recently, the City relied on unsustainable techniques, like utilizing external and internal financing for smaller capital projects and drawing from the financial stabilization reserve. Other considerations include the Council adopted debt ceiling, liquidity requirements, and the

Appendix 1

significant capital investment needs as articulated in the recently released City of Winnipeg 2018 State of the Infrastructure Report. Additionally, while the City continues to advocate for increased Provincial and Federal funding, these sources are limited in terms of addressing the structural operating deficit in the tax supported budget as these funds would likely be targeted towards infrastructure projects.

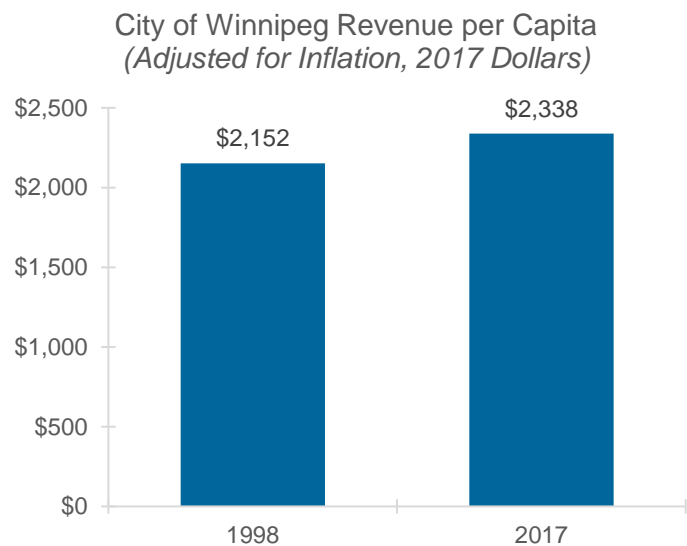
A new financial model is required, necessitating a multi-year, balanced view for the tax-supported budget. The following sections provide a longer range perspective of the major financial trends that exist in the City of Winnipeg, and how they have contributed to the City's current financial position.

Revenue

Introduction

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 2017 it was estimated at 741,700 – and increase of 113,300 people. The number of people living in Winnipeg influences revenue because as population increases, so too will the number of homes paying property tax and/or other fees while simultaneously requiring municipal services. Therefore, to make a fair comparison we divide the total consolidated revenue by population and see that the total revenue per person in 1998 was \$1,515 and in 2017, it was \$2,338 – an increase of about \$43 per person, per year over the last 19 years.¹

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 2017 was approximately 42 per cent.² This is significant to recognize because like citizens, the City of Winnipeg's cost to provide services has increased due to price change as well. Therefore, to make a real comparison on how the total size of revenue increased between 1998 and 2017, we make an adjustment for this 42 per cent increase in general prices.³ By adjusting for inflation, total consolidated revenue for the City of Winnipeg increased by \$186 per person over the last 19 years, or \$10 per year – a real increase in revenue of approximately 0.4% per year.



¹ Source: Annual financial statements, Statistics Canada population and inflation tables for the City of Winnipeg.

² Source: Statistics Canada. Consumer Price Index, annual average, not seasonally adjusted, for Winnipeg Census Metropolitan Area (CMA). Values adjusted to reflect 2017 dollars.

³ Note: The Consumer Price Index (CPI) is not a true measure of municipal costs and is widely considered to underestimate the true inflationary pressures experienced by municipalities.

The results of the above exercise indicate that the City of Winnipeg's revenues have been growing marginally faster than both population growth and inflation combined. Some may take the position that limiting the growth of the budget to that of population growth plus inflation is a fiscally responsible way of ensuring that governments can accommodate both population and price growth. However, the population-plus-inflation formula, which suggests that governments must provide a constant level of public services on a per-capita basis, overlooks a few important details, including: ⁴

1. The growth in demand for some city services may exceed the population growth rate. For example, while Winnipeg's population grew by 18 per cent between 1998 and 2017, transit ridership grew by 23 per cent ⁵, the total amount of paved local and regional streets grew by 27 per cent ⁶, and the total amount of sidewalks cleared of snow increased by 226 per cent ⁷. While the population of a city may grow at a certain rate, the demand for services in different areas may grow at different rates, reflecting changes in the preferences for public goods and services as the demographics of a city and expectations change.
2. Changes in governing provincial or federal legislation may require municipalities to add new services or significantly alter existing ones in order to comply with legislation, which may require new or additional sources of revenue to fund. For example, changes to provincial environmental legislation has, in part, necessitated that the City upgrade its sewage treatment plants. While some upgrade costs would exist without the legislative change due to aging infrastructure and population growth, there are additional infrastructure costs associated with the upgrades required to meet the new environmental standards.
3. The Consumer Price Index (CPI) does not correctly capture the growth in costs experienced by municipalities. While the CPI measures the price level of a basket of goods and services, it includes costs for items such as shelter, food, household furnishings, clothing, recreation, and education, which is better suited to represent expenditures borne by a typical household. While a municipality does have expenditures on some of these items, other items not captured by CPI may include employee wages, industrial products, and non-residential maintenance and construction costs.

In summary, as the demographics and preferences of citizens living in a city changes over time, so does the scale and nature of the public goods and services the City is expected to provide. Moreover, typical measurements of price inflation don't necessarily account for the types of inflationary pressures a municipality may face. The result is that using population growth plus inflation as a standard for good fiscal management may not be the optimal benchmark.

⁴ Note: For further discussion on why the population-plus-inflation formula may not be the optimal measurement, please see: *The Flawed 'Population Plus Inflation' Formula* by authors D. Bradley, N. Johnson, and I. J. Lav, published by the Center on Budget and Policy Priorities (January 2005).

⁵ Source: Winnipeg Transit, Historical Ridership as measured by annual revenue passengers.

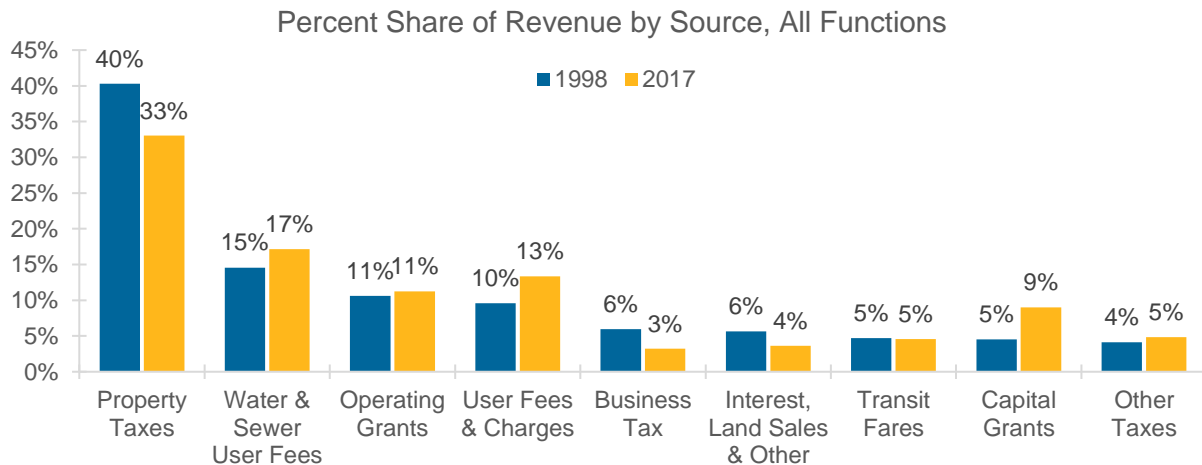
⁶ Source: City of Winnipeg Tax-Supported 2000 to 2002 Adopted Budget Estimates (for 1998 figures), Municipal Benchmarking Network Canada (for 2017 figures), as measured in lane-kilometers.

⁷ Source: City of Winnipeg Tax-Supported 2000 to 2002 Adopted Budget Estimates (for 1998 figures), City of Winnipeg 2019 Community Trends and Performance Report Volume 1 (for 2017 figures), as measured in kilometers plowed.

Appendix 1

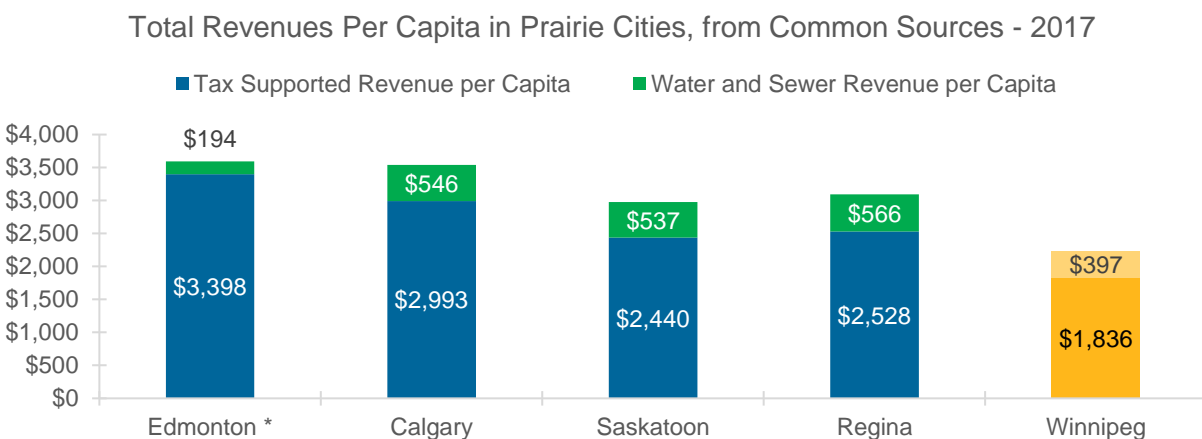
Revenue by Source

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 33% of total municipal revenue in 2017, a decline of 7% from 1998 when it was 40%.⁸ Similarly, Business Tax has declined by half: its share of total revenue was 6% in 1998, and in 2017 is the smallest source of revenue at 3%. 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.



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 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.



⁸ Source: City of Winnipeg, annual financial statements of cities, 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.

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 ⁹					
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
Total Property Taxes	\$1,591	\$1,262	\$906	\$1,083	\$747
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
Total Taxation	\$1,784	\$1,499	\$1,046	\$1,223	\$950
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>	91	116	196	230	193
<i>Grants - Capital</i>	442	571	261	355	209
Total Grants	533	687	457	585	402
Total Tax Supported Revenue	\$3,398	\$2,993	\$2,440	\$2,528	\$1,836
<i>Total Tax % Difference from Winnipeg</i>	85%	63%	33%	38%	
Water and Sewer	\$194¹⁰	\$546	\$537	\$566	\$397
Total \$ per Capita	\$3,592	\$3,540	\$2,977	\$3,095	\$2,233
<i>Total \$ per Capita % Difference from Winnipeg</i>	61%	58%	33%	39%	

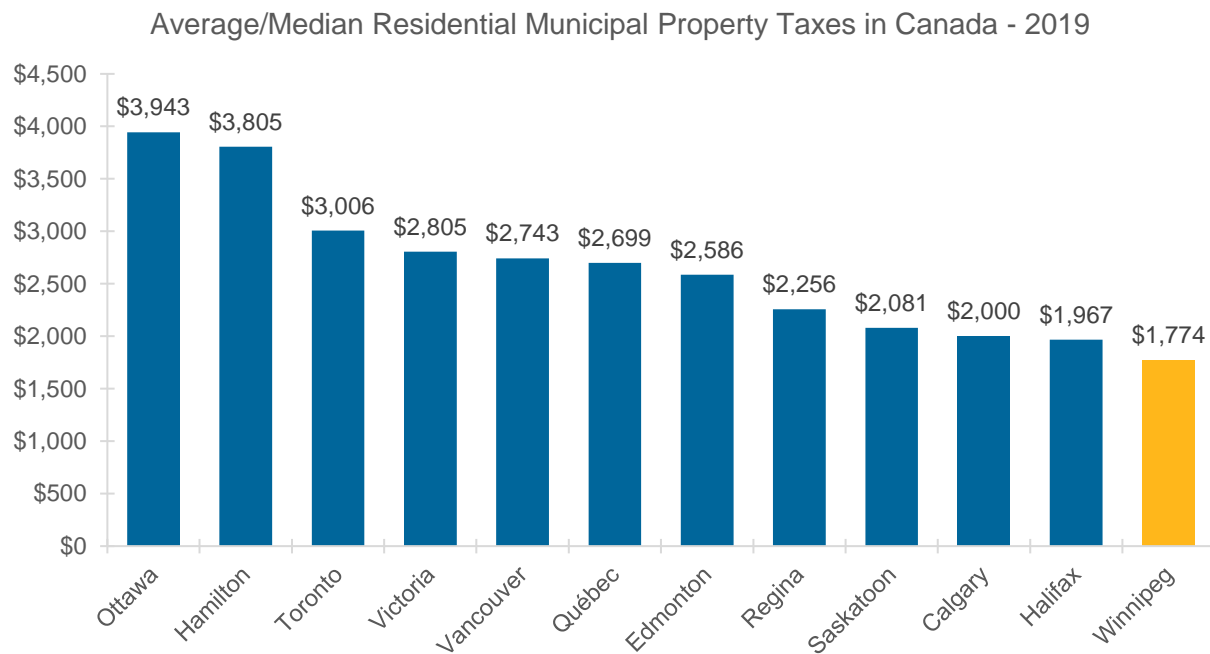
⁹ Source: 2017 Cities' annual financial reports, actuals.

¹⁰ 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.

Appendix 1

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 2019 among 12 major Canadian cities, Winnipeg homeowners pay the least residential municipal property taxes at \$1,774 for an average or median home versus the Canadian average of \$2,639.¹¹ Winnipeg is approximately 32% less than the Canadian average.



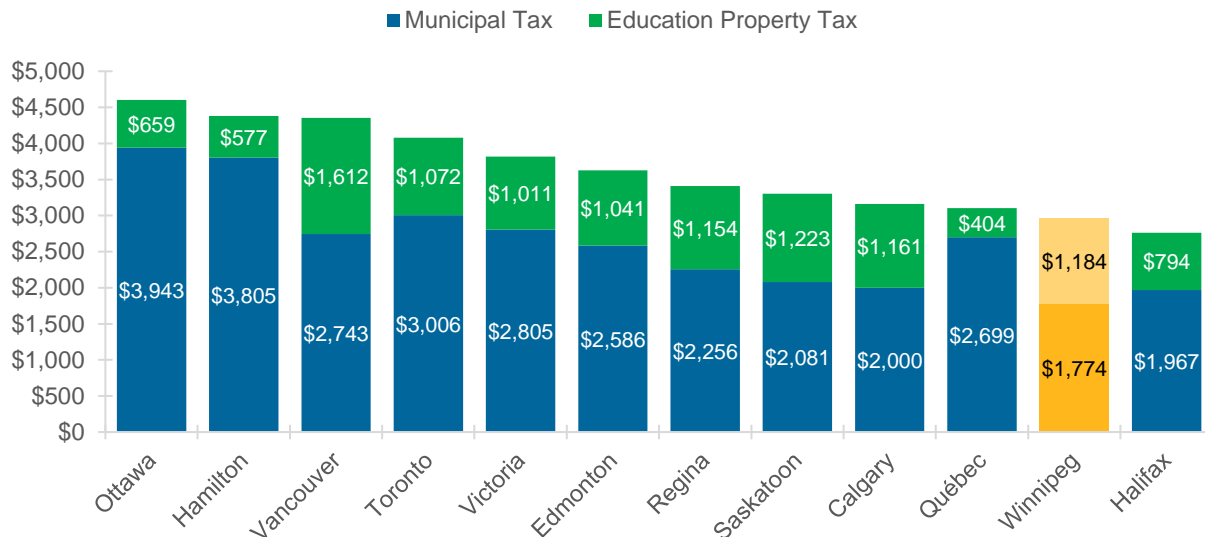
It is important to note that the above chart does not include Winnipeg's frontage levy, which was \$273 for the average home in 2019. However, many other Canadian cities also have additional taxes or fees that are added to the homeowner's property tax bill such as garbage disposal or land drainage fees.

While Winnipeg has among the lowest municipal property taxes out of major cities in Canada, homeowners are also responsible for paying education property taxes. While these funds are not used for municipal purposes but rather remitted to fund local school divisions, they are nonetheless a component of the homeowner's property tax bill. The chart below illustrates how the average total property tax bill changes across Canada when the education property tax component is added.¹²

¹¹ Source: Cities assessment and taxation websites and various media sources. Values are for 2019. In most cases, the average/median assessed value for all properties is used to determine the average/median tax. In cases where the average/median value for all properties is not provided, the average/median assessed value of a single detached home is taken. For Calgary, the taxes are representative of the median household, and for all other cities are representative of the average household.

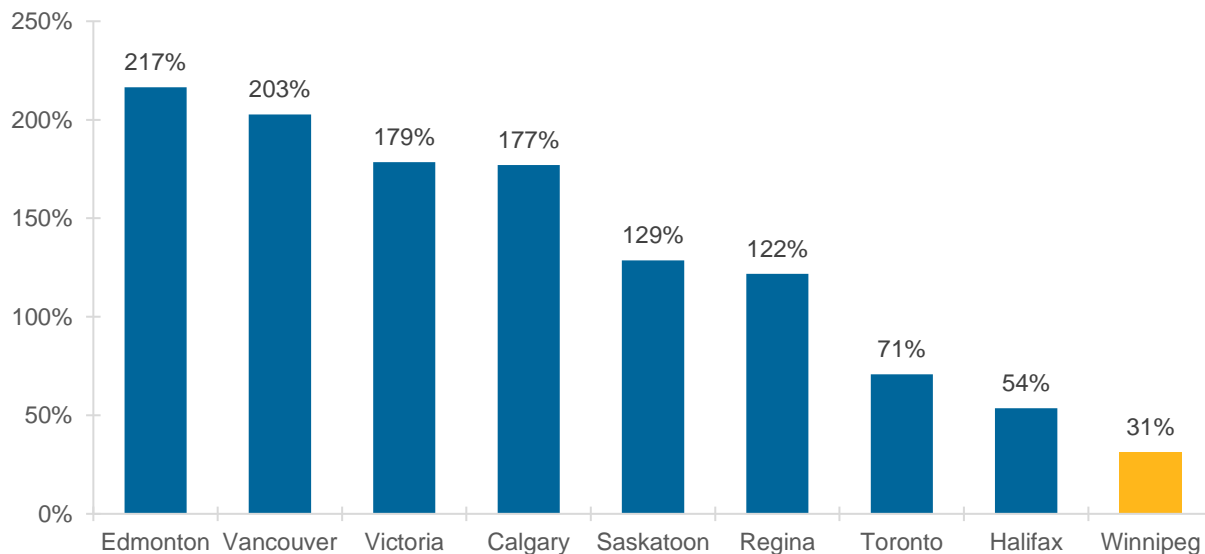
¹² For Winnipeg, the education property tax component in the graph below is reduced by \$700 to reflect the provincial Education Property Tax Credit; the education mill rate used is an average of all school division mill rates in Winnipeg.

Average/Median Residential Municipal & Education Property Taxes in Canada - 2019



To demonstrate how the average/median residential municipal property tax bill has changed over time, the following graph shows the change by Canadian city between 1998 and 2019.¹³ Over this time, the average residential municipal property tax bill increased by 31 per cent in Winnipeg. Many other major cities increased their property taxes by 50% or more over this time, with an average percentage increase of 131 per cent across all cities.

Average/Median Residential Municipal Property Tax % Change, from 1998 to 2019

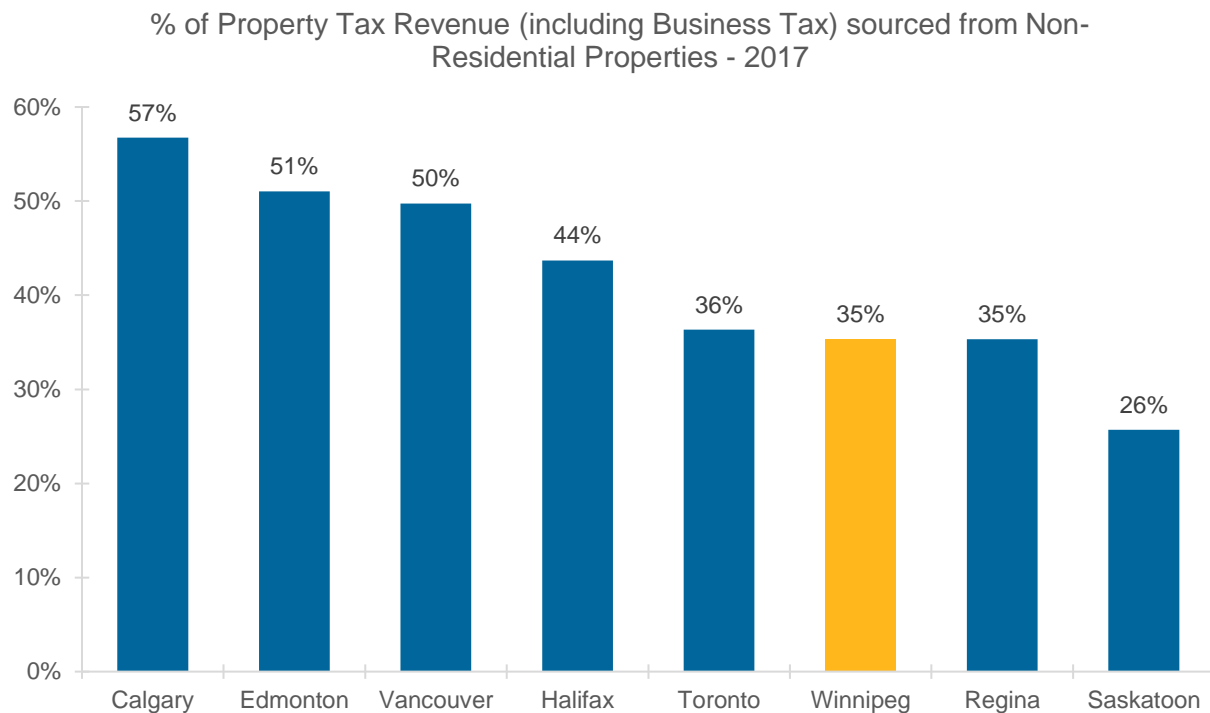


¹³ Source: Edmonton 1998 Property Tax Survey data from 1985 to 2000 (1998 figures), Cities assessment and taxation websites, various other media sources (2019 figures).

Appendix 1

With respect to mill rates, the City of Winnipeg reduced its mill rate from 33.479 in 1998 to 13.290 in 2019, representing a 60 per cent reduction. When converted to the municipal residential property tax a homeowner would pay per \$1,000 of assessed full market value, the amount of tax levied fell from \$15.07 per \$1,000 of assessed value in 1998 to \$5.98 in 2019.¹⁴

When looking at the distribution of property tax revenue by property type, the graph below shows that 35 per cent of Winnipeg's property tax revenue (including business tax) comes from non-residential properties, while the other 65 per cent comes from residential properties.¹⁵ The average share of revenue received from non-residential properties in the cities compared is 42 per cent which is 6 per cent higher than amount received by non-residential properties in Winnipeg.



¹⁴ In Manitoba, the mill rate can only be applied to 45% of a residential property's assessed value. As such, the formula for determining municipal tax on a residential property is as follows:

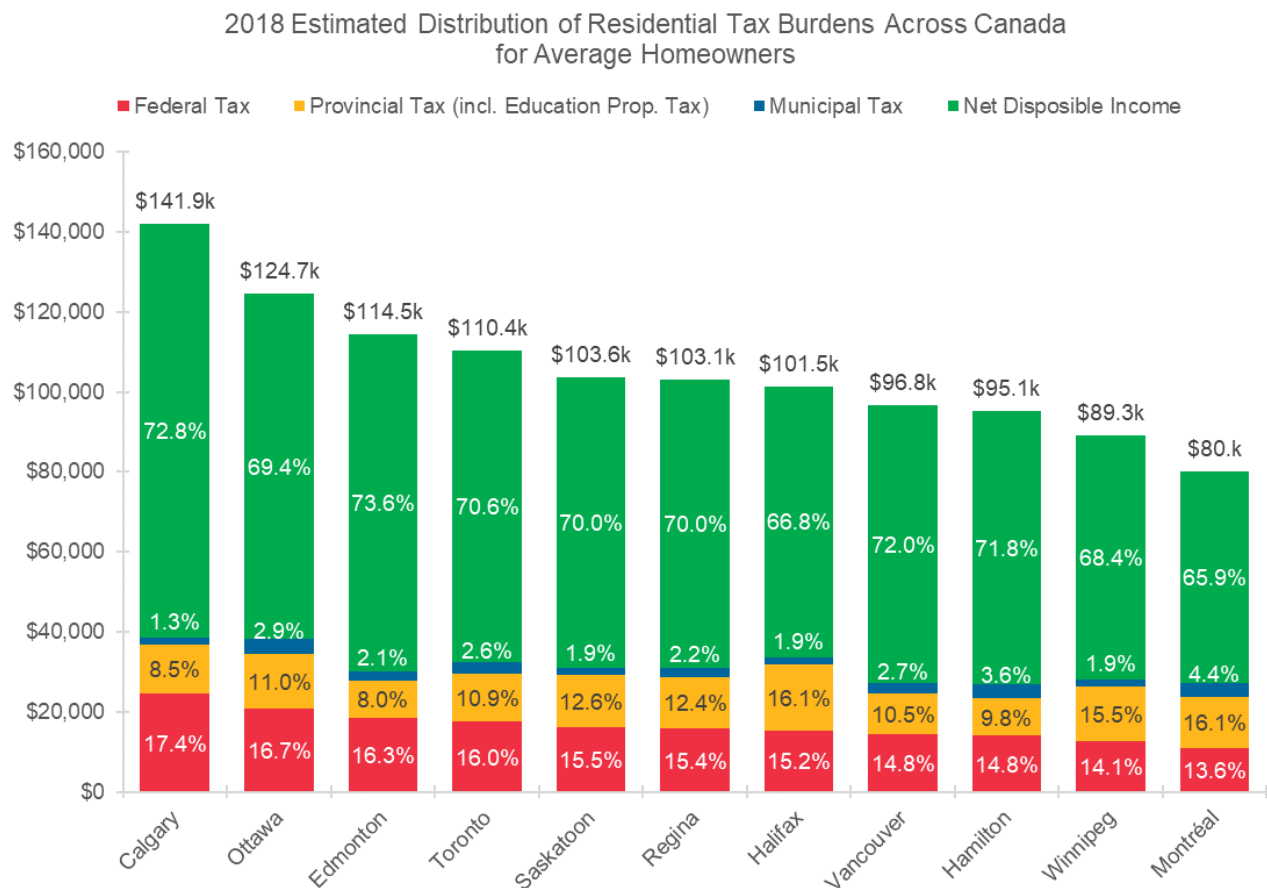
$$((\text{Assessed Value} * 0.45) / 1000) * \text{Mill Rate}$$

Therefore, on a residential property with an assessed value of \$1,000, the municipal tax is $0.45 * \text{Mill Rate}$.

¹⁵ Source: City of Calgary 2017 Residential Property Taxes and Utility Charges Survey. Note: Revenue received from Calgary and Winnipeg's business tax are included in the total amount of property tax revenue received from non-residential properties.

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.¹⁶ 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.



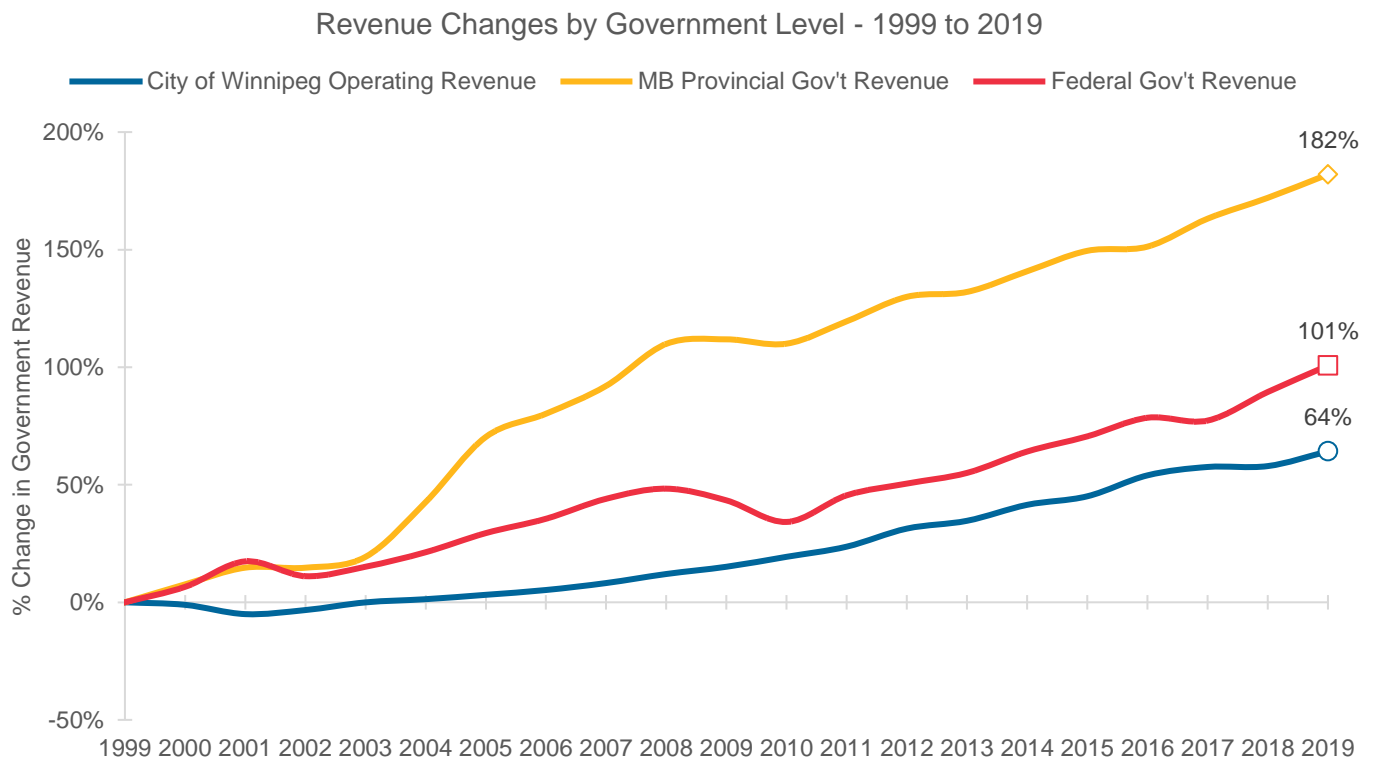
¹⁶ Source: Data sources include Statistics Canada 2016 Canadian Census (by dissemination area) along with consumption data by income quintile from Statistics Canada Table 36-10-0587-01, Distribution of Household Economic Accounts, 2017, and gasoline sales from Statistics Canada Table 23-10-0066-01 by 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.

Appendix 1

The graph above provides many pieces of information. First, the average household income of a family living in an average assessed home in a given city is shown above each bar. Second, the percent of that income going to all 3 levels of government along with the remainder (net disposable income) is reported within each bar (or just above the blue bar that represents municipal tax).¹⁷

In the case of Winnipeg, the graph shows that in areas where homes are worth the city-wide average of \$296,560 (± 10 per cent), the average annual household income is approximately \$89,300. Of this, approximately 14.1 per cent is remitted to the federal government, 15.5 per cent remitted to the provincial government, and 1.9 per cent remitted to the municipal government.

With respect to the portion of total household income that is remitted to the municipal government, Winnipeg is among the lowest for an average household, with only an average household in Calgary paying a lower portion. This graph also illustrates that among the cities presented, the average household in Winnipeg contributes the second largest share of their income to the provincial government, at 15.5 per cent, with only Halifax contributing a higher share. It should be noted that this amount is estimated to decline to 14.1 per cent in Winnipeg in the event of a 1 per cent reduction in the PST.



¹⁷ Federal taxes include the following: Federal Income tax, GST, and federal gas tax.

Provincial taxes include the following: Provincial Income tax, PST, provincial gas tax, and education property tax (taking in to account the \$700 education property tax credit in Manitoba). Note that for Manitoba, it is assumed that the PST is at 8% as this chart is intended to reflect the state of households in 2018. A 1% decrease in the PST in Manitoba would reduce the portion of household income going towards provincial tax by 1.5%, or from 15.5% to 14.1% in this model.

Municipal taxes include taxes paid the municipality as a part of the standard property tax bill. For Winnipeg, it does not include the Frontage Levy as other similar fees from other Canadian cities are also not included.

The chart on the previous page labelled “Revenue Changes by Government Level, 1999 to 2019” shows how the amount of revenue received by each level of government has changed.¹⁸ While the revenue for the City of Winnipeg’s tax supported operating budget has increased by 64 per cent since 1999, federal revenues have increased by 101 per cent and the Manitoba provincial government’s revenues have increased by 182 per cent.

Expenditure

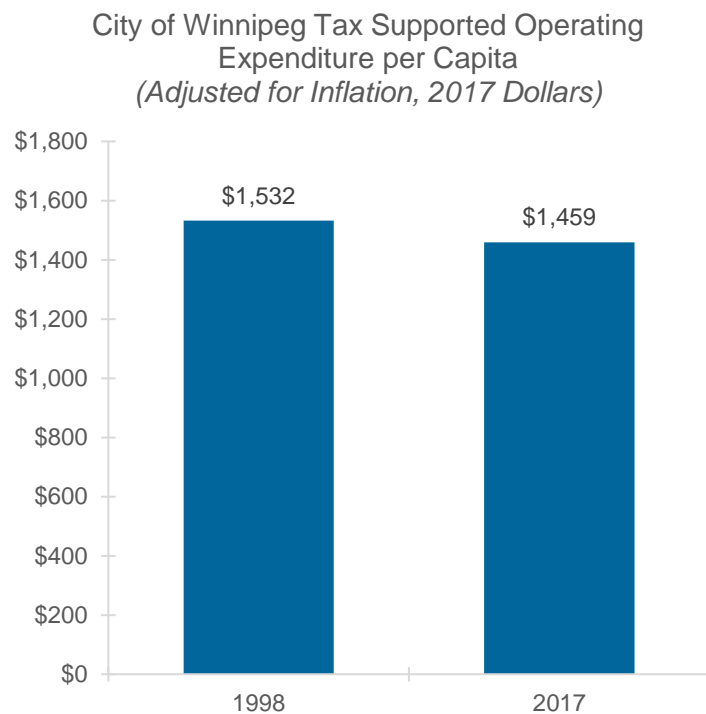
Introduction

Despite limited growth in revenue at the City of Winnipeg over two decades, the population, its urbanized size, and demands for services and products continue to grow. In fact, because the City of Winnipeg’s population is now growing at historically record high rates, these demands are placing increasingly large pressures on both the operating and capital budgets to the extent that there is an unsustainable structural deficit in the tax-supported operating budget and a parallel infrastructure deficit in its capital budget. Using a similar approach as above, the following section demonstrates how operating and capital expenditures have changed over time and how these compare to other cities.

Operating Expenditure

In 1998 the total tax-supported operating budget was approximately \$678 million dollars, and in 2017 it is approximately \$1.08 billion. While this is an increase of 60%, similar to the approach above, it is necessary to explore this change after adjusting for both population and price change pressures. In fact, when adjusting these values, by taking the total tax-supported operating budget, dividing it by population, and adjusting for inflationary growth of 42%, the total tax-supported operating budget has, in fact, decreased.

The graph below shows how the city’s tax-supported operating budget revenues/expenditures have evolved over time since 1999, both in terms of nominal dollars and inflation-adjusted 2017 dollars.¹⁹ After adjusting for inflation, revenues/expenditures in the tax-supported operating budget are 12.3 per cent higher in 2017 than they were in 1999, however, it is estimated that the City of Winnipeg’s population has

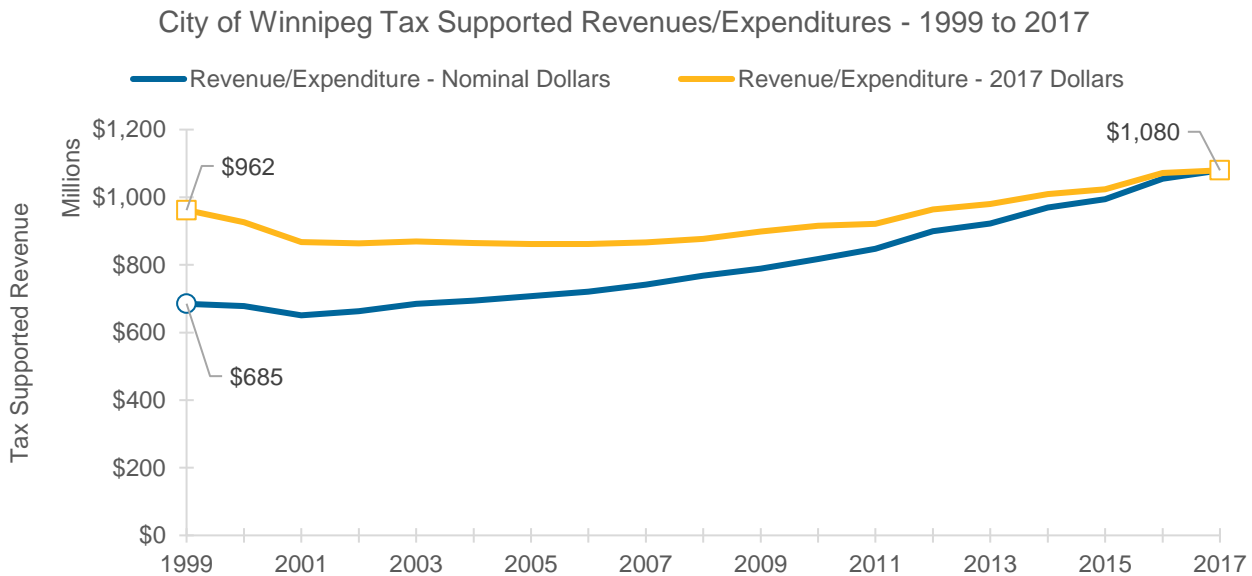


¹⁸ Source: City of Winnipeg Budget Documents, 1991 to 2019, Department of Finance Canada Fiscal Reference Tables 2018, Federal Budget 2019, Manitoba Provincial Budget 2019.

¹⁹ Source: City of Winnipeg Tax-Supported Operating Budget Documents, 1999 to 2017. Inflation adjustment made using Statistics Canada Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted, for the Winnipeg CMA.

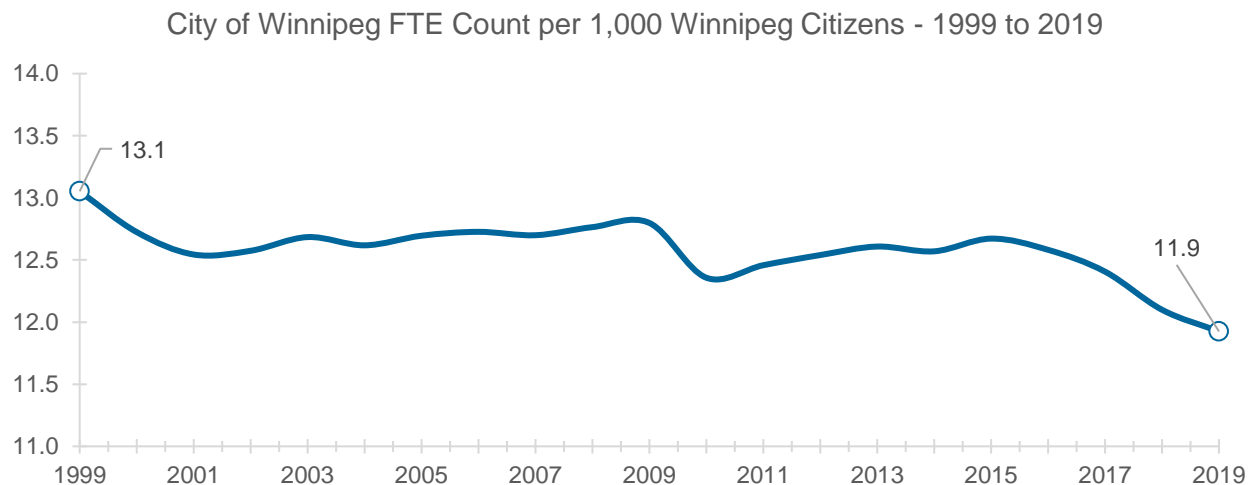
Appendix 1

grown by 17.6 per cent over this time.²⁰ Therefore over this recent 19 year time period, after adjusting for inflation, tax-supported revenues/expenditures have grown at less than the rate of population growth.



City of Winnipeg Staffing

Despite the relatively small change in staffing over time, there have been very significant changes in staff allocation. Specifically, from 1999 to 2019, total full time equivalent (FTE) counts were 8,235 and 9,130 respectively – an increase of 895. Of that 895 increase in FTE count, 772 FTEs were added to Police and Fire Paramedic Services which represents 86% of the total FTE increase. This can be contrasted against total of all other departments in the City of Winnipeg which increased by 122 FTEs.



²⁰ Source: Population data derived from Statistics Canada and Manitoba Bureau of Statistics sources.

The graph above shows the total FTE per 1,000 citizens over time, and the subsequent table provides an account of these FTE changes.

City of Winnipeg FTE Changes by Department - 1999 to 2019				
Department	1999	2019	Change	% Change
Police	1,477	1,940	463	31%
Fire-Paramedics	1,070	1,380	310	29%
Transit	1,362	1,570	208	15%
Water, Sewer & Land Drainage	715	842	127	18%
Corporate Support Services *	203	317	114	56%
Planning, Property & Development	283	321	38	13%
Parking Authority	25	61	36	146%
Public Works (streets & parks)	992	1,018	26	3%
Office of the CAO	29	35	6	20%
Animal Services	20	27	7	37%
Legal Services	24	29	5	22%
Mayor's Office/Policy Development & Comm.	13	16	3	21%
Council	15	15	-	0%
Audit	10	7	(3)	-34%
Solid Waste Collection & Disposal	141	135	(6)	-4%
Golf	28	24	(4)	-16%
Museums	17	3	(14)	-82%
Glacial Sand & Gravel	19	-	(19)	-100%
City Clerks	71	43	(28)	-40%
Corporate Finance	129	91	(38)	-30%
Municipal Accommodations	322	289	(33)	-10%
Fleet Management Agency	196	129	(67)	-34%
Assessment & Taxation	230	131	(99)	-43%
Community Services (restated) †	844	706	(138)	-16%
Total FTE Count	8,235	9,130	895	10.9%

* 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 Resources, and Customer Service and Communications.

† Community Services includes the 81 FTEs transferred to Assiniboine Park Conservancy;

In 2017, the City was able to contain its salaries and benefits costs by successfully negotiating multi-year wage settlements with three of its large unions: Fire, Police and CUPE. These newly negotiated salary increases are lower than in previous contracts.

Appendix 1

Tax-Supported Expenditure

For 2019, total-tax supported spending is broken down by services for the average homeowners' property tax bill. For example, for the average homeowner whose home is assessed at \$296,560, the following breakdown reflects where tax-supported funding is allocated:

Basket of Tax-Supported City Services - 2019			
Service	Per Year	Per Month	% of Total
Police Service *	\$540	\$45	30.4%
Fire Service	\$260	\$22	14.7%
Road Maintenance	\$158	\$13	8.9%
Public Transit	\$149	\$12	8.4%
Recreation	\$92	\$8	5.2%
Parks and Urban Forestry	\$75	\$6	4.2%
Roadway Snow Removal and Ice Clearing	\$73	\$6	4.1%
Libraries	\$62	\$5	3.5%
Innovation, Transformation & Technology	\$54	\$4	3.0%
Organizational Support Service	\$47	\$4	2.7%
Solid Waste Collection	\$47	\$4	2.6%
City Beautification	\$37	\$3	2.1%
Assiniboine Park Conservancy	\$30	\$2	1.7%
Council Services	\$29	\$2	1.6%
Lighting	\$28	\$2	1.6%
Medical Response	\$21	\$2	1.2%
Assessment and Taxation	\$17	\$1	1.0%
Remaining Arts, Ent. & Culture	\$16	\$1	0.9%
Insect Control	\$13	\$1	0.7%
311 Contact Centre	\$10	\$1	0.6%
Community Livability	\$9	\$1	0.5%
City Planning, Inspection & Housing	\$4	\$0	0.2%
Cemeteries	\$2	\$0	0.1%
Animal Services	\$2	\$0	0.1%
Economic Development	\$0	\$0	0.0%
Golf Services	\$0	\$0	0.0%
City Property Tax Bill for Average House †	\$1,773	\$148	100%
Street Maintenance Frontage Levy ‡	\$273	\$23	
Total City Property Tax Bill for Average House	\$2,046	\$171	

* Street lighting removed from Police Service and shown separately.

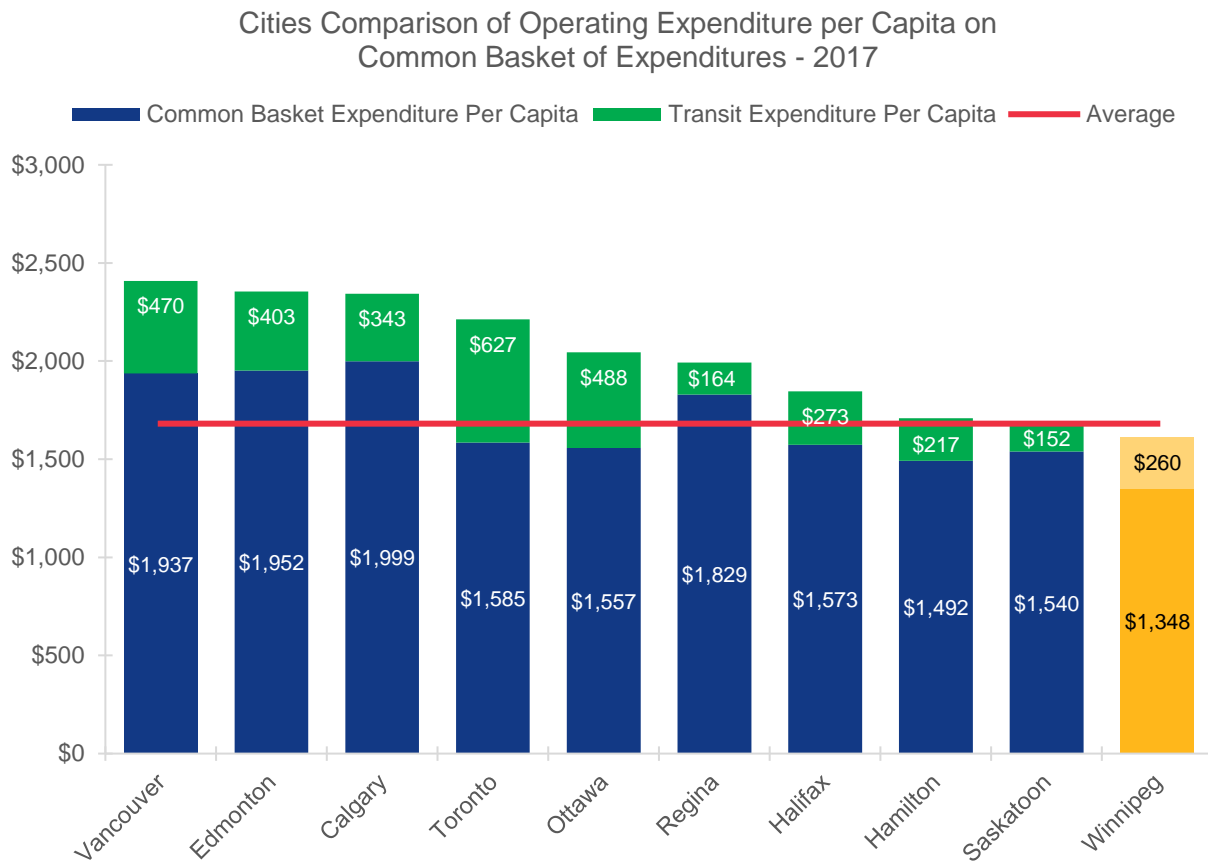
† Based on average home assessed at \$296,560 in 2018.

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

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

Operating Expenditure Comparisons

Finally, 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.^{21,22} 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.



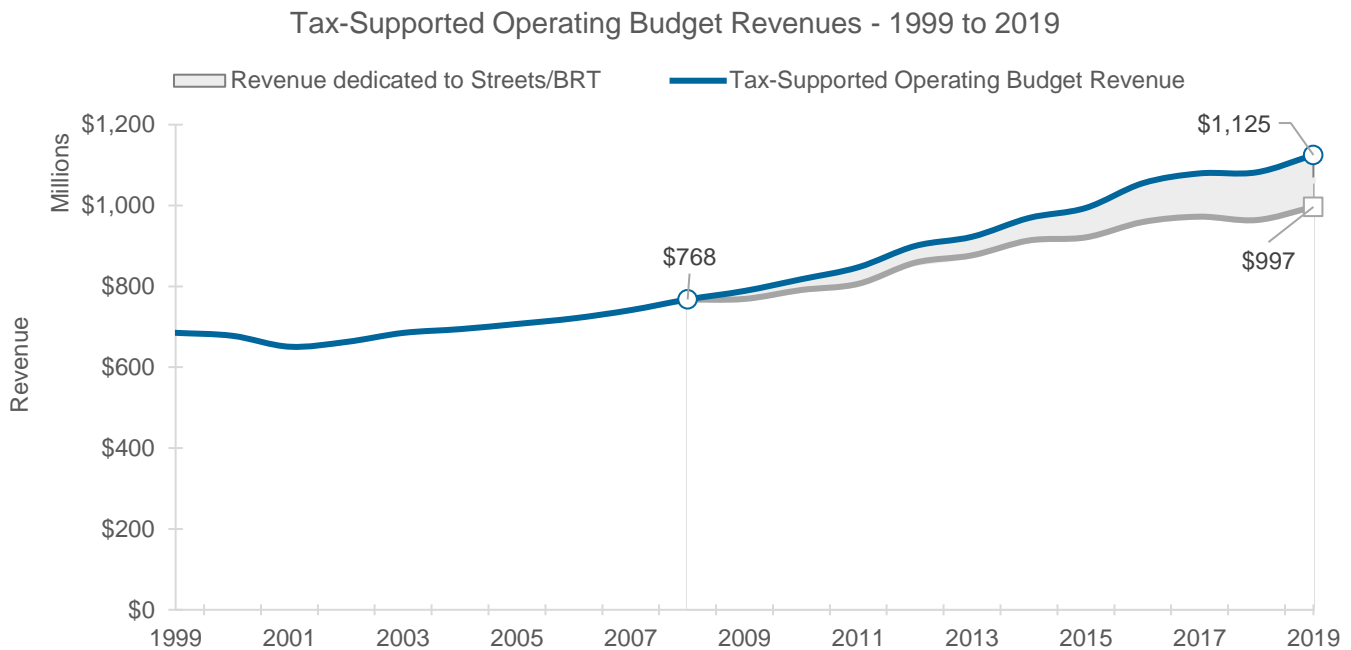
²¹ Comparing operating expenditure between cities can be challenging due to differences between service type and size. Therefore to create a fair comparison, the City of Winnipeg compiled a common 'basket of services': Police, Fire, Roads, Water, Sewer, Land Drainage, Solid Waste, Recycling, Parks, Recreation, 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.

²² 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.

Appendix 1

Tax-Supported Operating Budget Deficit

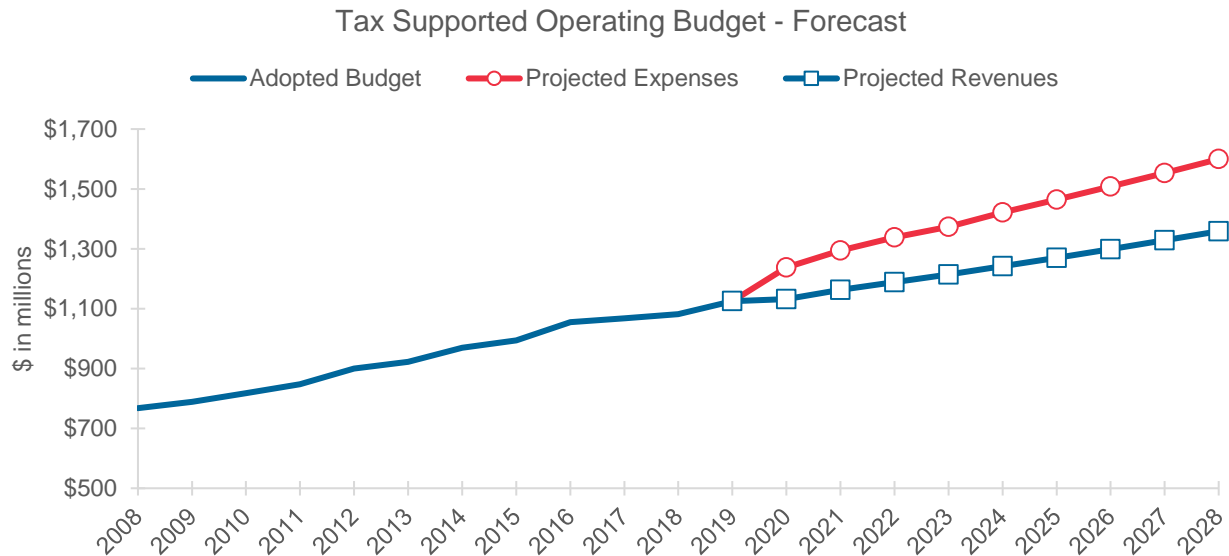
While property taxes have increased over the past several years, the recent 2.33% increase is only allocated toward local and regional streets, and transit. The chart below shows how the tax-supported operating budget has grown since 1999 and how the revenues received from recent property tax increases and the frontage levy have been dedicated to local and regional street renewal and the Bus Rapid Transit system.



Based on current trends, overall tax-supported operating spending is forecasted to continue growing at approximately 4 per cent annually while overall tax-supported operating revenues are forecasted to increase at approximately 2.1 per cent annually. Given that the tax-supported operating budget must be balanced each year with no deficit, the growth in spending must be constrained to the growth in revenue. As a consequence of this constraint, increasing costs due to population and inflationary growth, the City of Winnipeg is facing a tax-supported operating budget deficit for the upcoming fiscal period of approximately \$105 million in 2020, and ten years later by 2028, is facing a projected deficit of \$241 million.²³ The chart on the following page illustrates this gap graphically.

It should be noted that this operating budget deficit does not include any allocation for the infrastructure deficit which will be discussed in a following section.

²³ Projection figures based on financial data current as at June 28, 2019.



Past Deficit Reduction Strategies

As mentioned earlier in the Financial Trends executive summary section, the City has relied on a variety of methods to balance the budget while facing inflationary pressures and property tax cuts or freezes simultaneously. Methods used to balance the budget include:

- **Reduced tax-supported debt payments:** A total of \$130 million in reduced debt payments since 1995 as old debt matured and was not replaced
- **Utilized reserve withdrawals and one-time revenues:** An average of \$88 million annually over the past 5 years in reduced pension payments covered by the temporary pension surplus, reserve surplus withdrawals, and various one-time revenues
- **Reduced Cash to Capital Investments:** Over the last few years, the City has reduced the amount of operating budget funding it devotes towards capital projects from a peak of \$82 million in 2015 to \$21 million in 2019 in order to balance the budget
- **Used Frontage Levies:** \$63 million in Frontage Levies were used to fund local and regional street repairs in 2019.
- **Water and Sewer dividends:** Implemented in 2011, the Water and Sewer dividend originally contributed \$17 million to the tax supported operating budget. In 2019, the dividend now contributes \$34 million.

While it is fiscally prudent to continue to use some of these measures to help balance the budget, not all of them are sustainable sources to draw from moving forward. For example, tax-supported debt payments are forecasted to increase in the short term, meaning that balancing the budget through the reduction of debt payments is not an option. Drawing from reserves and finding one-time revenues will likely always be an option, though the amount available each year is typically uncertain early in the budget cycle and these funds don't grow at sustainable rates to meet the increasing budgetary deficit. Further reducing cash to capital investments not

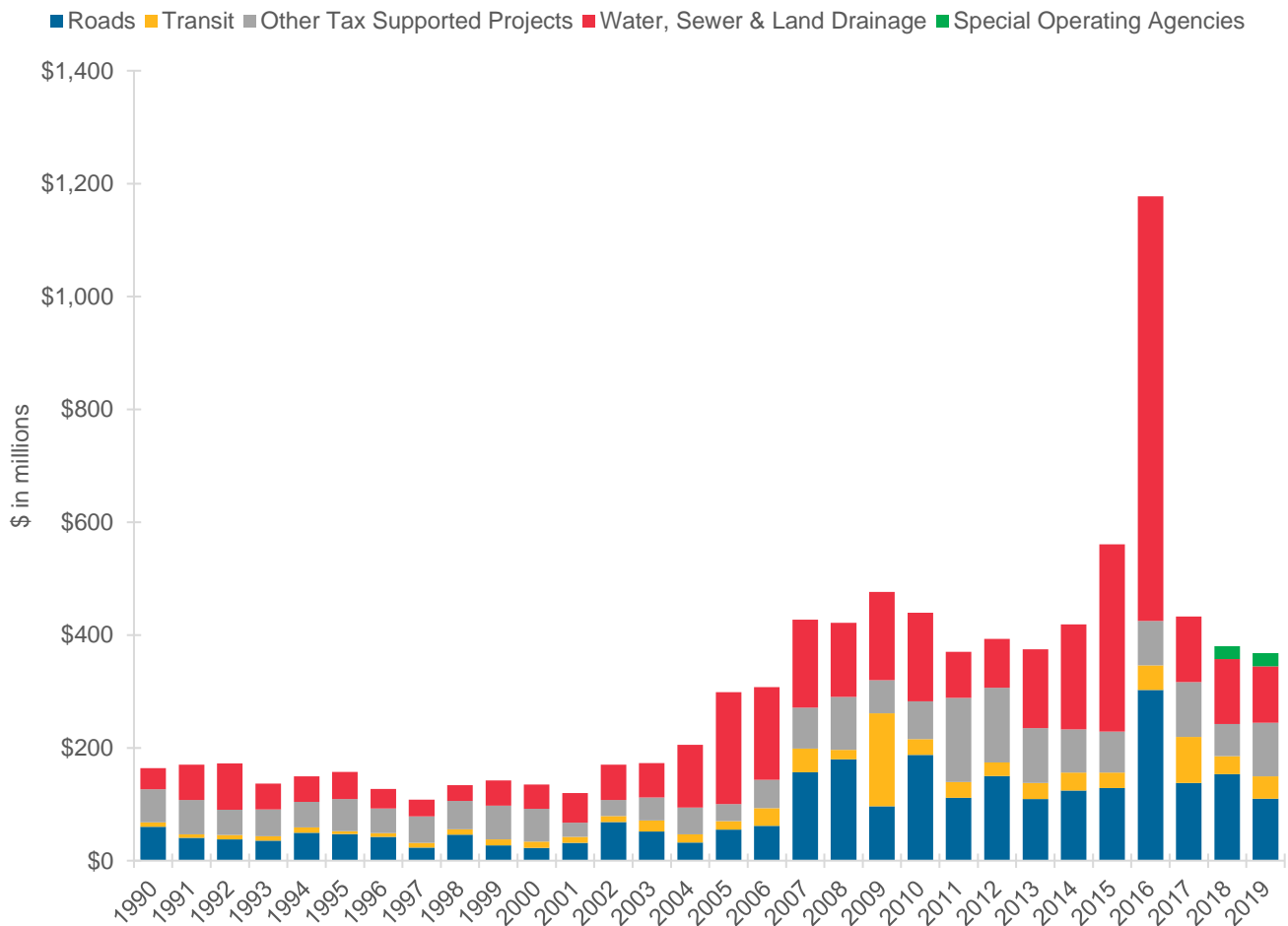
Appendix 1

only takes away from much-needed infrastructure investment, but will only allow for an additional \$21 million to be reallocated elsewhere once fully reduced to zero.

Capital Expenditure

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 \$419 million since 2007.²⁴

Annual Capital Budgets - 1990 to 2019



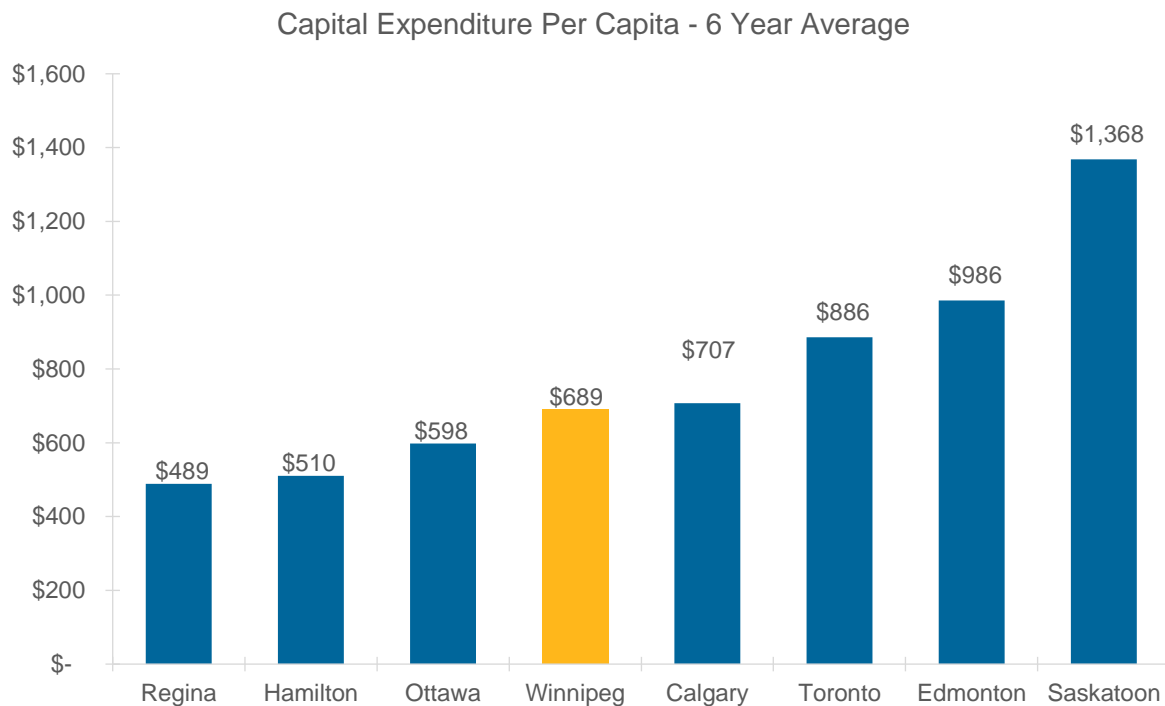
While adjustments per capita do make sense, it does not make sense to adjust these figures for the typical consumer price index (CPI) related inflation because price pressures from inflation in the construction industry are not the same as within the typical consumer basket of goods. As a consequence,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

²⁴ 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 Compared to Other Cities

Between 2010 and 2015 the City of Winnipeg has spent on average \$689 per person on capital, which is approximately \$90 less per person from the multi-city average.²⁵ This is a significant improvement compared to the past. If the City of Winnipeg spent a similar amount of funding compared to the average, the capital expenditures would increase on average approximately \$65 million per year.

But this level of spending is still short of what is needed to be sustainable. The infrastructure deficit needs to be funded.



²⁵ Source: Cities Annual Financial Reports from 2010 to 2015, actuals.

Appendix 1

Unfunded Major Capital Projects

In addition, there are significant challenges relating to the capital budget. In the recent May 2019 report titled “Unfunded Major Capital Projects Detail” provided to City council, a summary of 22 proposed unfunded major capital projects are outlined. These 22 unfunded major capital projects have a total cost over \$4.9 billion of which nearly \$4.5 billion is unfunded. Together, these 22 projects comprise about 60% of the City’s \$6.9 billion infrastructure deficit. A listing of these 22 projects is provided below.

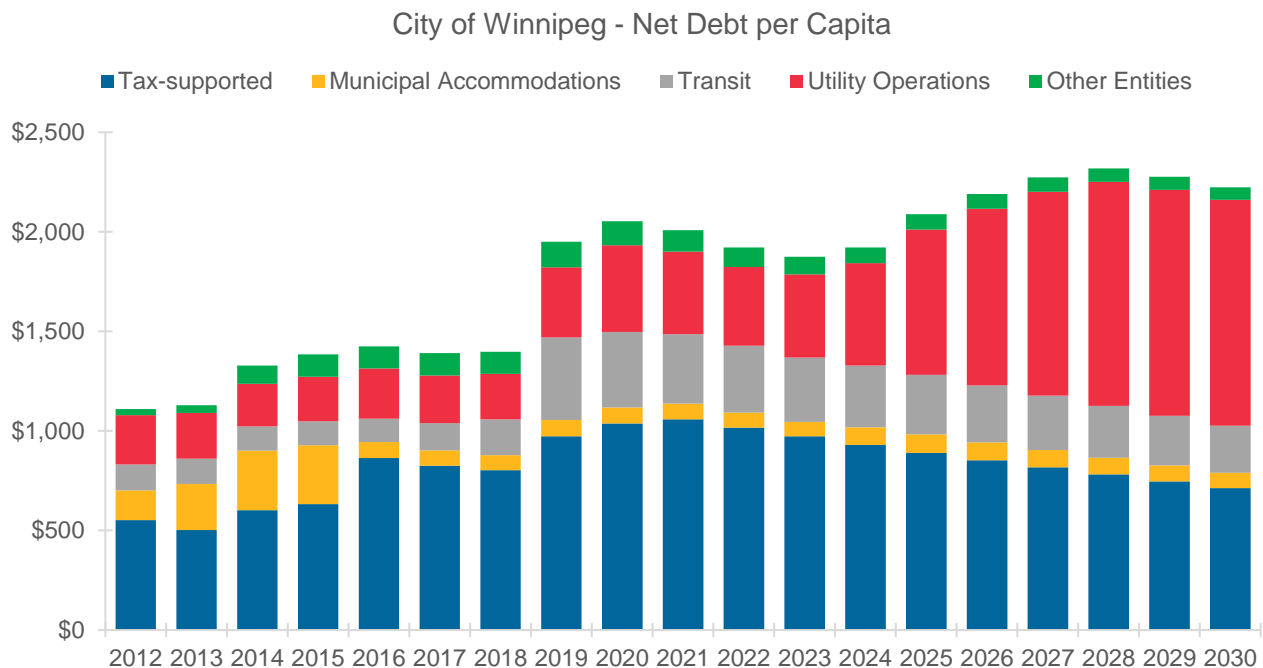
Area	Project Name	Estimated Total Cost (in millions)
Community Services	East of the Red Rec Plex	\$70
	<i>South Winnipeg Recreation Campus (\$108M)</i>	
	Phase 1 - YM/YMCA	\$60
	Phase 2 - Community Centre	\$36
	Phase 3 - Library	\$12
	<i>Southeast Winnipeg Recreation & Library Facilities (\$24M)</i>	
	Phase 1 - Community Centre	\$12
	Phase 2 - Library	\$12
	Total Community Services	\$202
Public Works	Arlington Bridge Replacement	\$319
	Chief Peguis Trail Extension West-Main to Brookside	\$598
	Lagimodiere Twin Overpasses Rehabilitation	\$45
	Louise Bridge Replacement	\$240
	Marion Transportation Improvements	TBD
	Route 90 Improvements - Taylor to Ness	\$500
	St. Vital Bridge Rehabilitation	\$50
	William R. Clement Parkway - Grant to Ridgewood	TBD
	Total Public Works	\$1,752
	Winnipeg Transit	Electric Bus Pilot Project
North Transit Garage Replacement		\$150
Rapid Transit Corridors (3 corridors)		\$900
Total Transit		\$1,076
Total Tax Supported		\$3,030
Water & Waste	Airport Area West Water & Sewer Servicing	\$55
	<i>North End Sewage Treatment Plant (NEWPCC) Upgrades (\$1,789M)</i>	
	Phase 1 - Power Supply & Headworks Facilities	\$408
	Phase 2 - Biosolids Facilities	\$553
	Phase 3 - Nutrient Removal Facilities	\$828
	Southwest Interceptor - Phase 2	\$32
Total Water & Waste		\$1,876
Totals: Tax Supported plus Water & Waste		\$4,906

Summary

In summary, the City will face difficult choices in balancing the operating and capital budgets, staying below the Council defined debt ceiling, prioritizing capital projects, determining what is affordable and what additional sources of revenue may be available.

City of Winnipeg Debt ²⁶

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 south-west 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. Please note that these projections do not include the unfunded major capital projects listed on the previous page.



²⁶ Debenture debt and P3 obligations included.

Service Based Budget – Services By Policy Area

Service	Sub-Service	Service	Sub-Service
Infrastructure Renewal and Public Works		Protection, Community Services & Parks / Winnipeg Police Board	
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
	Park & Facility Snow & Ice Removal		Fire Suppression and Life Rescue
	Snow Disposal Sites		Special Rescue
City Beautification	Regular 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
	Water Supply & Treatment		Fire Inspection
	Water Distribution		Emergency Ambulance
	Wastewater Collection		Medical Transfers
Wastewater	Wastewater Treatment	Emergency Management	Community Paramedicine
	Land Drainage and Flood Control		Emergency Management
Solid Waste Collection and Solid Waste Disposal	Flood Control	Recreation	Arenas
	Land Drainage		Aquatics Services
Recycling and Waste Diversion	Waterways Management	Parks and Urban Forestry	Recreation Services
	Solid Waste Collection		Community Centres
Property and Development, Heritage and Downtown Development	Solid Waste Disposal	Community Liveability	Park Grass Maintenance
	Recycling		Park Amenity Maintenance
City Planning	Waste Diversion	Libraries	Athletic Field Maintenance
	Area Dev. & Renewal Planning		Park Pathway Maintenance
Neighbourhood Revitalization	City-wide Long Range Planning	Arts, Entertainment and Culture	Park Planning/Development
	Housing Initiatives		Tree Planting
Development Approvals, Building Permits and Inspections	Residential Dev. Approvals & Inspection	Insect Control	Tree Pruning & Removal (non-DED)
	Commercial Dev. Approvals & Insp.		Dutch Elm Disease Control (DED)
Economic Development	Economic Development	Executive Policy	Weed Control
Heritage Conservation	Heritage Conservation		Natural Areas Management
Property Asset Management	Municipal Accommodations	Organizational Support Services	Playground Management
	Land and Property		Winter Amenity Maintenance
	Pool Facilities		Boulevard Maintenance
	Arena Facilities		Community By-law Enforcement
	Recreation Centres		Vacant Building Enforcement
Cemeteries	Community Centre Facilities	Assessment, Taxation & Corporate	Bicycle Recovery
	Cemeteries		Community Crisis Response
Innovation, Transformation and Technology	Innovation	Contact Centre - 311	Community Grants
	Information Technology		Community Development
	Enterprise Architecture		Library Circulation
Animal Services SOA	Enterprise Transformation	Council Services	Library Information
Winnipeg Fleet Management SOA	Animal Control & Care		Children's Library
Golf Services SOA	Fleet Management	Assessment, Taxation & Corporate	Arts, Entertainment & Culture Grants
Winnipeg Parking Authority SOA	Golf Courses		Arts, Entertainment & Culture Events
Winnipeg Parking Authority SOA	Parking Facilities	Contact Centre - 311	Museums
	On Street Parking Enforcement		Assiniboine Park Conservancy
	On-Street Parking		Insect Control
	Vehicles for Hire		Assessment & Taxation
	MBEA non-parking		Corporate