



COMMUNITY TRENDS & PERFORMANCE REPORT

Volume 1

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Foreword

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. Community Trends related to socio-economic information such as population, demographics, housing, etc.
2. An overview, including information on *OurWinnipeg* and an update on the City's Financial Management Plan.
3. Performance Measures, organized as follows:
 - a. Specific City of Winnipeg services grouped by Standing Policy Committee; and
 - b. Organization-wide data.

This early context information is intended to facilitate discussion for the upcoming 2017 Budget process.

Community Trends

Selected Demographic and Economic Information

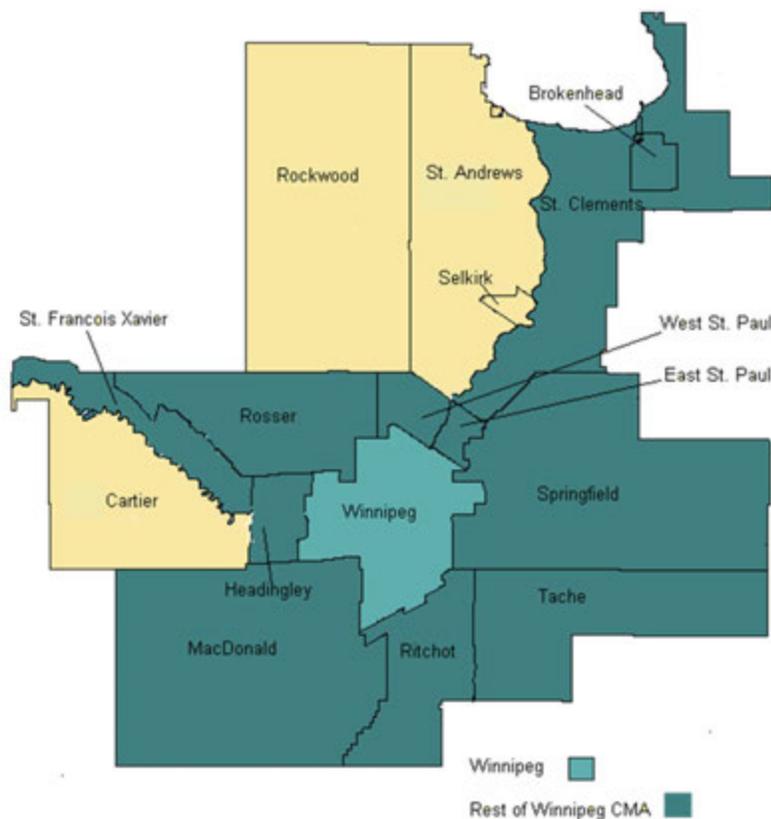
The Community Trends section is a compilation of various socio-economic information on Winnipeg.

Capital Region and Winnipeg CMA

Statistics Canada and the Conference Board of Canada often provide information based on Census Metropolitan Areas (CMA's). CMA's include the core city and any neighbouring municipalities where 50% or more of the labour force works in the core city.

In the coming pages there will be reference to Winnipeg's CMA. The map below shows the Capital Region, with Winnipeg CMA highlighted in green. Winnipeg CMA includes the rural municipalities of:

- Ritchot
- Tache
- Springfield
- East St. Paul
- West St. Paul
- Rosser
- St. Francois Xavier
- Headingley
- St. Clements
- Brokenhead First Nation
- MacDonald



Winnipeg – Its People and the Economy

“Winnipeg sees surge in population growth

Winnipeg’s population grew at one of the fastest rates in the country from July 2014 to July 2015”

February 10, 2016 Winnipeg Free Press

Winnipeg’s population continues to grow. In 2015, Winnipeg’s population was estimated at 718,400 – an increase of almost 68,000 people over the past decade.

Over the last four years, the City has grown by about 10,000 people per year. This results in an annual rate of growth of 1.5% per year which is significant.

The primary reason for this robust population growth, is historically high levels of immigration as a result of the Province’s provincial nominee program.

Population Forecast

According to the Conference Board of Canada’s October 2015 Long-Term Population Forecast, City of Winnipeg’s population is expected to grow by 88,000 people in the next 10 years, and by 204,200 in the next 25 years.

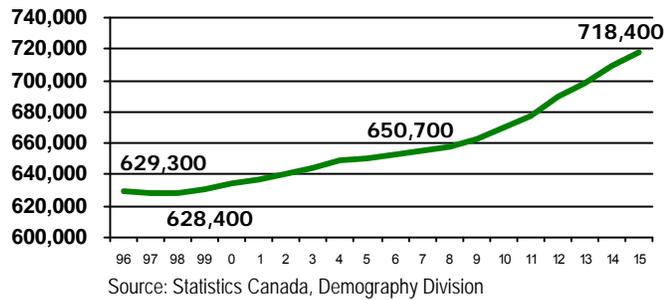
In the short term, the Conference Board is forecasting over the next 5 years Winnipeg’s average population growth rate to be 1.3%. This will result in an Additional 52,000 people by 2020 for the city region.

Relative to other large Canadian cities, Winnipeg has an average rate of growth. This is a change from the past where Winnipeg was at the lower end of growth rates for cities.

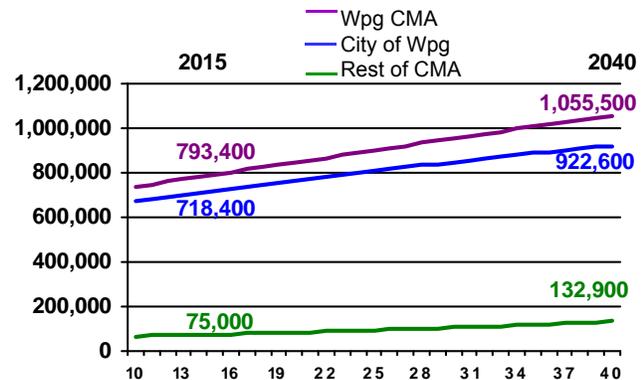
Interestingly, western cities have above average population growth rates relative to eastern Canadian cities.

It should be noted that Saskatoon and Regina are the cities with the highest average growth rate forecasted for the next 5 years – a change from the past.

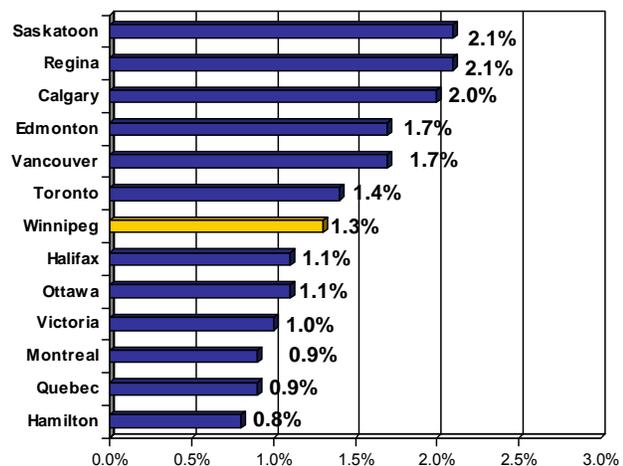
Estimated Population of the City of Winnipeg 1996 to 2015



Population Forecast 2015 to 2040



Forecasted Average Annual Population Growth Rates of other Cities 2016f to 2020f



Migration (people moving)

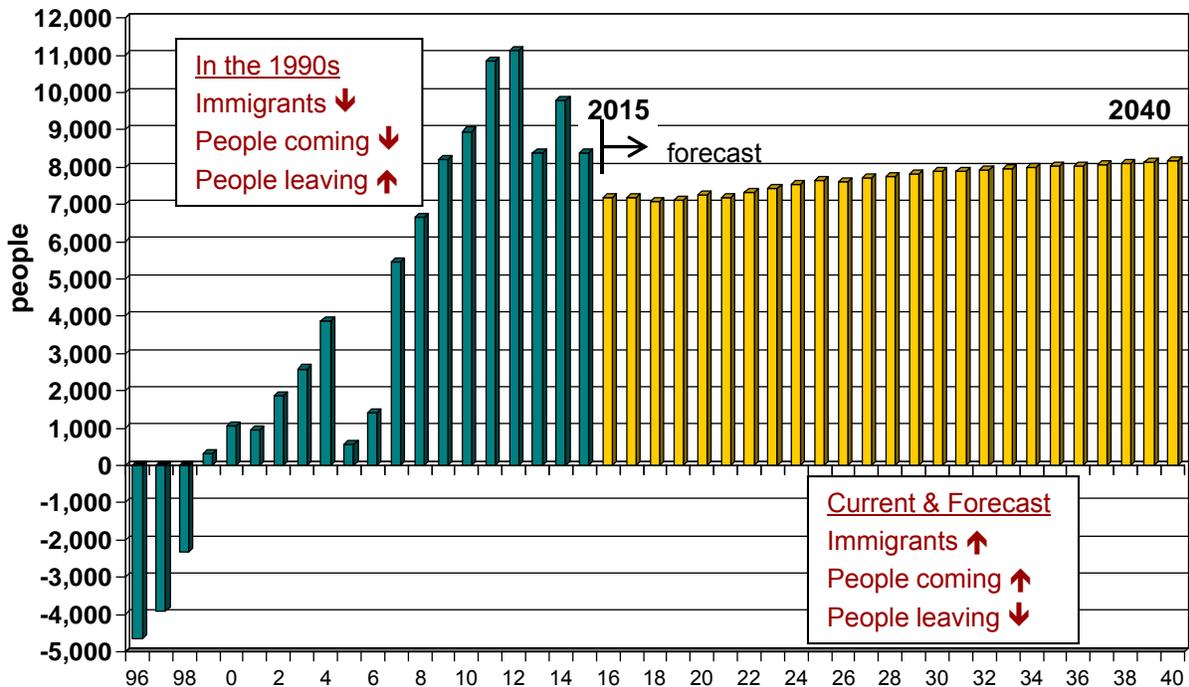
“Migration will be an increasingly important source of population growth, and Winnipeg’s ability to attract new migrants will become an important determinant of its future economic potential.”

Conference Board of Canada, Winnipeg long-term forecast, 2015

Migration has been the primary factor for the increase in Winnipeg’s population.

- In 1996 Winnipeg saw a net loss of 4,600 people; but in 2015, Winnipeg saw a net gain of 8,400 people.
- With the success of the Provincial Nominee Program, which began in 1999, Winnipeg’s immigration has quadrupled and in 2015, over 12,000 immigrants arrived in the City.
- Winnipeg’s immigration level in 2015 is trending above the Conference Board’s forecast.

Net Migration to Winnipeg
Number of People, Winnipeg CMA



Source: Canadian Socio-economic Information and Management System (CANSIM), and the Conference Board of Canada, Long-Term Forecast, October 2015, actuals up to 2015

The trends in each of the three forms of migration are:

- Intra-Provincial: The net number of people moving to/from Winnipeg CMA and the rest of Manitoba has changed to a net positive of 760 people in 2015.
- Inter-Provincial: The net number of people moving to/from Winnipeg CMA and the other provinces in 2015 was a net negative of -5,400.
- International: The net number of people moving to/from Winnipeg and other countries has increased significantly from 2,200 in 1997 to over 11,000 in 2015.

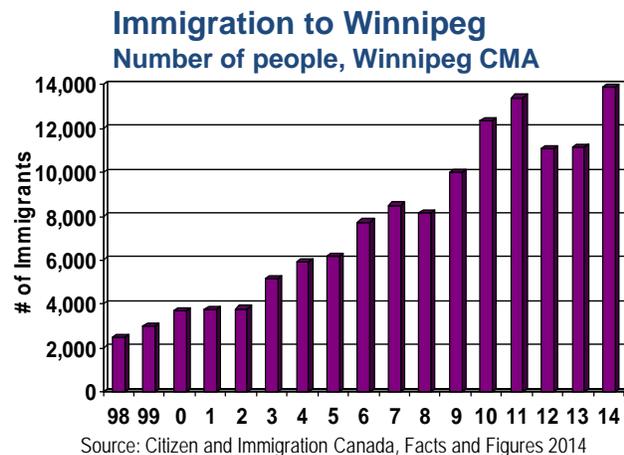
Immigration

Province (required) To Cap Number Of Overseas Skilled Workers
“The province has received more than the 2014 nomination limit of 5,000 applications given by Citizenship and Immigration Canada...”

August 15, 2014. Winnipeg Free Press

Immigration

- During the 1990s Winnipeg’s immigration decreased.
- A turnaround occurred following the Provincial Government start-up of the Provincial Nominee Program. The result is an increase in immigration to Winnipeg (and the rest of Manitoba).
- The Conference Board of Canada forecasts that Winnipeg’s immigration will plateau in the range of 8,500 immigrants per year – this is below the last six years of actual immigration numbers.



Winnipeg’s immigration is 6th highest of Canadian city regions in 2014

- The Toronto area receives the largest share of Canada’s immigrants. In 2014, Toronto saw approximately 75,800 immigrants, followed by Montreal (42,900), Vancouver (28,400), Calgary (19,500), Edmonton (15,500), and then Winnipeg (13,800).

Source Countries (2014)

- In 2014, the greatest number of people immigrating to Winnipeg were from the Philippines, followed closely by India.
- This holds true for the rest of Manitoba, the Philippines is the number one source country, but in smaller numbers.
- Currently there are less differences between Winnipeg and the rest of Manitoba. Previously, Germany was the top source country for the rest of Manitoba.

| To Winnipeg (2014) | | To Rest of Manitoba | |
|--------------------|-------|---------------------|-----|
| Philippines | 3,721 | Philippines | 724 |
| India | 3,038 | India | 401 |
| China | 852 | Ukraine | 281 |
| Nigeria | 565 | Russia | 248 |
| Israel | 424 | China | 149 |
| Korea | 388 | USA | 100 |
| USA | 264 | Nigeria | 51 |
| Sudan | 236 | Korea | 34 |
| Vietnam | 234 | Israel | 17 |
| Eritrea | 233 | Vietnam | 9 |

Source: Manitoba Immigration

Manitoba Immigration – Provincial Nominee Program (2014)

The Manitoba Government’s Provincial Nominee Program has been the primary factor for the increase in immigrants moving to Winnipeg. The Program accounted for about 75% of Manitoba’s newcomers. In 2014, immigration to Manitoba increased by 23.8% from 2013, totaling 16,222. The increase was largely due to Citizenship and Immigration Canada processing a backlog of applications. The level of immigration over the last several years is above what the Conference Board of Canada is forecasting for Winnipeg. Winnipeg was the top destination in the province, receiving 85 percent of immigrants to Manitoba, totaling 13,811.

Trends indicate that Manitoba’s provincial nominees are generally younger than other immigrants. In 2014, the immigrant median age was 28 years while the median age of Manitobans was 38 years. Male and female numbers were roughly equal.

Recent immigrants are highly educated, over 55% had a university degree and another 35% have other post secondary schooling/training. For 2014, some of the top occupations were: nurses, teachers, industrial butchers, general office support workers, cooks, auditors/accountants and retail managers.

Source: Manitoba Immigration Facts 2014

Aboriginal People and Visible Minorities

Aboriginal People

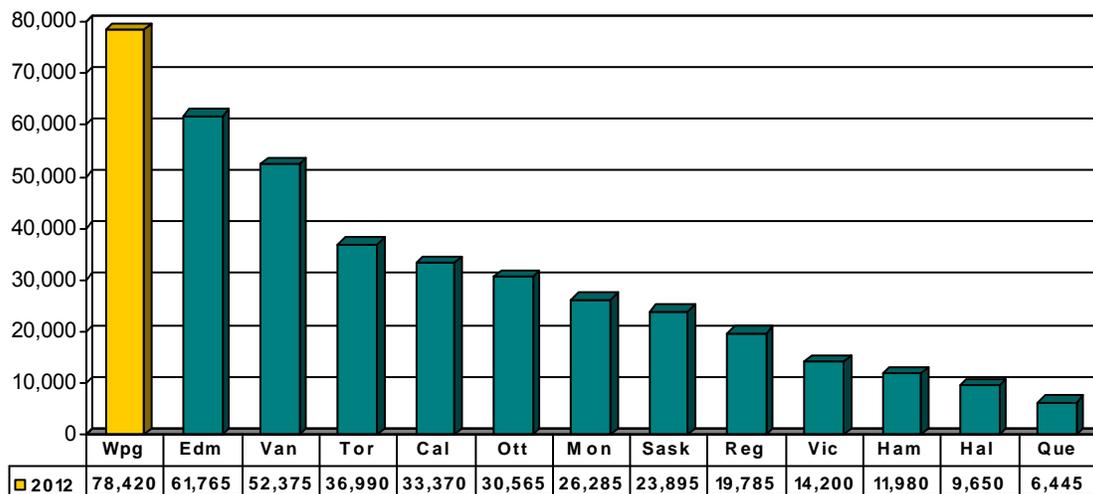
- The number of Aboriginal people in Winnipeg has been growing. In the City of Winnipeg, the Aboriginal people total 72,300 persons, while in the City region (CMA) the number is just above 78,400 persons.
- The City's Aboriginal people break down into three main groups: Métis (41,200 people), North American Indian (29,500 people) and Inuit (340 people).
- The chart below shows, that compared to other cities, Winnipeg has the greatest number of Aboriginal people.
- While the table to the right indicates that as a percentage of the total population, Aboriginal people account for 11% of the population in Winnipeg.
- Thus Winnipeg has both the highest concentration and the largest number of Aboriginal people out of large Canadian cities.

% Aboriginal Peoples

| City Region | 2006 | 2011 |
|-------------|------|------|
| Winnipeg | 10% | 11% |
| Regina | 9% | 10% |
| Saskatoon | 9% | 9% |
| Edmonton | 5% | 5% |
| Victoria | 3% | 4% |
| Calgary | 2% | 3% |
| Ottawa-Gat | 2% | 3% |
| Halifax | 1% | 3% |
| Vancouver | 2% | 2% |
| Hamilton | 1% | 2% |
| Toronto | 1% | 1% |
| Quebec | 1% | 1% |
| Montreal | 0.5% | 0.7% |

Source: Statistics Canada, 2006 Census , 2011 NHS

Aboriginal People in City Regions (CMAs)



Source: Statistics Canada, 2011 National Household Survey (NHS)

Visible Minorities

- Visible minorities number 140,800 people and now account for 20% of the population of the Winnipeg city region.
- People of Asian heritage account for over 75% of visible minorities in Winnipeg.
- The Filipino community is the largest visible minority group and comprise about 56,700 people, an increase of 20,000 people.
- Relative to other large Canadian cities, Winnipeg has an average proportion of visible minority people.
- Toronto's and Vancouver's visible minorities are approaching 50% of the population.

% Visible Minorities

| City Region | 2006 | 2011 |
|-------------|------|------|
| Toronto | 43% | 47% |
| Vancouver | 42% | 45% |
| Calgary | 22% | 28% |
| Edmonton | 17% | 22% |
| Montreal | 16% | 20% |
| Winnipeg | 15% | 20% |
| Ottawa-Gat | 16% | 19% |
| Hamilton | 12% | 14% |
| Regina | 7% | 11% |
| Victoria | 10% | 11% |
| Saskatoon | 6% | 11% |
| Halifax | 7% | 9% |
| Quebec | 2% | 3% |

Source: Statistics Canada, 2006 Census , 2011 NHS

Demographic Changes: Age Composition

“Debates on urban issues too often neglect a crucial element: demographics. Planning and development decisions have less impact on the way our cities develop than changes in the composition and needs of the population.”

David Foot (demographer and economist), 2000

Over the next 10 years, the demographic changes we will see:

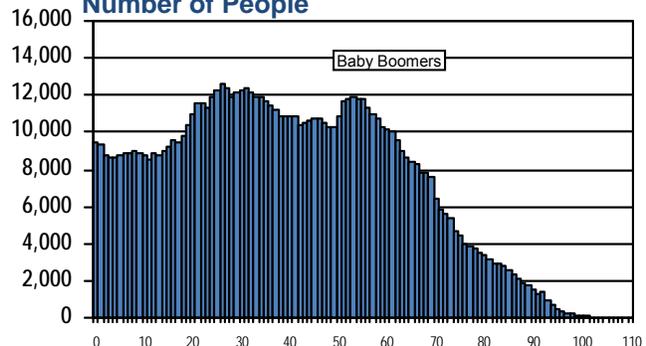
- The greatest change will occur in the older age groups with the entrance of the baby boomers.
- There is an expected decrease in the number of 15 - 24 year olds, and to a lesser extent for the 45 - 54 year olds.

However, in the longer term, to 2040, there will be significant change in the age composition of Winnipeg’s population.

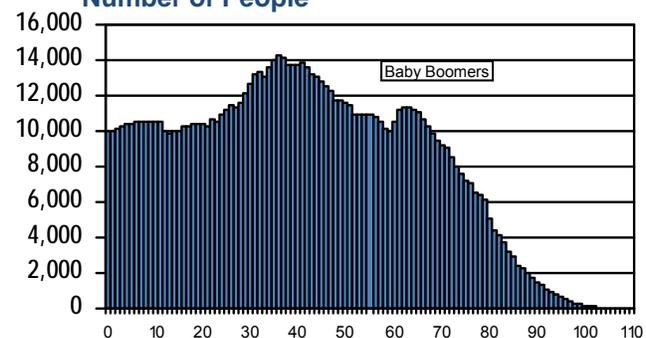
The baby-boomers, presently aged 50 to 69, will grow older and become a lesser percent of the total population.

- The 75+ age group is expected to increase in size by 139%, or 71,600 individuals.
- The smallest change is expected to occur in the 25-34 age group. It is forecasted to increase by only 8% or 9,100 individuals.
- The overall age of the population is becoming older. The average age of Winnipeg is expected to gently increase from just over 39 years of age in 2015, to around 43 years of age by the year 2040.

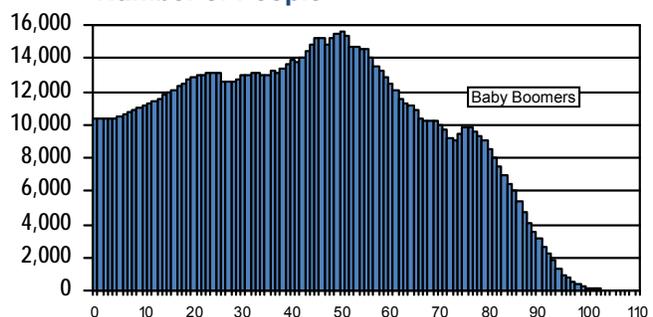
Population by Single Age in year 2016
Number of People



Population by Single Age in year 2026
Number of People



Population by Single Age in year 2040
Number of People



Source: Conference Board of Canada, Winnipeg long-term forecast, 2015

CHANGE BETWEEN (2015 – 2023)

| Age Group | 0-4 | 5-14 | 15-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|-------------------|-------|--------|--------|-------|--------|-------|-------|--------|--------|
| Additional People | 6,700 | 11,000 | -5,000 | 7,100 | 21,700 | -500 | 9,800 | 21,600 | 13,200 |
| % Change | 15% | 13% | -5% | 6% | 20% | 0% | 10% | 33% | 26% |

LONG TERM CHANGE (2015 - 2040)

| Age Group | 0-4 | 5-14 | 15-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|-------------------|-------|--------|--------|-------|--------|--------|--------|--------|--------|
| Additional People | 8,100 | 23,400 | 19,600 | 9,100 | 29,900 | 39,300 | 26,900 | 34,400 | 71,600 |
| % Change | 19% | 27% | 18% | 8% | 28% | 35% | 27% | 53% | 139% |

Source: Conference Board of Canada

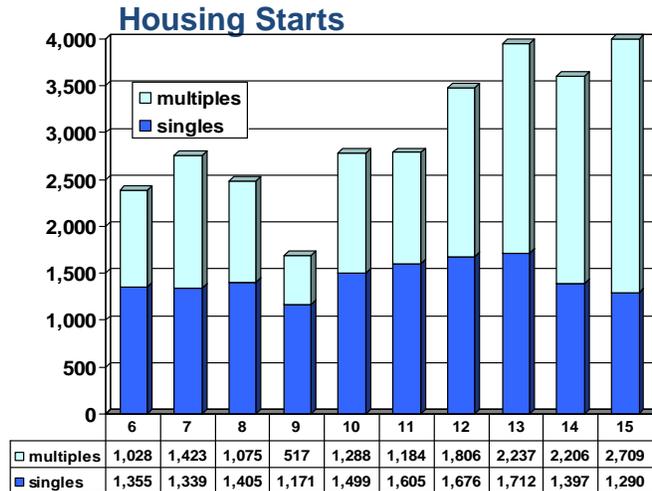
Housing – New Home Market

“Another source of strength in the Winnipeg economy this year will be the construction sector, as housing starts are forecast to increase after declining last year.”

Conference Board of Canada, Metropolitan Outlook 1 – Winter 2015

Housing starts in the last 4 years were relatively strong

- In 2009, new home buyers were cautious due to the recession, but in 2010 the number of housing starts rebounded.
- From 2012 to 2015 there was a substantial increase in housing starts.
- Since 2012, multiple family dwellings outnumbered the amount of single family dwellings built. For example, in 2015, 68% of housing starts were multiples and the remaining 32% were singles.



Source: CMHC – Housing Now

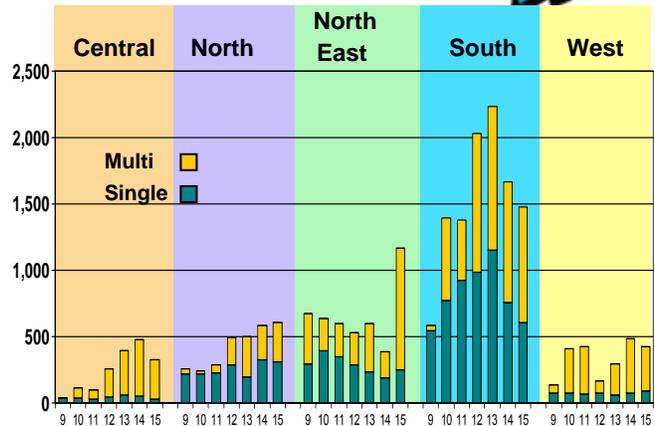
Demand for new homes strongest in South area of the City

- Overall, the majority of new homes were built in the South area of the City – south St. Boniface, south St. Vital and Fort Garry.

Average Winnipeg New House Price (single detached)

- Between 2000 and 2015 there was a 152% increase in the average price of a new house. (\$175,500 to \$443,000)
- Price increases are moderating. In 2015, the average price of a new house rose 1.1%.

Housing Starts by Area 2009 to 2015

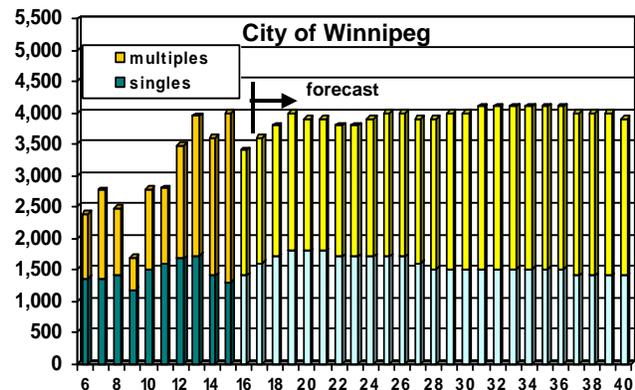


Source: CMHC, Residential Construction Digest, Dec. 2015

Forecast: 100,000 units over next 25 years

- Winnipeg's housing market has begun a transformation. Aging baby boomers and reduced housing affordability of single-family dwellings has and will increase the demand for multi-family units.
- The number of multiple dwellings constructed per year is expected to increase modestly each year from around 2,000 in 2017 to 2,500 in 2040. Whereas the number of singles is expected to decrease marginally.

Forecast of Dwelling Units to 2035



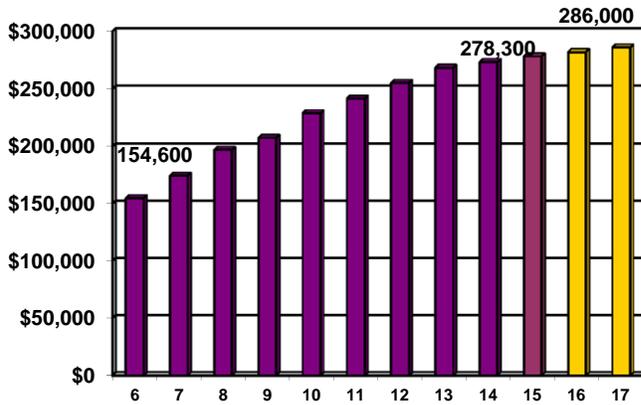
Source: Conference Board of Canada, Winnipeg Long Term Forecast, 2015

Housing – Resale Market

“Resale housing market keeps up steady pace”

Winnipeg Free Press, May 8, 2015

Average Resale House Price in Winnipeg 2000 to 2017f



Source: CMHC, Housing Market Outlook, Spring 2016
f = forecast

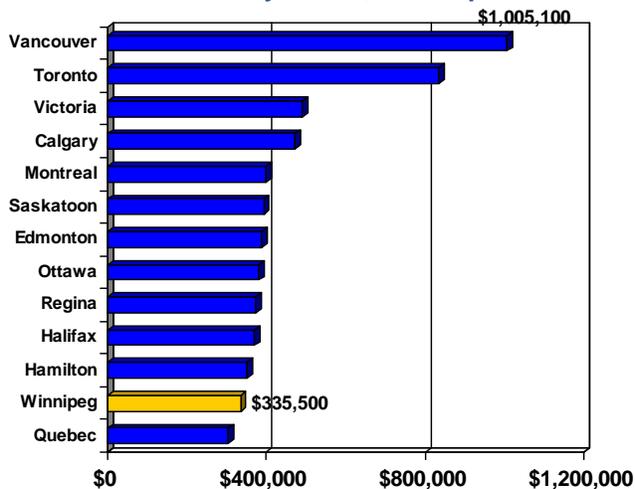
Price increase in resale market

- Winnipeg has seen a significant increase in housing prices over the last decade.
- Between 2006 and 2015 there was a 80% increase in the average price of a resale house in Winnipeg.
- But the housing market has moved to a balanced market and price increases have moderated.
- Further, for 2016 and 2017, CMHC is forecasting a modest increase of 1.3% and 1.4% respectively.

“Factors supporting demand for resale homes, notably employment and wage growth, will strengthen in 2015 and result in growth of 1.3% in 2015 to 12,300 transactions....”

CMHC Housing Market Outlook, Spring 2015

2015 Average Resale Prices in Other Cities Standard two-storey house, 1500 sq ft



Source: Royal LePage Survey Data, 2015, second quarter

Although Winnipeg has experienced significant increases in the average price of a home, when compared to other larger cities across Canada, Winnipeg continues to be a city with one of the lowest housing prices in Canada.

A two-storey home in Vancouver costs 200% more than the same two-storey home in Winnipeg.

- House prices in Winnipeg have increased 48% over the last 8 years, with the average 2 storey, 1,500 sq. ft. house selling for about \$335,500.
- Edmonton’s housing values have not fully recuperated since the recession. Prices are still down 7% from 2007, with a current value of \$389,100.

There has been a flattening of house prices across Canada – less variance between cities. Historically lower priced cities like Regina, Saskatoon, Quebec City, Hamilton, Halifax and Winnipeg have seen significant increases recently. The exception is Vancouver and Toronto where house prices continue to remain high.

Housing – Rental Market

“The steady vacancy rate can be attributed to a balance between existing renters moving to homeownership, more new renters entering the market through positive net migration, and a small increase in the supply of rental units.”

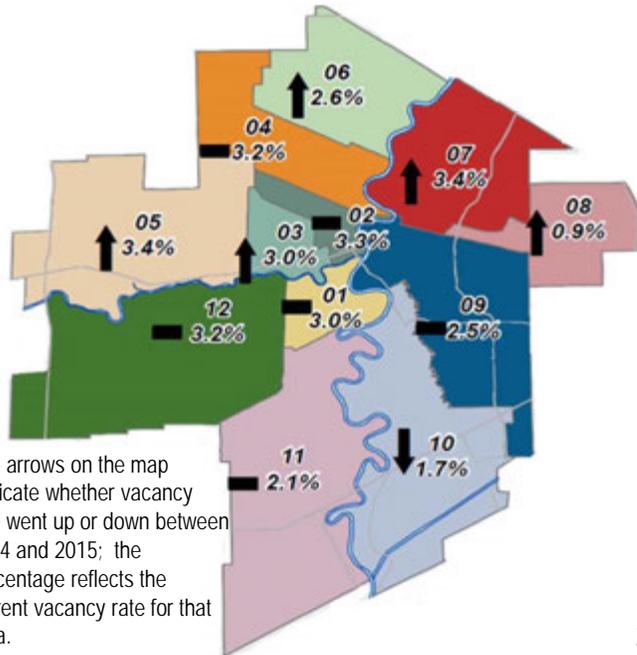
CMHC, Rental Market Report, Fall 2014

Apartment vacancy rates

- The lowest 2015 vacancy rate was in Transcona, and the highest rates were in the East Kildonan and St. James areas.
- The overall vacancy rate for Winnipeg is 2.9%.

2015 Apartment Vacancy Rates In various areas of Winnipeg

| | Area | RATE |
|----|------------------|------|
| 1 | Fort Rouge | 3.0% |
| 2 | Centennial | 3.3% |
| 3 | Midland | 3.0% |
| 4 | Lord Selkirk | 3.2% |
| 5 | St. James | 3.4% |
| 6 | West Kildonan | 2.6% |
| 7 | East Kildonan | 3.4% |
| 8 | Transcona | 0.9% |
| 9 | St. Boniface | 2.5% |
| 10 | St. Vital | 1.7% |
| 11 | Fort Garry | 2.1% |
| 12 | Assiniboine Park | 3.2% |



CMHC Rental Market Report, Fall 2015

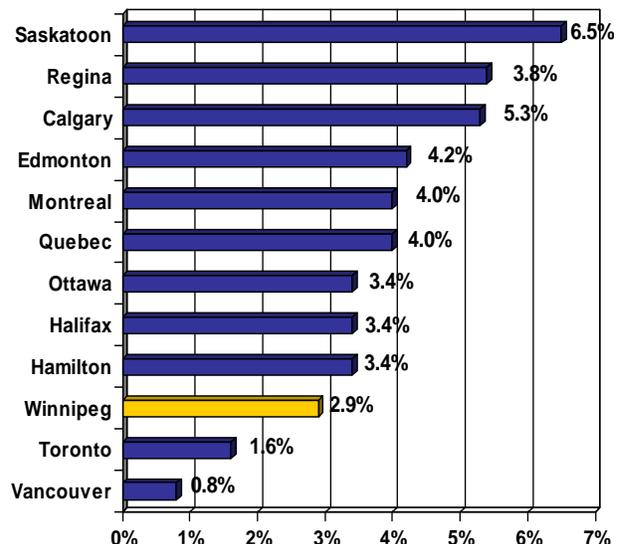
In 2013, Winnipeg’s vacancy rate rose above 2% – making it the first year the rate has been above 2% since the year 2000.

- Winnipeg’s vacancy rate went from 2.5% in 2014 to 2.9% in 2015. The rise in the vacancy rate was a result of an increase in the number of rental apartments in Winnipeg.

Rental costs are relatively low in Winnipeg

- When the average cost of a two-bedroom apartment is compared between cities, Winnipeg’s rent is at the lower end, \$1,045 per month.
- Montreal has the lowest average rent cost at \$760 per month.
- Vancouver has the highest average cost at \$1,368 per month.

2015 Apartment Vacancy Rates In Other Cities



CMHC Rental Market Report, Fall 2015

Economy

“Winnipeg’s economy is expected to experience its strongest growth in nearly a decade and one of the best performances in the country this year, the latest forecast from the Conference Board of Canada says.”

March 4, 2016, Winnipeg Free Press

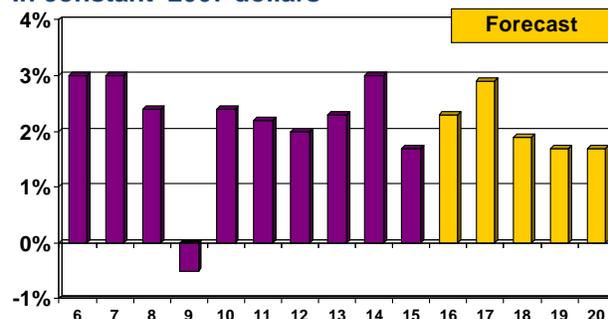
Winnipeg’s economy is one of Canada’s most diversified economies. Overall, our economic indicators are positive relative to other parts of Canada.

In 2015, Winnipeg’s economic growth was similar to Canada’s.

As a result of growth in construction, real GDP in Winnipeg is expected to increase by 1.7 per cent in 2016.

This is in contrast to Canada’s overall slower economic growth, at 1.2%.

Winnipeg’s Annual Economic Growth
Real Gross Domestic Product, annual % change
In constant 2007 dollars



Source: Conference Board, Metropolitan Outlook 1 Spring 2016

Over the next 5 years:

- Winnipeg’s economy is expected to create just over 27,000 jobs.
- Population in the Winnipeg region is forecasted to grow by over 52,000 people.
- With robust population growth, Winnipeg’s housing construction is expected to continue at a steady pace similar to the last 3 years.
- GDP growth is forecast to average 2.1% per year.

These are good numbers for Winnipeg.

Other Cities Real GDP Growth

| Annual Growth | 13 - 15 (average) | 2016f | 17f - 20f (average) |
|-----------------|-------------------|-------------|---------------------|
| Vancouver | 3.3% | 3.2% | 3.1% |
| Halifax | 1.5% | 2.8% | 1.7% |
| Toronto | 3.0% | 2.6% | 2.5% |
| Winnipeg | 2.3% | 2.3% | 2.1% |
| Victoria | 0.8% | 2.3% | 2.3% |
| Hamilton | 1.6% | 2.1% | 2.0% |
| Montreal | 1.4% | 2.0% | 2.0% |
| Quebec | 1.3% | 1.9% | 2.0% |
| Ottawa | 0.8% | 1.6% | 2.2% |
| Saskatoon | 3.4% | 0.9% | 2.4% |
| Regina | 3.1% | 0.7% | 2.3% |
| Edmonton | 3.3% | -0.6% | 2.5% |
| Calgary | 2.4% | -1.0% | 2.7% |

Source: Conference Board, Metropolitan Outlook 1, Spring 2016- forecast

| Economic Indicators Winnipeg CMA | 2013 | 2014 | 2015 | 2016f | 2017f | 2018f | 2019f | 2020f |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Real GDP (2007 \$ millions) | 34,659 | 35,694 | 36,304 | 37,133 | 38,202 | 38,942 | 39,611 | 40,278 |
| % change | 2.3% | 3.0% | 1.7% | 2.3% | 2.9% | 1.9% | 1.7% | 1.7% |
| CPI, % change | 2.2% | 1.9% | 1.3% | 1.8% | 2.1% | 2.1% | 2.3% | 2.1% |
| Retail Sales (\$ millions) | 10,582 | 11,172 | 11,358 | 11,864 | 12,209 | 12,570 | 12,972 | 13,390 |
| % change | 4.1% | 5.6% | 1.7% | 4.5% | 2.9% | 3.0% | 3.2% | 3.2% |
| Personal Income per capita | \$41,791 | \$42,966 | \$44,382 | \$45,135 | \$46,163 | \$47,366 | \$48,596 | \$49,924 |
| % change | 2.9% | 2.8% | 3.3% | 1.7% | 2.3% | 2.6% | 2.6% | 2.7% |
| Labour Force | 437,248 | 436,025 | 451,771 | 456,070 | 462,356 | 468,649 | 473,635 | 478,499 |
| % change | 1.0% | -0.3% | 3.6% | 1.0% | 1.4% | 1.4% | 1.1% | 1.0% |
| Employment | 411,665 | 410,623 | 424,554 | 429,163 | 436,002 | 442,405 | 447,111 | 451,703 |
| % change | 0.6% | -0.3% | 3.4% | 1.1% | 1.6% | 1.5% | 1.1% | 1.0% |
| Unemployment Rate | 5.9% | 5.8% | 6.0% | 5.9% | 5.7% | 5.6% | 5.6% | 5.6% |

Source: Conference Board, Metropolitan Outlook 1 Spring 2016

f = forecast

Economy (cont'd)

“For the fourth consecutive year, Winnipeg’s manufacturing sector expanded faster than the national average, posting a 3.6% gain in 2014, compared with Canada’s 2.9%.”

Conference Board of Canada, Metropolitan Outlook, Spring 2015

Value of Building Permits (In millions of dollars)

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|
| Residential | \$511 | \$414 | \$601 | \$623 | \$762 | \$768 | \$861 | \$822 |
| Non-Residential | \$542 | \$697 | \$552 | \$536 | \$779 | \$1,014 | \$676 | \$614 |
| Total | \$1,053 | \$1,111 | \$1,153 | \$1,159 | \$1,541 | \$1,782 | \$1,537 | \$1,436 |

Source: City of Winnipeg, Building Permit Summary.

In 2015, Winnipeg saw over 1.4 billion dollars in building permit values.

- Residential permit values were down by 5%;
- The value in non-residential permits was also down by 9%; and
- Overall there was a 7% decrease in building permit values, but still historically at a high level.

2016 Adopted City Government Major Capital Investments - six year plan (in millions)

| | |
|---------------------------------------|----------------|
| • Sewage Disposal | \$1,000 |
| • Roads and Bridges | \$ 998 |
| • Transit System | \$ 218 |
| • Water System | \$ 190 |
| • Police & Fire and Paramedic Service | \$ 111 |
| • Community Services | \$ 105 |
| • Community & Municipal Facilities | \$ 97 |
| • Parks | \$ 47 |
| • Other | \$ 34 |
| • Active transportation facilities | \$ 32 |
| • Land Drainage & Flood Control | \$ 30 |
| • Solid Waste Disposal | \$ 30 |
| | <u>\$2,892</u> |

Other Major Capital Investments (in millions)

| | |
|---|---------|
| • MB Hydro Keeyask Generating Station | \$6,500 |
| • Manitoba Core Infrastructure (over 5 years) | \$5,500 |
| • Seasons of Tuxedo | \$ 500 |
| • True North Square | \$ 400 |
| • Main St. Towers | \$ 165 |

The City Government Infrastructure Projects over the next six years totals \$2.9 billion, of which \$1.2 billion is for 2016.

These projects, along with other significant major new capital investments in Winnipeg and the rest of the Province, requires the construction industry to continue ramping up its capacity.

Labour shortages continue to exist along with upward pressures on construction wages. The result is that base construction inflation is presently in the 5% range and is expected to remain at that level for the next few years.

Commercial Real Estate Markets

| Current as of 2014Q4 | Downtown Office Market | | Industrial Market | |
|----------------------|------------------------|-------------------------------------|---------------------------|-----------------------------|
| | Class A Vacancy Rate | Average Class A Net Rent (\$/sq ft) | Overall availability Rate | Average Net Rent (\$/sq ft) |
| Vancouver | 6.8% | \$31.77 | 7.0% | \$8.08 |
| Edmonton | 10.0% | \$22.03 | 3.8% | \$11.08 |
| Calgary | 9.8% | \$31.87 | 4.7% | \$8.40 |
| Saskatoon | na | na | na | na |
| Regina | na | na | na | na |
| Winnipeg | 9.9% | \$17.17 | 4.5% | \$6.90 |
| Toronto | 5.9% | \$28.41 | 4.5% | \$5.11 |
| Ottawa | 8.8% | \$24.20 | 6.4% | \$8.83 |
| Montreal | 10.4% | \$22.36 | 7.0% | \$5.19 |
| Halifax | 13.6% | \$19.61 | 7.7% | \$7.61 |

Source: Conference Board of Canada, Metropolitan Outlook, Spring 2015

Cost of Doing Business

KPMG’s Competitive Alternatives 2016 examines location sensitive business costs in over 100 cities. Winnipeg has the lowest business cost of cities in Western Canada.

In fact, Winnipeg has lower business costs than all 76 U.S. cities examined. The U.S. – Canada exchange rate used in the study was 1.34.

Jobs and Wages

“Manufacturing job growth persisted in 2014, coming in at a decent 3.6 per cent, following an even stronger 4.9 per cent jump in 2013.”

Conference Board of Canada, Metropolitan Outlook Spring 2015

Over the next five years, over 27,000 jobs will be created – on average, 5,400 additional jobs per year.

- Nearly all of the new jobs will be in the Service Sector.
- Four areas will see the most growth:
 - Non-Commercial Services
 - Personal Services
 - Business Services
 - Construction

Winnipeg’s unemployment rate is expected to continue to hover in the 5.7% range, which is below the Canadian average in the range of 6.3%.

Manitoba’s median hourly wage has increased 2.1% in 2015 and 33% in the last 10 years which is above that of Canada’s overall increase of 29%.

During this same period, inflation in Winnipeg was 20% -- thus there were real wage gains in Manitoba, 13% over the decade, or an average of 1.3% per year.

The chart to the lower right indicates the percentage difference from Manitoba shown relative to Manitoba’s median hourly wage. The provinces which compete with Manitoba for labour, all have higher wages than Manitoba – from 10% higher in Ontario to 28% higher in Alberta.

Manitoba has made wage gains against the provinces of Quebec, Ontario and British Columbia. Currently wages in Ontario are 10% higher than in Manitoba, while back in 2000 they were 19% higher.

Wages in Saskatchewan and Alberta have increased at a greater pace than in Manitoba.

This information would further suggest that labour shortage will likely continue due to difficulty in retaining and attracting skilled labour.

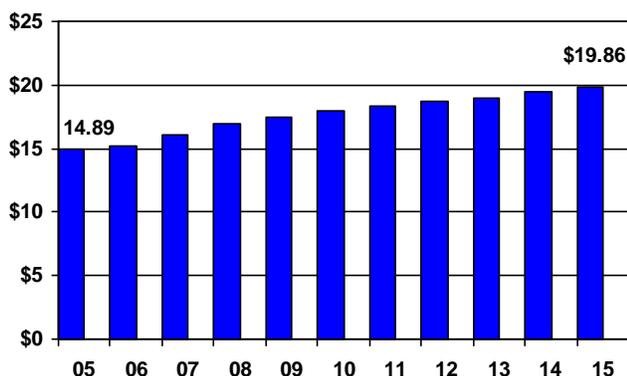
Winnipeg Employment – By Sector

| Employment Sectors | 2015 Jobs | 2016 - 2020 Additional Jobs |
|-----------------------------------|----------------|-----------------------------|
| Total Employment | 424,550 | 27,150 |
| Goods Producing Sector | | |
| Primary & Utilities | 8,400 | 560 |
| Manufacturing | 41,700 | 450 |
| Construction | 28,050 | 2,425 |
| Service Sector | | |
| Transportation & Warehousing | 27,490 | 225 |
| Information & Cultural Industries | 6,940 | 225 |
| Wholesale & Retail Trade | 63,520 | 1,520 |
| Finance Insurance & Real Estate | 24,920 | 1,790 |
| Business Services | 35,250 | 3,550 |
| Personal Services | 60,260 | 6,140 |
| Non-Commercial Services | 103,400 | 9,750 |
| Public Administration & Defense | 24,590 | 560 |

Source: Conference Board of Canada, Metropolitan Outlook 1 Spring 2016

Salary Trend – Manitoba

Manitoba’s Median Hourly Wage for all occupations



Source: Statistics Canada, from CANSIM

Wage Comparison

% Difference from Manitoba’s Median Hourly Wage

| | 2000 | 2005 | 2010 | 2013 | 2014 | 2015 |
|-------------|------|------|------|------|------|------|
| Canada | 13% | 14% | 10% | 10% | 8% | 10% |
| Nova Scotia | -7% | -5% | -7% | -4% | -3% | -4% |
| Quebec | 8% | 10% | 4% | 5% | 3% | 4% |
| Ontario | 19% | 20% | 12% | 11% | 8% | 10% |
| Manitoba | -- | -- | -- | -- | -- | -- |
| Sask | -1% | 3% | 9% | 14% | 13% | 15% |
| Alberta | 9% | 16% | 22% | 28% | 28% | 28% |
| BC | 27% | 20% | 15% | 14% | 13% | 14% |

Source: Statistics Canada, derived from CANSIM (table 282-0073)

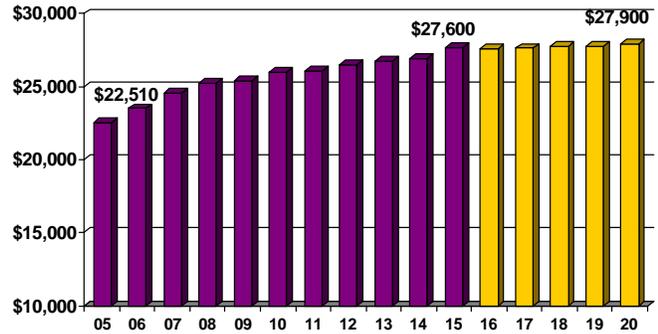
Disposable Income and Cost of Living

Real disposable income is stable

- In the early 1990's real personal disposable income decreased by 7.3%. This resulted in families having less money for discretionary spending.
- Over the last decade, Winnipeggers regained the lost real disposable income plus more for an increase of 23%.
- The Conference Board is forecasting only a 1.1% increase over the next 5 years. Thus, citizens will continue to have the same discretionary spending as today.

Real Personal Disposable Income per Capita 2005 to 2020f

In constant 2002 dollars, per capita



Source: Conference Board of Canada, Metropolitan Outlook 1 Spring 2016
f = forecast

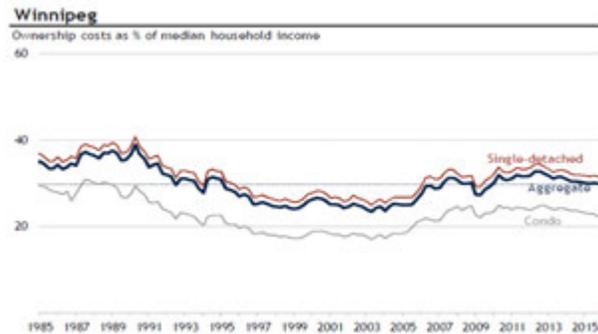
Winnipeg's Housing Affordability

(Using single-detached as the base)

- Housing affordability improved during the 1990s as a result of flat house prices and dropping interest rates. Mortgage carrying costs decreased from 30% of household income to less than 20%.
- Over the last decade, this trend has reversed. In 2015, the average household is spending 32% of their household income on mortgage costs.
- Other large Canadian cities are less affordable based on this measure.

Mortgage Carrying Costs - Winnipeg

% of household income taken up by ownership costs

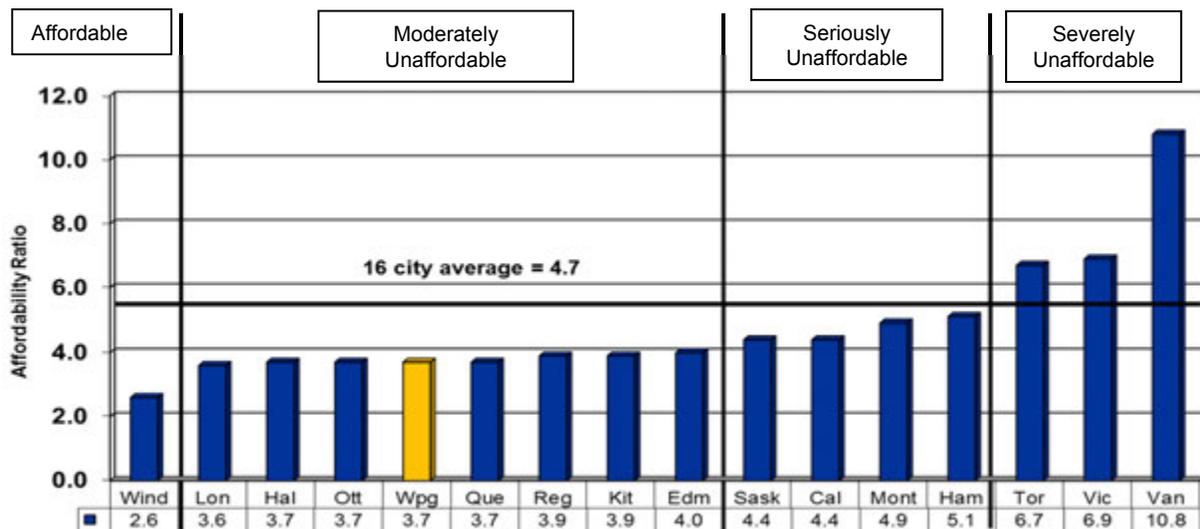


Source: Royal Bank of Canada, Housing Trends and Affordability, February 2016

Housing Affordability

Median House Price / Median Household Income

As result of significant increases in the price of homes over the last decade, Winnipeg's housing affordability has dropped significantly.



Source: Demographia, 12th International Housing Affordability Survey: 2016 (data for 3rd quarter 2015).

Used 16 largest Canadian CMA cities (Regina and larger, 200,000 plus population).

Affordability categories established by Demographia, <http://www.demographia.com/>

Population Figures: Capital Region, Cities and Towns

Capital Region Municipalities

| Capital Region Area | Population | | | |
|---------------------|----------------|----------------|-------------|---------------|
| | 2011 | 2006 | % change | # change |
| Winnipeg | 663,617 | 633,451 | 4.8% | 30,166 |
| Springfield | 14,069 | 12,990 | 8.3% | 1,079 |
| St. Andrews | 11,875 | 11,359 | 4.5% | 516 |
| St. Clements | 10,505 | 9,706 | 8.2% | 799 |
| Taché | 10,284 | 9,083 | 13.2% | 1,201 |
| Selkirk | 9,834 | 9,515 | 3.4% | 319 |
| East St. Paul | 9,046 | 8,733 | 3.6% | 313 |
| Rockwood | 7,964 | 7,692 | 3.5% | 272 |
| Macdonald | 6,280 | 5,653 | 11.1% | 627 |
| Ritchot | 5,478 | 5,051 | 8.5% | 427 |
| West St. Paul | 4,932 | 4,357 | 13.2% | 575 |
| Stonewall | 4,536 | 4,376 | 3.7% | 160 |
| Headingley | 3,215 | 2,726 | 17.9% | 489 |
| Cartier | 3,153 | 3,162 | -0.3% | -9 |
| Rosser | 1,352 | 1,364 | -0.9% | -12 |
| St. François Xavier | 1,240 | 1,087 | 14.1% | 153 |
| Teulon | 1,124 | 1,124 | 0.0% | 0 |
| Dunnottar | 696 | 692 | 0.6% | 4 |
| | 769,200 | 732,121 | 5.1% | 37,079 |

This page provides base Census population figures on the Capital Region and larger communities in Manitoba. The information provides perspective relative to Winnipeg. For smaller communities, the Census is the only source of population information.

The majority of the population growth of the Capital Region was in Winnipeg

- The Capital Region includes 18 municipalities of which Winnipeg comprises 86% of the total population.
- Although some communities had significant population growth on a percentage basis, overall Winnipeg accounted for 81% of the total population growth in the Capital Region. (30,166 of the total 37,079)

Cities and Towns with Population over 2,500

| City | Population | | | |
|--------------------|------------|---------|----------|----------|
| | 2011 | 2006 | % change | # change |
| Winnipeg | 663,617 | 633,451 | 4.8% | 30,166 |
| Brandon | 46,061 | 41,511 | 11.0% | 4,550 |
| Steinbach | 13,524 | 11,066 | 22.2% | 2,458 |
| Portage la Prairie | 12,996 | 12,728 | 2.1% | 268 |
| Thompson | 12,829 | 13,446 | -4.6% | -617 |
| Winkler | 10,670 | 9,106 | 17.2% | 1,564 |
| Selkirk | 9,834 | 9,515 | 3.4% | 319 |
| Dauphin | 8,251 | 7,906 | 4.4% | 345 |
| Morden | 7,812 | 6,571 | 18.9% | 1,241 |
| The Pas | 5,513 | 5,589 | -1.4% | -76 |
| Flin Flon | 5,363 | 5,594 | -4.1% | -231 |
| Stonewall | 4,536 | 4,376 | 3.7% | 160 |
| Altona | 4,088 | 3,709 | 10.2% | 379 |
| Swan River | 3,907 | 3,869 | 1.0% | 38 |
| Neepawa | 3,629 | 3,298 | 10.0% | 331 |
| Niverville | 3,540 | 2,464 | 43.7% | 1,076 |
| Beausejour | 3,126 | 2,823 | 10.7% | 303 |
| Virden | 3,114 | 3,010 | 3.5% | 104 |
| Carman | 3,027 | 2,781 | 8.8% | 246 |
| Oakbank | 2,944 | 2,427 | 21.3% | 517 |
| Minnedosa | 2,587 | 2,474 | 4.6% | 113 |

The majority of Manitoba's population growth was in the City of Winnipeg

- The table to the left comprises population figures for Winnipeg plus 20 of the largest cities and towns in Manitoba.
- Of the total population growth (43,254) of these 21 communities, Winnipeg makes up 70% of the total growth.
- Growth in these communities varies significantly. Steinbach had a growth rate of 22%, while Thompson had a decline of 4.6%. The most significant growth rate occurred in the smaller community of Niverville which experienced a 43% increase over these 5 years.
- Of these 21 larger communities, three are located in the north, Thompson, The Pas and Flin Flon all of which have had a decline in population.

Source: Statistics Canada, 2006 and 2011 Census

OurWinnipeg

OurWinnipeg 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?

OurWinnipeg 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.

For more information on OurWinnipeg, please visit:

<http://winnipeg.ca/interhom/CityHall/OurWinnipeg/>

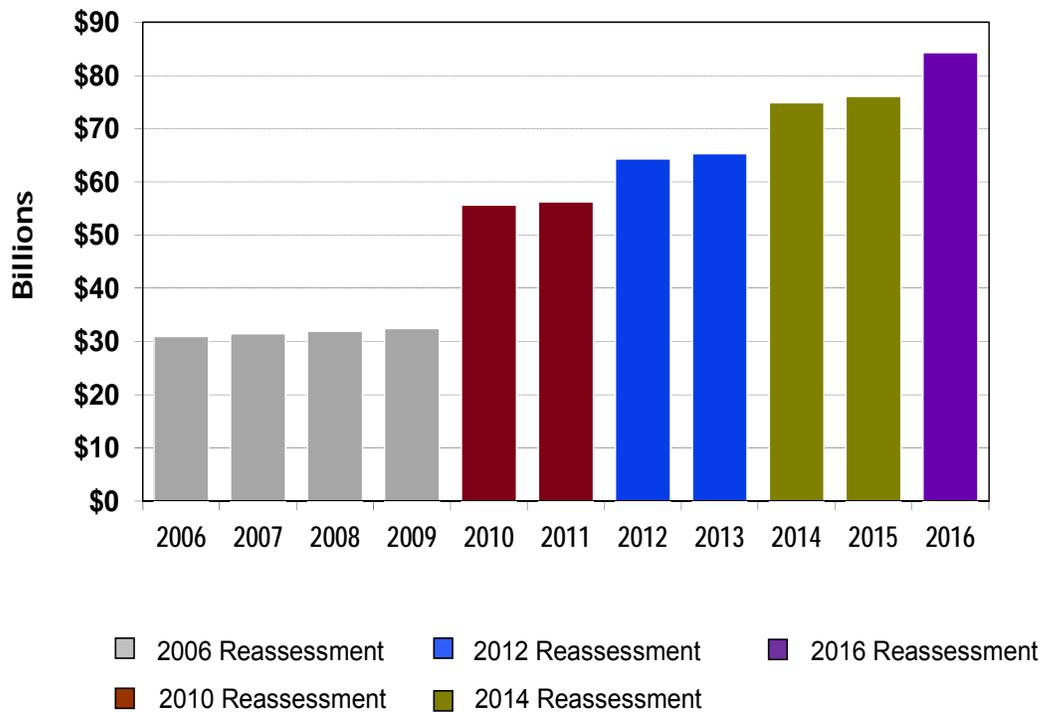
Financial Management Plan Update

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. The following provides a progress report on the Financial Management Plan goals:

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

The City's property assessment base is growing.

THE CITY'S PROPERTY ASSESSMENT BASE IS GROWING



Goal #2: Support environmental sustainability

Target: Financial decisions that support environmental sustainability

The measurement adopted by Council for this goal was to develop a multi-criteria approach to prioritize capital investment, including environmental sustainability, by 2013.

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 methodology is being utilized by departments for all projects, to determine capital budget submissions.

The City of Winnipeg has pledged to make sustainability a regular part of how it conducts business. This will be reflected in policies and programs that respect and value the environment, contribute to a vital society full of opportunity and develop our economy.

In 2015, Mayor Bowman proposed important changes to Council's standing policy committees to provide improved alignment and ensure more focused oversight on important issues in water and waste, innovation, parks and the environment. The creation of a new Standing Policy Committee on Water and Waste, Riverbank Management and the Environment, now has the authority to address appropriate matters pertaining to water, waste management, riverbank management, and sustainability.

Climate change poses significant social, economic, and environmental implications for Winnipeggers. During his February 25, 2016 State of the City Address, Mayor Bowman highlighted the establishment of a new Climate Change Working Group. The group is comprised of three Councillors, assisted by the City's Environmental Coordinator, with the goal to achieve the Council-approved greenhouse gas reduction strategies.

The City is also seizing opportunities for energy and greenhouse gas emission reductions through our Green Building Policies. The City is committed to leading by example in environmental, economic, and social stewardship by ensuring that new City buildings and major additions are designed, constructed and operated to achieve maximum energy performance and to achieve certification in accordance with a credible, third-party verified, and integrated design-based green building standard. The City is also working to increase the energy efficiency of existing buildings while reducing ongoing operating costs.

The economic prosperity of our city as envisioned in OurWinnipeg also depends on the effective and efficient movement of people and goods, and with it, the need for a transportation network that provides sustainable choices. In a multi-stakeholder collaboration, Winnipeg Transit launched a battery-electric bus demonstration in late 2014. Currently, the City has three New Flyer Xcelsior buses in full-time service.

In 2010, Council adopted the Green Fleet Plan that was created to address greenhouse gas emission reductions. Corporately, the City relies on the Winnipeg Fleet Management Agency (WFMA) which is a Special Operating Agency dedicated to fleet service delivery of approximately 1,700 vehicles. The Winnipeg Fleet Management Agency's 2016 Business Plan was adopted on April 27, 2016. Greenhouse gas emission reductions are estimated to be 1% for 2016, and an additional 3% per year from 2017-2018, and plateauing at .5% per year from 2019 onwards.

Our Winnipeg sets a direction to ensure the quality and safety of our drinking water as well as maximizing our existing water supply and ensuring the availability of future water supplies. The City of Winnipeg operates an ongoing Water Conservation program which incorporates social, economic and environmental factors into its initiatives.

Goal #3: Maintain infrastructure assets

Target: Implement leading practices for asset management

The measurement adopted by Council for this goal was to complete Phase 2 of the Asset Management Initiative by the end of 2012.

Phase 2 of the Asset Management Initiative has been completed, including Asset Management Policy FI-011 (adopted by Council on January 28, 2015), Asset Management Administrative Standard FM-004 and integrating leading practices in asset management such as an integrated investment planning process by incorporating business case assessments and multi-criteria prioritization to establish Capital Investment Plans.

The policy statement in F1-011 Asset Management Policy was that the Public Service adopt 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 is continuing to develop and mature the City's Asset Management System. The City's current focus is the development of a Strategic Asset Management Plan that defines our roadmap for the next 3 to 5 years and Asset Management Plans which include a State of the Infrastructure Report. As part of the Public Service's on-going continuous improvement efforts, quality reviews and training on both the Investment Planning and project delivery process are being implemented.

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.

On October 28, 2015, City Council approved an updated Debt Strategy for the City. This measurement has been completed. The following table provides the City Council-approved limits and the debt metrics as at December 31, 2015. 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, 2015 |
|----------------------------------|---------|----------------------------|
| Debt as a % of revenue | | |
| City | 90.0% | 56.7% |
| Tax-supported and other funds | 80.0% | 54.8% |
| Utilities and Other | 220.0% | 41.9% |
| Debt-servicing as a % of revenue | | |
| City | 11.0% | 5.3% |
| Tax-supported and other funds | 10.0% | 5.4% |
| Utilities and Other | 20.0% | 4.0% |
| Debt per capita | | |
| City | \$2,800 | \$1,384 |
| Tax-supported and other funds | \$1,500 | \$928 |
| Utilities and Other | \$1,500 | \$343 |

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

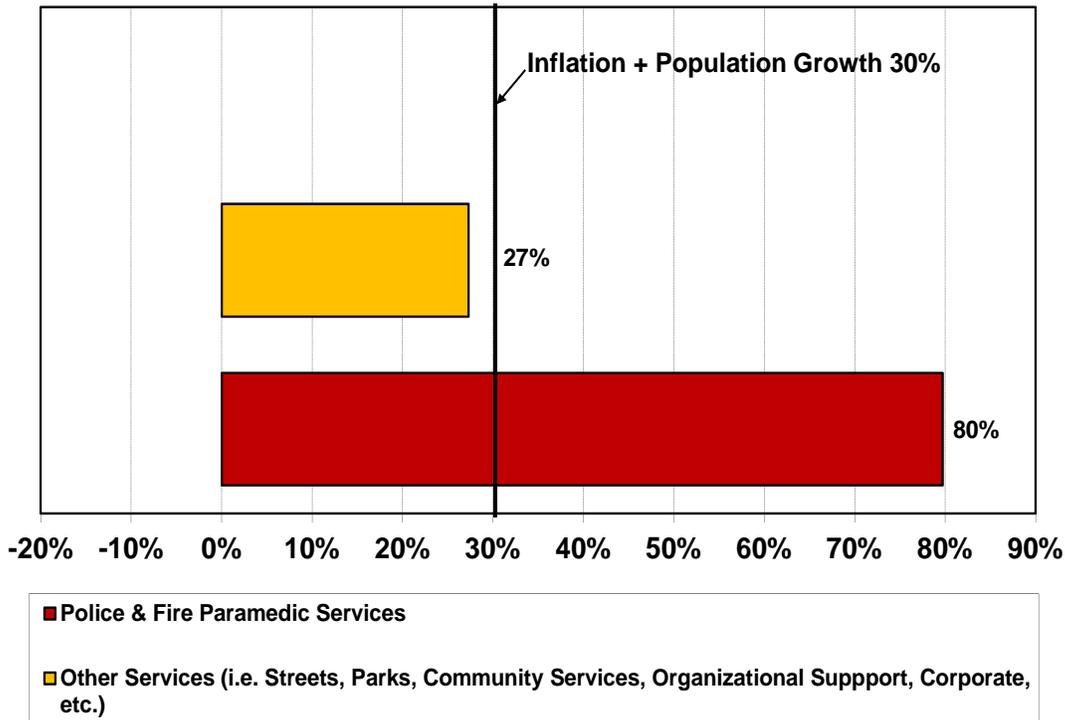
Source: City of Winnipeg 2015 Annual Financial Report

Goal #5: Manage expenditures

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

Cost increases since 2006 related to City services other than police and fire paramedics have kept below the inflation adjusted for growth level of 30% as shown in the following graph. Over this same period, costs related to police and fire paramedic services have increased 80%. The citizens of Winnipeg have identified public safety as a high priority and these service expenditures have been enhanced as a result.

TAX SUPPORTED SERVICES:
Percentage Change - 2006 to 2016 Expenditure Budgets



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 2014 and 2015 inflation adjusted for growth was 2.7%. Excluding land sales and investment income, consolidated operating revenue has increased by 3.1% in 2015 compared to 2014.

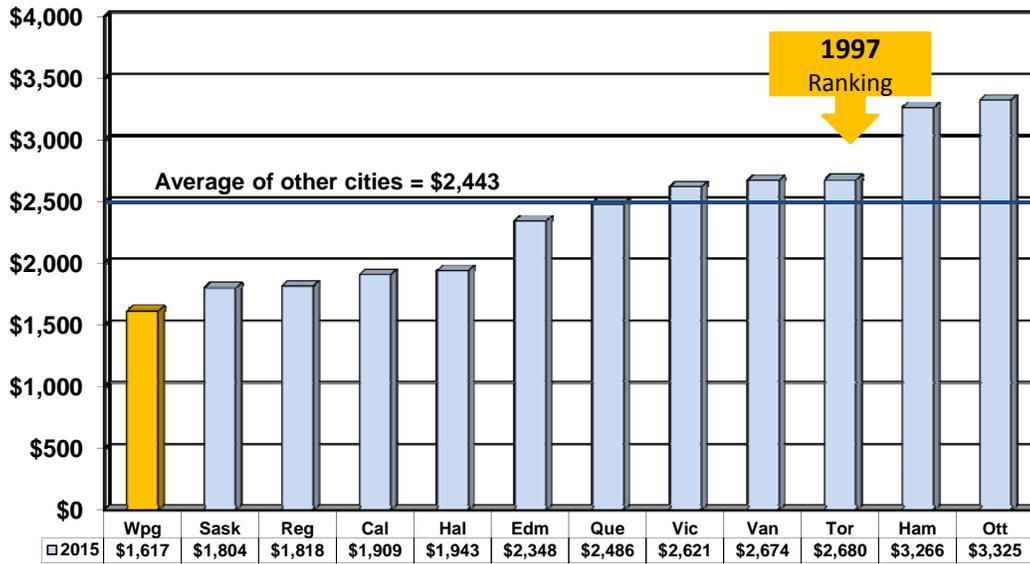
New sources of growth revenue are being explored to address both inflationary pressures on service costs as well as the significant infrastructure deficit. In 2016, Council's long term plan to improve local and regional streets was continued.

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 2015 municipal residential property taxes are the lowest compared to other large Canadian cities.

2015 MUNICIPAL PROPERTY TAX COMPARISON AVERAGE HOUSE



For the year 2015, Municipal portion only

Source: Prepared by City of Winnipeg using derived information

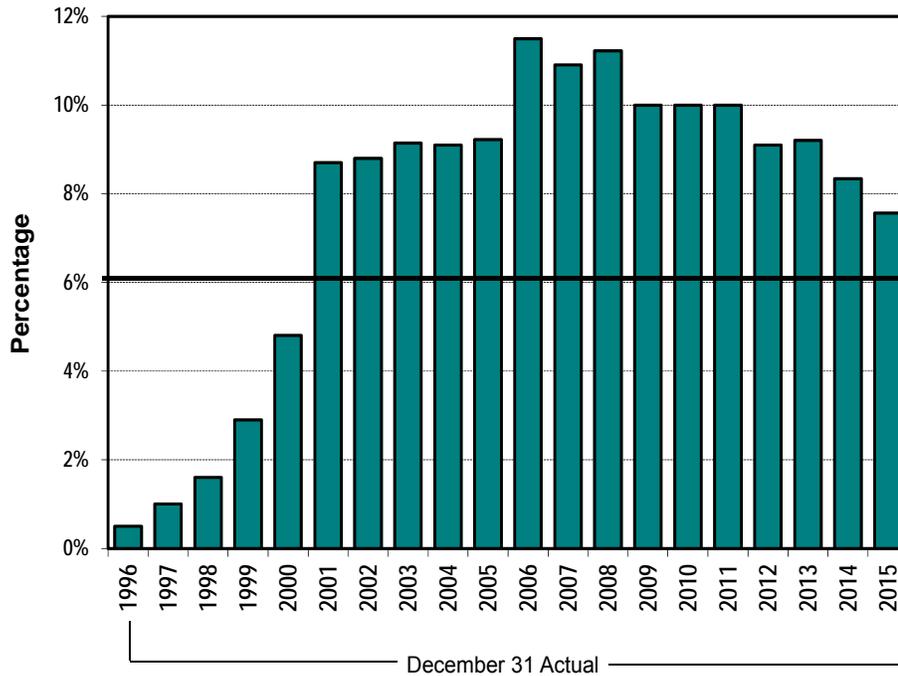
Note: Regina, Calgary, Quebec and Victoria are derived using 2014 average home property tax as the base to calculate 2015

Goal #8 Ensure adequate reserves

Target: Stabilization reserves maintained at a minimum of 8% 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 2015 is above target level at 7.6% of tax supported expenditures.

STABILIZATION RESERVE(S)



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 (MBN Canada). MBN Canada was formerly known as the Ontario Municipal Benchmarking Initiative (OMBI), and is now a collaboration of 16 municipalities including Ottawa, Toronto, Calgary, Winnipeg, Montreal, Regina and most recently Halifax. 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. MBN Canada allows for meaningful comparisons by having 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 MBN Canada in 2010 as a pilot project, Winnipeg is now reporting on most services using benchmarking with MBN Canada 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 will strengthen 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:

- The MBN Canada Office publishes their benchmarking data annually in November, therefore MBN Canada measures are reflected for 2014 in this document.
- Service Level Statistics and non-MBN Canada Performance Measures are from 2015, 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 data presented is from 2016.

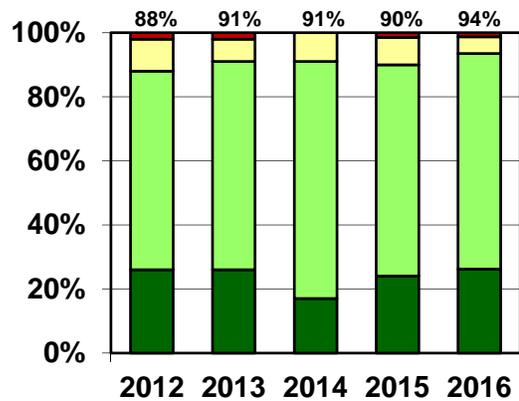
Citizen Survey

In this performance report, one of the key effectiveness measures is citizen satisfaction with the various services the City provides. Prairie Research Associates (PRA) was commissioned by the City of Winnipeg to conduct the 2016 Citizen Survey from May 3 to 16, 2016. Six hundred Winnipeg residents were randomly surveyed by telephone, including 27% from the inner city area. 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 2016, 94% of Winnipeggers believe the quality of life in Winnipeg is very good or good.

very good
 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 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 suggestions |
|-------------------------|--|
| Good or Very Good (94%) | <ul style="list-style-type: none"> • Fix streets • Improve transit / rapid transit |
| Poor or Very Poor (6%) | <ul style="list-style-type: none"> • Lower taxes • Fix streets |

These suggestions for actions the City could take to improve the quality of life were grouped into categories and compared to previous years. In 2016, “Roads/ Infrastructure” remained the most common suggestion for a third year. “Transit” and “Taxation” both moved up the list to replace “Crime/Policing” and “More things to do” as the second and third most commonly identified priority categories for City government to improve quality of life in the city:

- 1) Roads / Infrastructure
- 2) Transit / Rapid Transit
- 3) Lower Taxes / Revisit Taxes

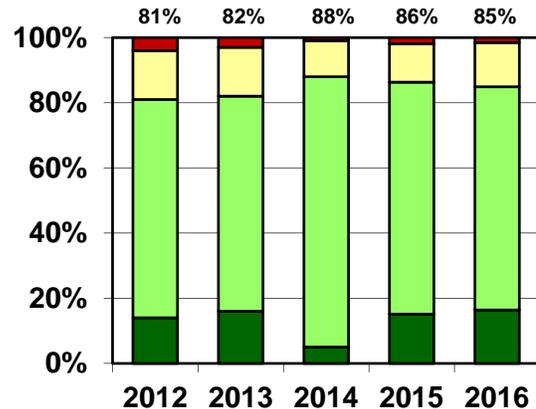
| Groupings | 2012 | 2013 | 2014 | 2015 | 2016 |
|---------------------------|-------|-------|-------|-------|-------|
| Roads/Infrastructure | 32.9% | 28.0% | 31.2% | 54.0% | 55.3% |
| Transit | 10.8% | 6.3% | 4.2% | 7.4% | 11.8% |
| Taxation | 1.7% | 5.5% | 3.2% | 6.9% | 11.7% |
| Crime/Policing | 39.5% | 38.6% | 27.8% | 12.1% | 9.1% |
| More things to do | 7.5% | 2.0% | 0.7% | 10.5% | 7.8% |
| Poverty | 6.4% | 0.8% | 0.0% | 3.0% | 6.4% |
| Economy | 1.4% | 0.4% | 0.2% | 2.6% | 6.3% |
| City Beautification/Parks | 1.5% | 0.6% | 1.5% | 6.5% | 6.2% |
| City Planning | 2.5% | 0.8% | 3.5% | 6.4% | 5.8% |
| Bicycle & Walking Trails | 8.5% | 3.5% | 1.3% | 4.8% | 4.3% |
| Housing | 1.2% | 1.6% | 0.3% | 5.5% | 4.2% |
| Healthcare | 0.6% | 0.4% | 0.4% | 1.7% | 3.9% |
| Recycling/Environment | 0.2% | 0.2% | 0.5% | 0.4% | 2.5% |
| Downtown Renewal | 6.6% | 2.4% | 2.5% | 1.5% | 2.2% |

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 85% in 2016.

very satisfied
 somewhat satisfied



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

Value for Tax Dollars

In 2016, 68% of Winnipeggers surveyed believe they receive good to very good value for their municipal property tax dollar (an increase from 62% in 2015). Respondents were then asked to provide a reason for this response.

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

| Value for Tax Dollars | Most common reasons |
|-------------------------|---|
| Good or Very Good (68%) | <ul style="list-style-type: none"> • Satisfaction with specific services (primarily snow removal, garbage/recycling collection) • Feel the City is doing the best with the money available |
| Poor or Very Poor (32%) | <ul style="list-style-type: none"> • Dissatisfaction with spending decision • Dissatisfaction with condition of streets, backlanes, etc. • General dissatisfaction with services (primarily snow removal and garbage/recycling collection) |

Customer Service

Of those Winnipeggers surveyed, 70% indicated they had contacted the City in the past year, and

- 77% made contact using a telephone (down from 81% in 2015);
- 19% made contact using e-mail or internet (up from 15% in 2015); and
- 79% rated their 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?”*

| Strongly Agree and Somewhat Agree | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|-------------|-------------|-------------|-------------|-------------|
| City staff are courteous, helpful and knowledgeable | 86% | 70% | 87% | 90% | 88% |
| The quality of service from the City is consistently high | 63% | 58% | 83% | 69% | 73% |
| The City responds quickly to requests and concerns | 54% | 62% | 72% | 60% | 61% |
| City staff are easy to get a hold of when I need them | 53% | 48% | 70% | 55% | 58% |

Citizens were also asked to provide a suggestion regarding ways the City’s customer service could be improved.

When the suggestions provided were reviewed in context of the respondent’s response regarding their satisfaction level, the most common suggestions from both the satisfied and dissatisfied groups were to increase staffing, and answer phones more quickly with less time for Citizen’s to be on hold.

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Roadway Construction and Maintenance

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

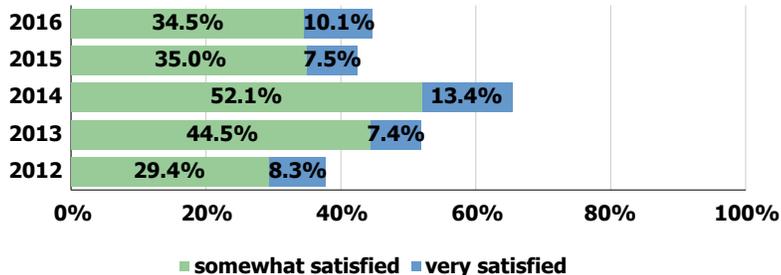
| Description | 2013 | 2014 | 2015 |
|--|-----------------------------|----------------------------|----------------------------|
| Roadway transferred from developers (lane-km) | 71.28 | 53.2 | 62.6 |
| Capital Addition of Regional Streets (lane-km) | 17.5 | 27.8 | 5.22 |
| Capital Reconstruction of Regional Streets (lane-km) | 0 | 10.2 | 9.65 |
| Capital Rehabilitation of Regional Streets (lane-km) | 24 | 25.2 | 57.78 |
| Capital Reconstruction of Local Streets (lane-km) | 8.42 | 19.2 | 27.02 |
| Capital Rehabilitation of Local Streets (lane-km) | 67.28 | 85.66 | 84.77 |
| Capital Addition of Surfaced Alleys (lane-km) | 0.662 | 0.501 | 2.18 |
| Capital Reconstruction of Alleys (lane-km) | 8.36 | 3.16 | 4.02 |
| New Pedestrian/Cycle Pathways (meters) | 6,735 | 7,969 | 1,716 |
| Major Bridge Rehabilitations | 3 locations \$19,045,654 | 2 locations \$4,157,000 | 2 locations \$2,570,000 |
| Significant Bridge Maintenance Repair Works | 27 locations \$504,000 | 26 locations \$775,500 | 27 locations \$400,500 |
| Slope Stabilization Works | 1 location \$1,500,000 | nil | nil |
| Bridge Deck Sealing Program | 23 locations \$171,400 | 20 locations \$146,300 | 16 locations \$128,900 |
| Overhead Sign Structure Maintenance | 3 locations \$76,500 | 5 locations \$147,400 | 4 locations \$130,000 |

Roadway Construction and Maintenance

Performance Measurements

Effectiveness Measurements

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

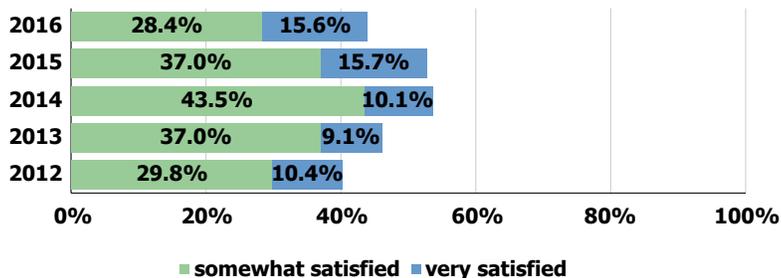


In 2016, the level of citizens who were somewhat satisfied or very satisfied with the condition of major streets was 44.6%, increasing slightly from the previous year, but lower than the high of 65.5% in 'Good' condition in 2014. Winnipeggers expect the condition of major streets to continue to improve and funding has been increased to the Public Works Department to address this concern.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 37.7% | 51.9% | 65.5% | 42.5% | 44.6% |

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 dropped to 44% in 2016, from highs of 53% in 2014 and 2015. 2016 citizen satisfaction is similar to 2012-2013 levels.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 40.2% | 46.1% | 53.6% | 52.7% | 44.0% |

Source: City of Winnipeg Annual Citizen Survey

Average Condition of Regional Streets

| Wpg.Trend | Condition | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------|-------------|-------|-------|-------|-------|-------|
| | Good | 45.7% | 57.5% | 60.4% | 60.8% | 65.5% |
| | Fair | 39.6% | 26.6% | 25.7% | 25.2% | 23.2% |
| | Poor | 14.7% | 15.9% | 13.9% | 14.0% | 11.3% |

Source: City of Winnipeg Public Works Department

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 in each year from 2010 to 2015. In 2005, a less costly method of rehabilitating roadways known as "mill and fill" was introduced and has increased the amount of regional street lane kilometres in the good condition rating category since 2011.

Roadway Construction and Maintenance

Average Condition of Local Streets

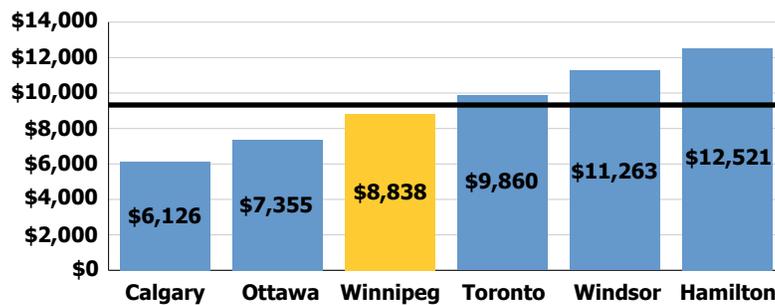
| Wpg. Trend | Condition | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-----------|-------|-------|-------|-------|-------|
| | Good | 65.4% | 63.5% | 58.6% | 59.7% | 63.7% |
| | Fair | 15.0% | 18.9% | 22.6% | 22.8% | 20.8% |
| | Poor | 19.6% | 17.6% | 18.8% | 17.5% | 15.5% |

Source: City of Winnipeg Public Works Department

The Public Works Department also completes reviews of the condition of local streets. In 2015, the percentage of streets rated as being in 'Good' condition increased, and those rated as being in 'Fair' condition or 'Poor' condition decreased slightly.

Efficiency Measurements

Total Costs for Paved (Hard Top) Roads per Lane Kilometre

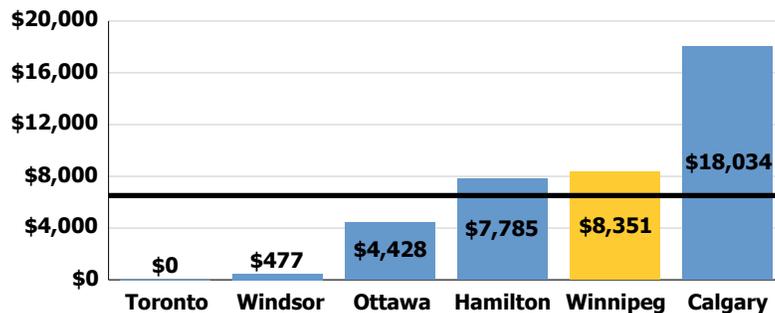


| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|----------|----------|---------|---------|
| | \$10,467 | \$10,154 | \$9,429 | \$8,838 |

Source: Municipal Benchmarking Network Canada (ROAD307T)

Total paved roadway operating costs are higher in Toronto, Hamilton and Windsor, according to 2014 Municipal Benchmarking Network Canada data.

Operating Cost for Roads per Unpaved (Loose Top) Lane Km (2014)



| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|----------|---------|----------|---------|
| | \$15,305 | \$7,863 | \$10,358 | \$8,351 |

Source: Municipal Benchmarking Network Canada (ROAD902)

Winnipeg's costs include gravelling, chip sealing, blading, dust control and oiling of unpaved roads. The increased cost in 2013 was a result of increased infrastructure maintenance activities.

Roadway Construction and Maintenance

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

| Type | 2011 | 2012 | 2013 | 2014 | 2015 |
|-------------------------|---------|---------|---------|---------|---------|
| Local - Reconstruct | \$1.220 | \$0.800 | \$0.930 | \$1.340 | \$1.300 |
| Local - Rehabilitate | \$0.520 | \$0.470 | \$0.510 | \$0.630 | \$0.590 |
| Regional - Reconstruct | \$1.700 | \$1.780 | n/a* | \$2.040 | n/a* |
| Regional - Rehabilitate | \$0.780 | \$0.760 | \$0.570 | \$0.939 | \$0.810 |

*No regional street construction projects.

The average cost for Regional rehabilitation projects in 2015 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

The proportion of work trips by vehicle drivers continues to rise. Bicycle mode share of work trips has increased over the 10 year period.

| Work Trip by Mode | 2001 Census | 2001 % | 2006 Census | 2006 % | 2011 Census | 2011 % |
|-------------------|----------------|-----------|----------------|-----------|----------------|-----------|
| Vehicle Driver | 207,095 | 68.6% | 216,675 | 69.1% | 229,155 | 69.1% |
| Vehicle Passenger | 25,825 | 8.5% | 28,065 | 9.0% | 24,380 | 7.3% |
| Transit | 42,960 | 14.2% | 42,375 | 13.5% | 48,530 | 14.6% |
| Walk | 19,375 | 6.4% | 18,685 | 6.0% | 18,095 | 5.5% |
| Bicycle | 4,565 | 1.5% | 5,295 | 1.7% | 7,075 | 2.1% |
| Other | 2,520 | 0.8% | 2,235 | 0.7% | 4,550 | 1.4% |
| Total | 302,340 | 100% | 313,330 | 100% | 331,785 | 100% |

| Description | 2013 | 2014 | 2015 |
|--|--------|--------|----------|
| Lane Kilometres of Regional Streets | 1,782* | 1,810* | 1,815 |
| Lane Kilometres of Truck Routes | 1,754* | 1,768* | 1,769.4* |
| Number of Signalized Intersections | 638 | 649 | 651 |
| Number of Accessible Pedestrian Signals | 293 | 398 | 436 |
| Number of Pedestrian Corridors | 166 | 169 | 173 |
| Kilometres of Active Transportation Facilities | 394 | 396 | 406 |
| Kilometres of Multi-use paths | 197 | 197 | 199 |
| Kilometres of Bike Lanes | 35 | 37 | 45 |
| Kilometres of Sharrows | 37 | 37 | 37 |
| Kilometres of Bike Boulevards | 56 | 56 | 56 |

Transportation System Use Estimates

| | | | |
|-----------------------------------|------------|------------|------------|
| Daily Vehicle-Kilometre of Travel | 10,129,741 | 10,129,741 | 10,184,230 |
|-----------------------------------|------------|------------|------------|

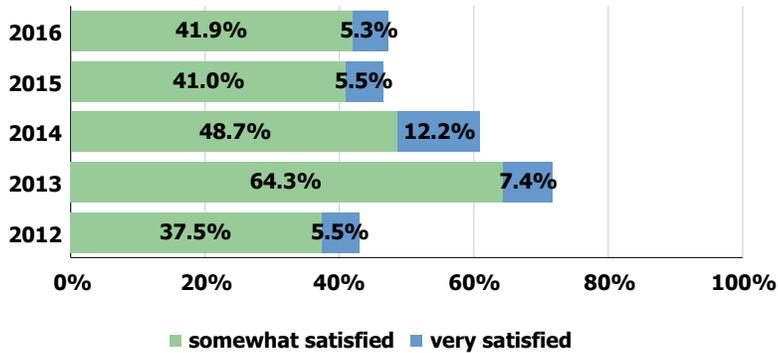
* Variation in the number is due in part to a refinement of the inventory calculation. The Regional Streets Network increased in 2014 due to the opening of the Kenaston Extension. Truck Routes Lane Kilometres increased in 2014, however the net increase was reduced by the opening of CentrePort Canada Way. Lane Kilometres of Truck Routes increased in 2015 due to the opening of the St. Matthews Avenue extension.

Transportation Planning and Traffic Management

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Management of Rush Hour Traffic Flow



in 2016, citizen satisfaction with traffic management during rush hour remains consistent at approximately 47% of citizens being either somewhat satisfied or very satisfied.

The Public Works Department is developing a Transportation Management Centre (TMC) to better manage traffic flows. \$3.0 million in capital funding has been budgeted for creation of the TMC.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 43.0% | 71.7% | 60.9% | 46.5% | 47.2% |

Source: City of Winnipeg Annual Citizen Survey

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

| Route | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------|------|------|------|------|------|
| Henderson Hwy. | 16.0 | 13.6 | 20.5 | 15.6 | 12.5 |
| Main St. | 18.1 | n/a | 21.9 | 22.2 | 17.6 |
| Pembina Hwy. | 18.4 | n/a | n/a | 17.8 | 18.0 |
| Portage Ave. | 20.5 | 22.9 | n/a | 20.4 | n/a |
| St. Mary's Rd. | n/a | n/a | 17.5 | 17.3 | 21.3 |

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.

n/a = route not measured in given year

Average Time to Repair Signalized Intersection

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------------|------|------|------|------|------|
| Average Repair Time (hrs) | 6.5 | 6.0 | 6.5 | 5.4 | 6.1 |

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.

Transportation Planning and Traffic Management

Efficiency Measurements

Cost of Transportation Planning and Traffic Management per Lane Km of Regional Road

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|---------|---------|---------|---------|---------|
| | \$2,960 | \$2,781 | \$3,490 | \$3,087 | \$3,306 |

There had been little change in the cost for providing this service until 2013. In 2013, this cost increased due to additional expenditures on Traffic Signal Asset Management as a result of considerable increase in winter related snow damage. In 2014, this measure decreased as less funds were expended for Traffic Signal Asset Management and the number of lane kilometers of regional roads increased. There was a slight increase in 2015 due to an increase in the operating budget to allocate resources to the Transportation Management Centre.

Maintenance Cost per Signalized Intersection

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|---------|---------|---------|---------|---------|
| | \$6,552 | \$6,389 | \$7,301 | \$6,653 | \$7,431 |

The costs of traffic signals maintenance increased in 2015 as a result of additional maintenance funding received to address critical infrastructure repairs and upgrades that address safety issues and aging equipment.

Average Signal Damage Repair Cost

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|---------|---------|---------|---------|---------|
| | \$2,725 | \$2,752 | \$3,377 | \$2,797 | \$3,187 |

Damages are a result of a third party or an 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.

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 | 2013 | 2014 | 2015 |
|---|---------|-----------|---------|
| Annual Snowfall (centimetres) | 150 | 131 | 119 |
| Days of Snowfall (3 cm or more) | 15 | 57 | 11 |
| Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events) | 7 | 7 | 5 |
| Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events) | 3 | 4 | 2 |
| Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events) | 6 | 7 | 4 |
| Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events) | 3 | 5 | 2 |
| Residential Streets - Priority 3 Grader Plows (Department budgets 2 events) | 3 | 3 | 2 |
| Alleys (Department Budgets for 2 events) | 6 | 7 | 4 |
| Salt Applied (tonnes) | 22,547 | 29,484 | 29,663 |
| Sand Applied (tonnes) | 105,000 | 97,200 | 62,986 |
| Snow Removed/Hauled (cubic metres) | 757,982 | 1,526,000 | 81,540 |
| Sidewalks Plowed (kilometres) | 42,632 | 31,607 | 15,349* |

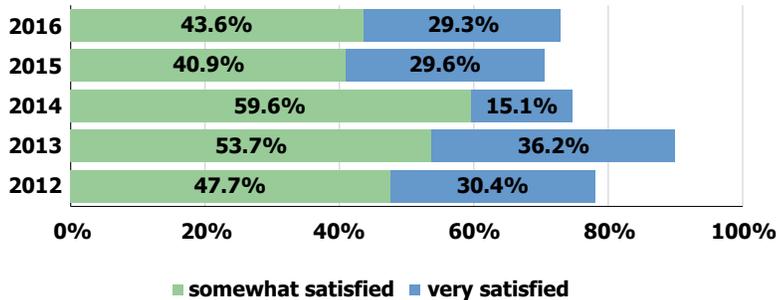
* The kilometres reported in 2015 and going forward are lower than previously reported due to an operational change in the measurement of accomplishment. Previously, kilometres of sidewalk plowed were reported in Lane Kilometres but are now reported in Linear Kilometres to better reflect the distance of travel and actual sidewalk cleared.

Roadway Snow Removal and Ice Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Snow Removal



While the 2015-2016 winter could be considered mild compared to the previous couple of seasons, it still posed challenges in regards to the use of sand and salt on the roadways. The City's snow removal efforts saw an increase in citizen satisfaction to 73% in 2016.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 78.1% | 89.9% | 74.7% | 70.5% | 72.9% |

Source: City of Winnipeg Annual Citizen Survey

Percentage of Winter Events Where Response Met or Exceeded Service Levels for Snow Clearing

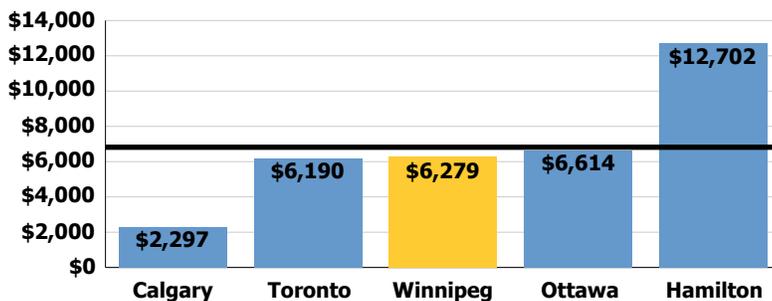
| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 100% | 95% | 93% | 91% | 95% |

Source: City of Winnipeg Public Works Department

Winnipeg met the snow clearing service level standards in 2011 as per the City's Snow Clearing Policy, was at 95% in 2012, 93% in 2013 and dropped to 91% in 2014 due to the difficult weather conditions experienced in the early months of 2014. The percentage of winter events where response met or exceeded service levels for snow clearing rose to 95% in 2015.

Efficiency Measurements

Total Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter (2014)



| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|---------|
| | \$3,431 | \$5,406 | \$4,298 | \$6,279 | \$7,715 |

Source: Municipal Benchmarking Network Canada (ROAD309T)

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 were higher in 2014 due to considerably less favourable weather conditions January-March than in previous years.

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

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|---------|---------|---------|---------|---------|
| | \$1,059 | \$1,301 | \$1,443 | \$1,375 | \$1,352 |

Source: City of Winnipeg Public Works Department

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
- Handi-Transit
- Chartered and Special Events Transit

Description

To plan, develop, and operate public transportation service in Winnipeg that:

- Provides mobility for those who do not or choose not to use other modes;
- Provides weekday peak period service levels that minimize the City's requirement for investment in roadway and bridge infrastructure;
- Reduces pollution generated by the overall urban transportation system; and
- Reduces energy use by urban transportation.

To provide a parallel public transportation service for people who are unable to safely and independently maneuver the fixed route transit system due to a significant impairment to their mobility or a cognitive disability in accordance with eligibility criteria.

Key Goals

1. Improve accessibility, mobility, comfort, convenience, and safety.
2. Improve speed, reliability and ridership.
3. Improve environmental sustainability.
4. Improve productivity.
5. Improve passenger information.
6. Improve service reliability. (Handi-Transit)
7. Improve productivity. (Handi-Transit)
8. Improve customer relations. (Handi-Transit)

Service Level Statistics

Regular and Chartered Transit

| Description | 2013 | 2014 | 2015 |
|-------------------------------------|-------------|-------------|------------|
| Number of Buses in Fleet | 570 | 579 | 626 |
| Easy Access Buses: Number | 536 | 546 | 605 |
| Easy Access Buses: % of Fleet | 94% | 94% | 97% |
| Bus Hours Operated | 1,517,237 | 1,524,643 | 1,522,564 |
| Bus Kilometres Operated | 29,689,903 | 29,763,750 | 29,685,402 |
| Passengers Carried: Annual | 49,570,711* | 49,882,812* | 48,232,025 |
| Passengers Carried: Average Weekday | 174,047* | 175,441* | 169,758 |
| Number of Routes | 93 | 93 | 93 |
| Number of Bus Stops | 5,145 | 5,176 | 5,189 |

Handi-Transit

| Description | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Active Registrants at Year End | 7,486 | 7,471 | 7,288 |
| % of Registrants Age 65+ | 73% | 73% | 73% |
| Passengers Carried: Annual | 487,519 | 465,696 | 459,371 |
| Passengers Carried: Average Weekday | 1,623 | 1,524 | 1,465 |
| Customer No Shows (Annual) | 7,060 | 7,343 | 7,289 |
| Trip Requests Unable to Provide | 4,522 | 3,773 | 4,930 |
| Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary) | 56% | 55% | 55% |
| Wheelchair - % of Passengers Carried | 30% | 30% | 30% |
| Ambulant - % of Passengers Carried | 70% | 70% | 70% |

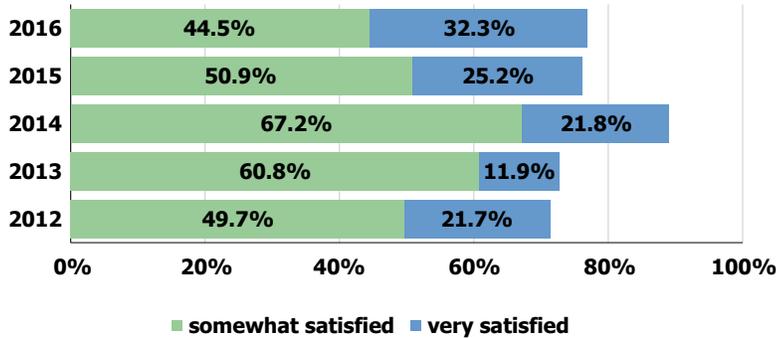
* Restated to reflect updated reporting methodology.

Public Transit

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction for Users Who Use Transit Regularly

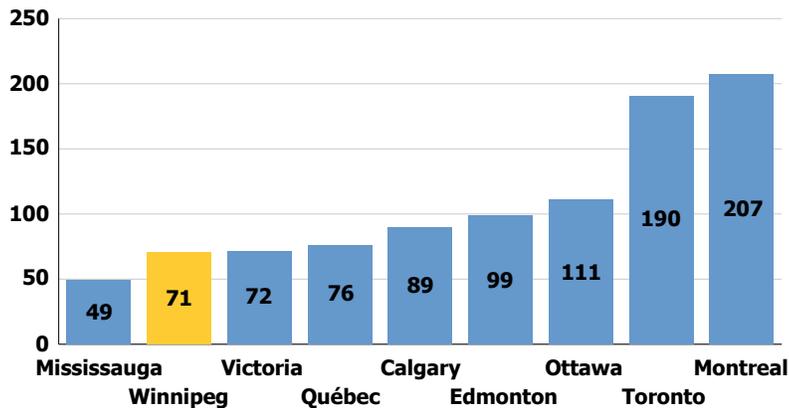


The percentage of respondents who are very satisfied with Transit service has risen steadily over the last four years.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 71.4% | 72.7% | 89.0% | 76.1% | 76.8% |

Source: City of Winnipeg Annual Citizen Survey

Regular Transit Passengers per Capita (2015)



Winnipeg's per capita ridership has remained relatively unchanged between 2011 and 2015.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 72 | 73 | 74 | 74 | 71 |

Source: Canadian Urban Transit Association

Handi-Transit Passengers per 1,000 Population

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 774 | 729 | 728 | 695 | 671 |

Since 2006, Handi-Transit registrants with unlimited eligibility have been allowed to ride for free on the regular fixed-route system. This policy, an increased number of Easy Access buses, and improved screening of applications to determine eligibility, have contributed to the decline in Handi-Transit usage.

Public Transit

Percentage of Scheduled Service Operated

| Service Reliability | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------------|-------|-------|-------|-------|-------|
| Percentage | 99.6% | 99.6% | 99.6% | 99.6% | 99.3% |

Service delivery has remained over 99% in recent years.

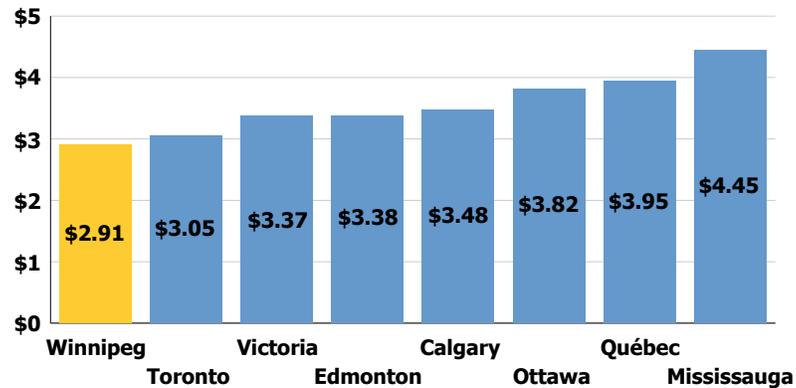
Weekday Service Reliability

| Service Reliability | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------------|-------|-------|-------|-------|-------|
| On-Time | 82.2% | 80.7% | 80.3% | 79.0% | 79.5% |
| Late | 9.1% | 10.0% | 10.4% | 11.7% | 11.2% |
| Early | 8.7% | 9.2% | 9.4% | 9.3% | 9.3% |

On-time reliability has remained relatively stable in recent years.

Efficiency Measurements

Regular Transit Operating Cost per Passenger (2015)



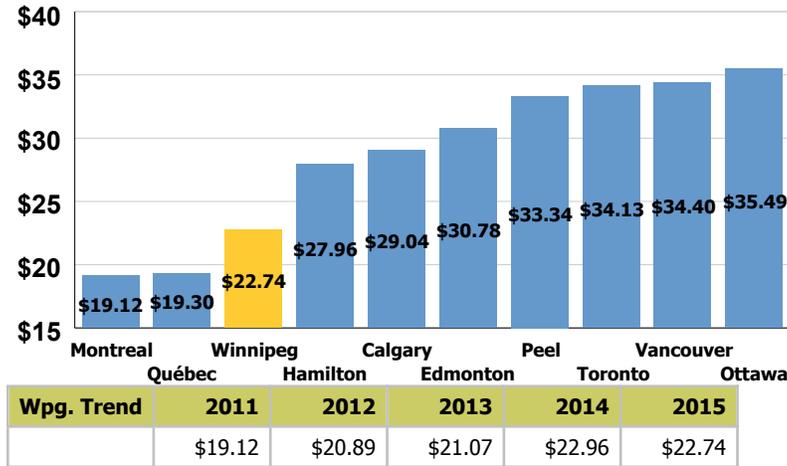
Winnipeg consistently operates one of the most cost efficient transit systems in Canada.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|--------|--------|--------|--------|--------|
| | \$2.47 | \$2.53 | \$2.63 | \$2.80 | \$2.91 |

Source: Canadian Urban Transit Association

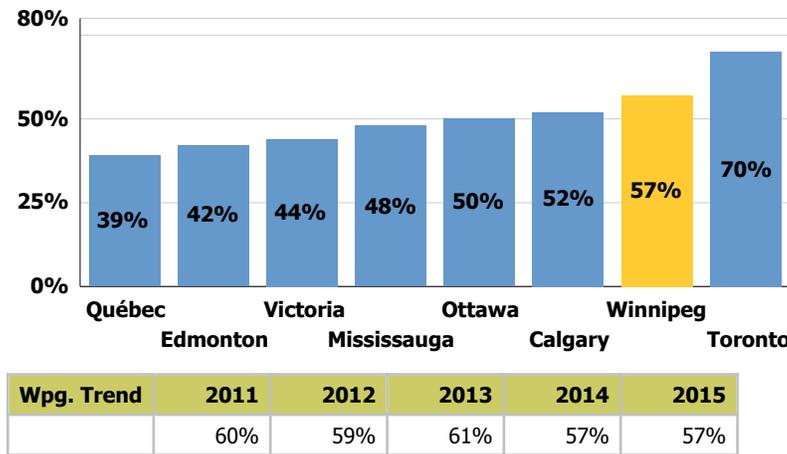
Public Transit

Handi-Transit Operating Cost per Passenger (2015)



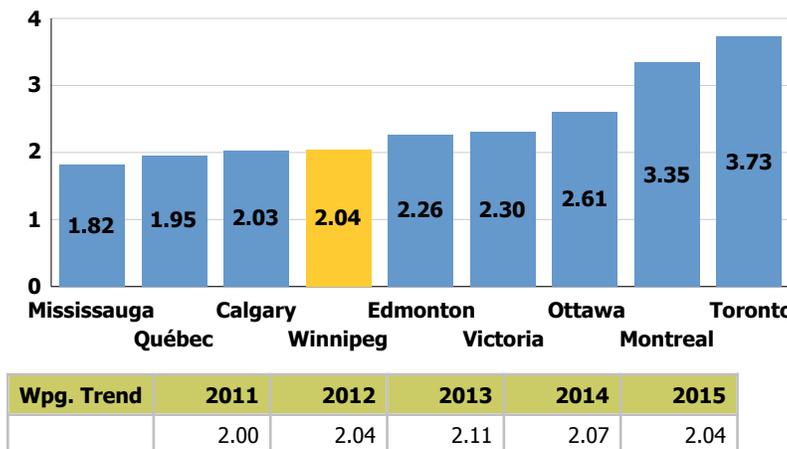
Winnipeg consistently operates one of the most efficient para-transit systems in Canada. Handi-transit operating costs per passenger trip have remained amongst the lowest in Canada.

Total Operating Revenue/Total Direct Operating Expenses (R/C ratio) (2015)



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

Revenue Vehicle Hours/Capita (2015)



Revenue vehicle hours/capita is the annual vehicle hours operated by active revenue vehicles in regular passenger service for every resident.

Winnipeg's population has historically grown at a faster rate than service expansions to meet Winnipeg's geographical development.

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 | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Number of litter containers in park sites | 2,750* | 2,750* | 2,960 |
| Number of street litter containers | 1,566 | 1,591 | 1,588 |
| Tonnes of boulevard abrasives removed (streets only) | 24,045 | 22,000 | 24,250 |
| Flower Beds (raised/fixed) (m2) | 3,267* | 3,267* | 3,267* |
| Flower Beds (in-ground) (m2) | 23,391* | 23,391* | 23,391* |
| Flower planters (m2) | 1,604* | 1,604* | 1,604* |
| Hanging baskets (m2) | 10* | 10* | 10* |
| Number of park lighting units | 3,828* | 3,828* | 3,828* |
| Number of community clean up & Adopt-A-Park projects | 28 | 22 | 28 |
| Number of graffiti tags removed | 8,637 | 15,510 | 17,531 |
| Square metres of graffiti removed | 43,152 | 41,586 | 44,314 |
| Number of graffiti sites treated | 3,842 | 6,971 | 7,347 |
| Number of public art projects completed | 5** | 6** | 4** |
| Number of flags | 67* | 67* | 66 |

* A physical inventory was conducted under the 2012 Parks and Open Space Asset Management data capture and is still under refinement. Inventory excludes Assiniboine Park.

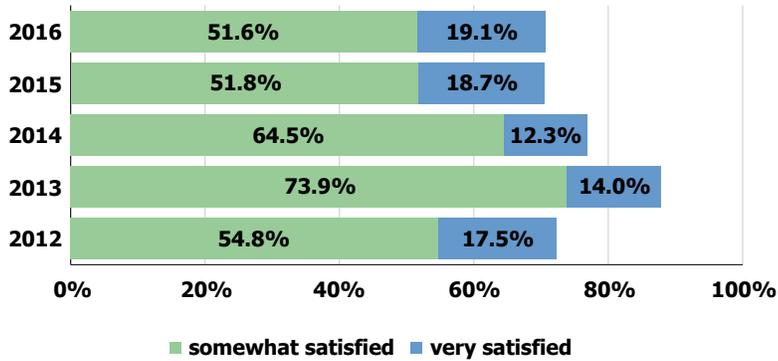
** Source: Winnipeg Arts Council

City Beautification

Performance Measurements

Effectiveness Measurements

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



Approximately 71% of citizens are either somewhat satisfied or very satisfied with the City's efforts in keeping Winnipeg clean and beautiful.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 72.3% | 87.9% | 76.8% | 70.5% | 70.7% |

Source: City of Winnipeg Annual Citizen Survey

Litter Score Index

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 2.2 | 2.2 | 2.1 | 2.2 | 2.3 |

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

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$478 | \$468 | \$514 | \$560 | \$585 |

Hectares include both boulevards on Regional Streets and all other maintained parks areas (excluding natural areas).

City Beautification

Cost per Graffiti Removal Incident

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$146 | \$144 | \$259 | \$137 | \$137 |

As the number of graffiti incidents reported to and treated by Graffiti Control increased in 2014, the cost per graffiti removal decreased due to fixed unit costs required to deliver basic services. The cost per graffiti removal incident remained consistent in 2015.

Cost per Lane Km of Street Sweeping

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$750 | \$776 | \$717 | \$733 | \$673 |

The Public Works Department sweeps all paved streets during the spring clean-up and then moves to a Regional Street cleaning program in summer months. The remaining streets are swept on an as required basis. Costs are dependent on the number of street sweeps conducted per year and the amount of ice control materials removed from streets during the spring clean-up. The lower cost per lane kilometre of street sweeping for 2015 reflects the elimination of the fall sweeping program for 2015.

Cost per Square Metre for Floral Displays

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$104 | \$109 | \$108 | \$102 | \$100 |

This is an average of all types of floral displays and includes hanging baskets as well as ground displays. Values do not include costs or square meters associated with shrub beds.

Direct costs decreased in 2015. Square meters have remained constant.

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 | 2013 | 2014 | 2015 |
|--|-----------|-----------|-----------|
| Number of vehicle and equipment units managed | 2,224 | 2,317 | 2,269 |
| Number of vehicle and equipment bid opportunities completed | 55 | 46 | 62 |
| Number of vehicle and equipment units acquired | 236 | 175 | 180 |
| Number of insurance and license registrations completed | 1,805 | 1,893 | 1,889 |
| Number of service repairs, by work order lines completed | 29,298 | 34,687 | 36,409 |
| Number of service labour hours completed | 66,035 | 57,336 | 72,897 |
| Number of parts transactions | 34,511 | 39,661 | 39,991 |
| Number of fuel fill-up transactions and odometer readings verified | 116,205 | 118,899 | 119,988 |
| Litres of unleaded gasoline, clear diesel, and marked diesel provided* | 8,133,861 | 8,293,750 | 7,981,212 |
| Number of vehicle and equipment motor pool rental days provided | 89,703 | 84,619 | 88,850 |
| Number of vehicle and equipment units disposed | 26 | 81 | 228 |

* Fleet has found variations in the amount of fuel dispensed in a calendar year is directly related to the severity of the winter climate. The winter months for 2015 (January-March, October to December) were fairly mild with less annual snow fall and thus less equipment used to clear snow and less idle for warmth.

Winnipeg Fleet Management Agency (SOA)

Performance Measurements

Effectiveness Measurements

Overall Customer Satisfaction

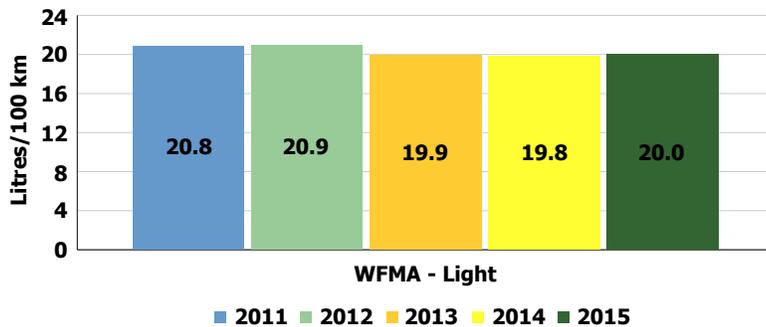


Winnipeg Fleet Management Agency conducted a customer survey and approximately 79% of the customers were very satisfied or satisfied with Fleet Management services.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 75.0% | 85.0% | 75.0% | 73.0% | 79.0% |

Efficiency Measurements

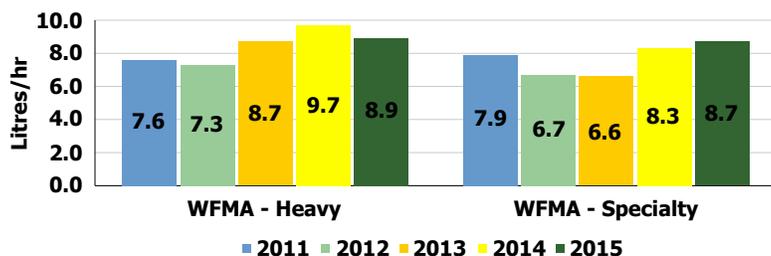
Fuel Efficiency by Category - Light Vehicles in Litres per 100 Kilometre



Light fleet average fuel efficiency is based on data gathered from January 1, 2011 to December 31, 2015 and is reported for the City excluding Transit.

Winnipeg Fleet Management Agency (SOA)

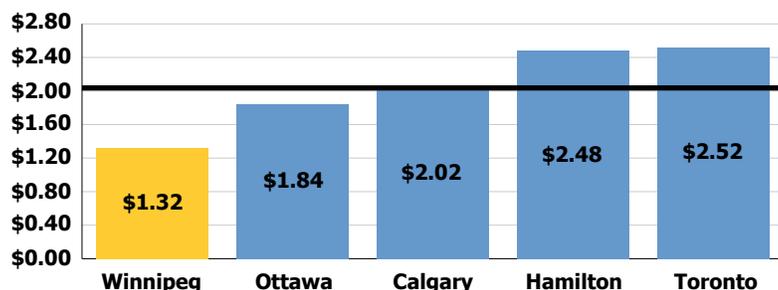
Fuel Efficiency by Category - Heavy Vehicles and Specialty Equipment in Litres per Hour



Heavy vehicles and specialty equipment average fuel efficiency is based on data gathered from January 1, 2011 to December 31, 2015, and is reported for the City excluding Transit.

The operating cost for 2014 was restated due to a change in the data capture of amount of fuel dispensed and odometer meter readings and the reporting methodology for using this data, prior years data has been archived and therefore not restated.

Operating Cost by Heavy Vehicles and Specialty Equipment in dollars per kilometre (2014)



Operating costs for the City exclude Transit, Winnipeg Police Service and Winnipeg Fire Paramedic Service, and are presented by municipal equipment category excluding off-road vehicles, as defined by Municipal Benchmarking Network Canada (formerly OMBI) on a per kilometre basis.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|--------|--------|--------|--------|--------|
| | \$1.06 | \$1.15 | \$1.53 | \$1.67 | \$1.32 |

The operating cost for 2014 was restated due to a change in the data capture of amount of fuel dispensed and odometer meter readings and the reporting methodology for using this data, prior years data has been archived and therefore not restated.

Fuel Efficiency By City Department - Light Vehicles in Litres per 100 Kilometre

| Department | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|-------|-------|-------|-------|-------|
| Assessment & Taxation | 11.00 | 10.50 | 10.40 | 9.08 | 9.89 |
| Corporate Support Services | 20.60 | 22.00 | 20.40 | 18.20 | 20.70 |
| Winnipeg Fire Paramedic Service | 20.90 | 19.60 | 19.30 | 19.30 | 20.00 |
| Fleet Management Agency | 21.50 | 20.90 | 22.20 | 19.60 | 15.70 |
| Planning, Property and Development | 20.60 | 23.40 | 21.50 | 18.10 | 16.60 |
| Winnipeg Parking Authority | 10.60 | 22.50 | 11.60 | 13.00 | 12.30 |
| Public Works - Engineering | 19.40 | 16.70 | 16.70 | 19.00 | 15.30 |
| Public Works - Parks & Open Spaces | 24.00 | 25.30 | 25.80 | 24.30 | 23.70 |
| Public Works - Streets Maintenance | 23.50 | 26.40 | 24.50 | 27.60 | 22.00 |
| Public Works - Traffic Signals | 33.10 | 27.80 | 28.40 | 27.70 | 32.40 |
| Public Works - Transportation Signals | 23.90 | 21.90 | 23.50 | 23.80 | 23.80 |
| Winnipeg Police Service | 20.40 | 21.20 | 19.00 | 18.60 | 19.80 |
| Water & Waste - Engineering | 17.30 | 18.50 | 18.30 | 15.90 | 16.00 |
| Water & Waste - Environmental Standards | 12.40 | 12.70 | 12.20 | 10.30 | 11.30 |
| Water & Waste - Solid Waste | 22.00 | 22.50 | 22.90 | 19.80 | 25.20 |
| Water & Waste - Wastewater | 21.60 | 23.10 | 22.80 | 18.90 | 21.90 |
| Water & Waste - Water Services | 21.70 | 22.30 | 22.60 | 19.80 | 24.40 |

Fuel efficiency is presented for City departments excluding Transit by light vehicles based on litres per 100 kilometres.

Winnipeg Parking Authority (SOA)

Description

The Parking Authority manages fees for on and off-street parking and City owned public parking facilities. It provides leadership to local parking service providers, and encourages the development of all parking services in support of public policy objectives.

Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking.
2. Improve the quality of service offered to customers.
3. Maintain coordination with key stakeholder groups.
4. Provide effective facilities management, optimizing the productive use of physical assets.
5. Optimize use of off-street facilities for longer-term parking, and on-street parking for short-term occupancy.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Number of Pay Stations on Street* | 637 | 631 | 624 |
| Number of Pay Stations in City Lots | 10 | 12 | 12 |
| Number of Parking and Non-Moving Violations Issued | 142,697 | 152,181 | 158,946 |
| Number of High Demand On-Street Spaces | 1,305 | 1,298 | 1,318 |
| Number of Low Demand On-Street Spaces | 2,507 | 2,507 | 2,498 |

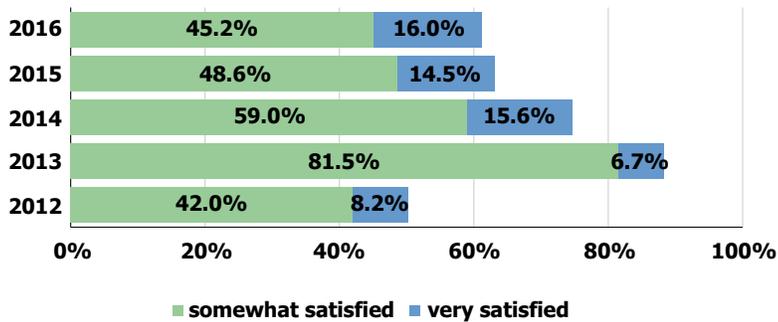
* Long term construction projects can impact the number of on-street paystations and spaces per zone on a year over year basis. High demand zone numbers include paystations located on-street in vicinity of St. Boniface Hospital and Health Sciences Centre.

Winnipeg Parking Authority (SOA)

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Management of On-Street Parking

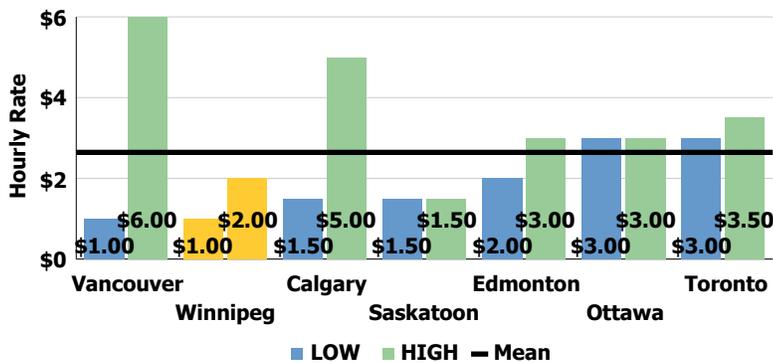


In 2016, when asked their level of satisfaction with "the City's efforts in managing on-street parking (availability, convenience, etc.)", approximately 61% of citizens were satisfied or somewhat satisfied. There is a clear correlation between citizen satisfaction levels and actual or proposed changes to on-street parking.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 50.2% | 88.2% | 74.6% | 63.1% | 61.2% |

Source: City of Winnipeg Annual Citizen Survey

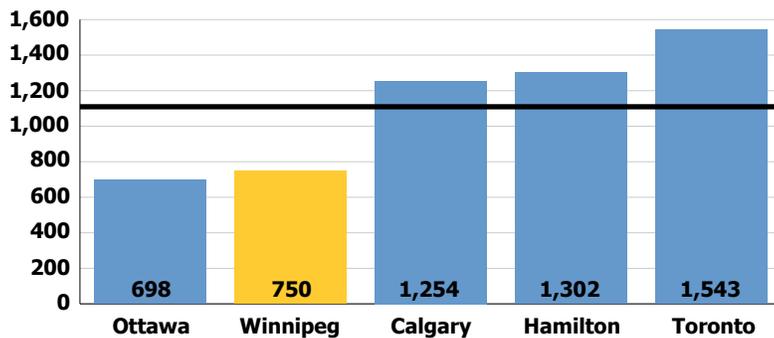
Meter Rates in Canadian Cities



Winnipeg has among the lowest overall meter rates compared to 6 other Canadian cities. High rate is limited to high demand zones and hospital areas. Currently 34% of on-street spaces are in high demand and hospital zones.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|--------|--------|--------|--------|--------|
| | \$1.28 | \$1.34 | \$1.34 | \$1.34 | \$1.34 |

Number of Parking Spaces Managed per 100,000 Population (2014)



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

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|------|
| | 805 | 788 | 698 | 703 | 750 |

Source: Municipal Benchmarking Network Canada (PRKG205)

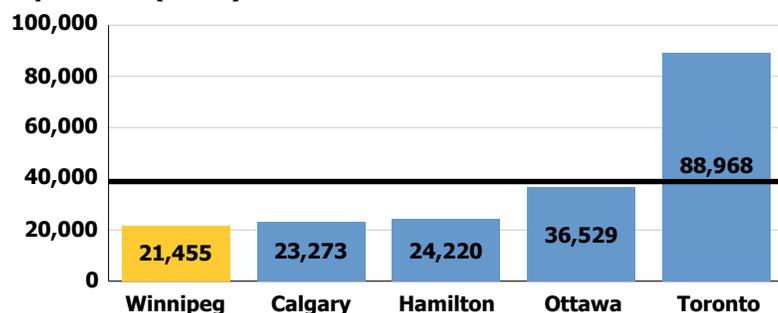
Winnipeg Parking Authority (SOA)

Percentage of Tickets Overturned by Court

| | 2013 | 2014 | 2015 |
|---------------------------------------|---------|---------|---------|
| Total Tickets Issued | 142,697 | 152,181 | 158,496 |
| Ticket Action | 2013 | 2014 | 2015 |
| Total Tickets to Court | 3,127 | 3,084 | 3,704 |
| Percentage of Issued | 2.19 | 2.03 | 1.64 |
| Total Fine Imposed | 1,665 | 1,741 | 1,393 |
| Fine Imposed (% of Total) | 1.16 | 1.15 | 0.88 |
| Total Reprimand | 1,213 | 1,047 | 882 |
| Reprimand (% of Total) | 0.85 | 0.69 | 0.55 |
| Total Stayed by Crown Attorney | 249 | 275 | 320 |
| Stayed by Crown Attorney (% of Total) | 0.17 | 0.18 | 0.12 |
| Total Acquitted | 10 | 21 | 12 |
| Acquittee (% of Total) | 0.01 | 0.01 | 0.01 |

In 2015, 0.01% of tickets issued were overturned by the courts and 0.55% of tickets issued were converted to a reprimand. Figures include where the court dismissed the charge at trial or where the driver pled guilty and the judicial justice of the peace reduced the fine to a reprimand.

Gross Number of All Parking Tickets Issued per 100,000 Population (2014)



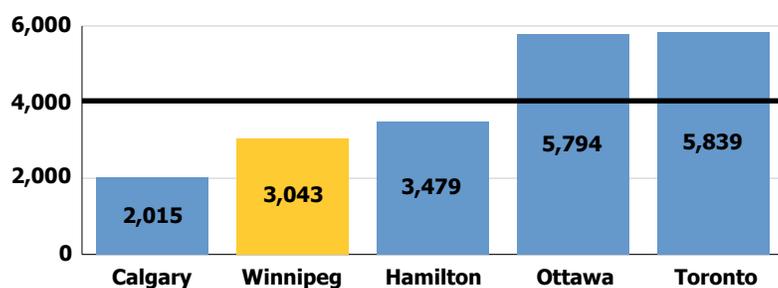
Enforcement related to snow clearing can vary from year to year and have a significant impact on overall ticket issuance.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|--------|--------|--------|--------|--------|
| | 24,318 | 24,186 | 23,798 | 20,406 | 21,455 |

Source: Municipal Benchmarking Network Canada (PRKG220)

Efficiency Measurements

Gross Number of Tickets Issued per Parking Enforcement FTE (2014)



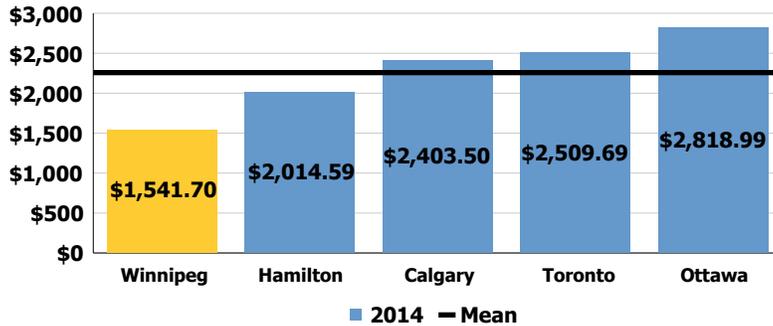
With different by-laws, meter payment times and parking restrictions, comparison of the average number of citations per Compliance Officer between municipalities is imprecise. Year-over-year numbers are a more accurate reflection of trends for a given municipality. Citations issued reflect the number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

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 3,152 | 3,154 | 2,797 | 3,043 |

Source: Municipal Benchmarking Network Canada (PRKG221)

Winnipeg Parking Authority (SOA)

Gross Parking Revenue Collected per On-Street Space (2014)

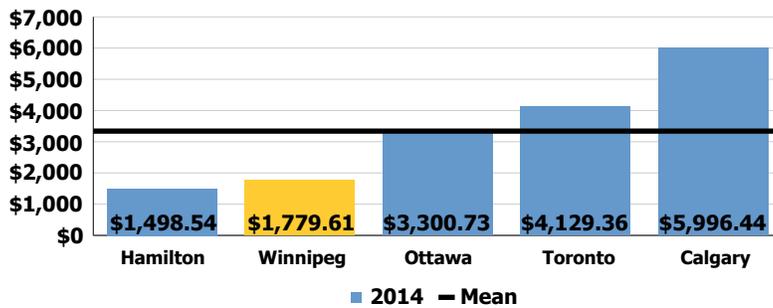


Winnipeg has the lowest on-street rates amongst the noted cities.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------------|------------|------------|------------|------------|
| | \$1,241.82 | \$1,376.15 | \$1,400.58 | \$1,529.69 | \$1,541.70 |

Source: Municipal Benchmarking Network Canada (PRKG310)

Gross Parking Revenue Collected per Off-Street Structure (Parkade) Space (2014)



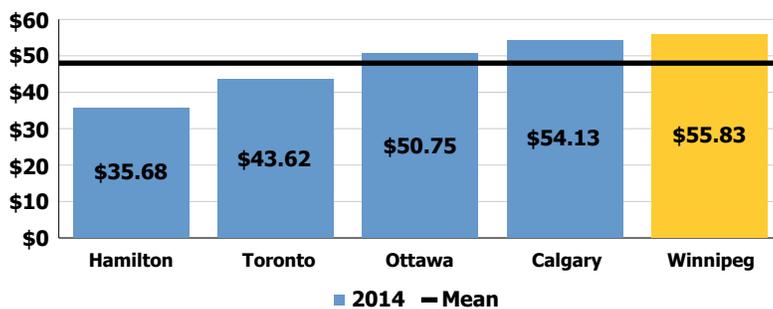
Structured off-street parking generates higher per stall revenue. Ratio of surface to structured parking in 2014 for benchmarked cities is Calgary 33:67, Ottawa 33:67, Toronto 55:45 (includes all Toronto Transit Commission park & ride lots comprising over 20,000 spaces) and Winnipeg 68:32.

During 2014, completion of refit of Millennium Library Parkade resulted in all spaces being available as of end of the year resulting in similar revenue being spread across more spaces.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------------|------------|------------|------------|------------|
| | \$2,405.00 | \$2,249.73 | \$3,009.96 | \$3,259.43 | \$1,779.61 |

Source: Municipal Benchmarking Network Canada (PRKG317)

Gross Fine Revenue per Ticket (2014)



Fine amounts vary dependent on severity of offence and in 2014, ranged from \$60 to \$300. Changes in breakdown of offence issuance can have significant impact on gross fine revenue.

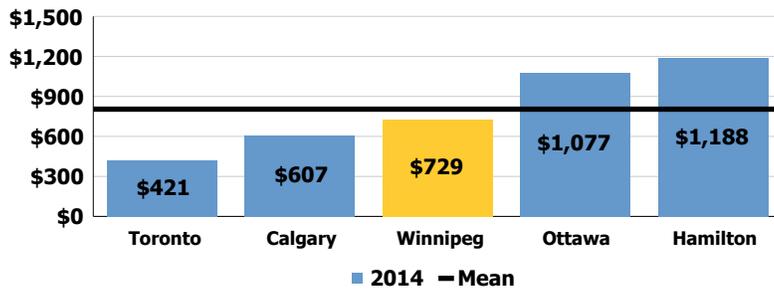
The Voluntary Payment of Fines By-Law allows for a 50% discount to the fine if paid within 15 days of issuance of the offence notice. Variations in early payment volumes can also have an impact on gross fine revenue.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|---------|
| | \$39.29 | \$48.22 | \$49.61 | \$54.28 | \$55.83 |

Source: Municipal Benchmarking Network Canada (PRKG230)

Winnipeg Parking Authority (SOA)

Parking Services Operating Cost per On-Street Paid Parking Space Managed (2014)



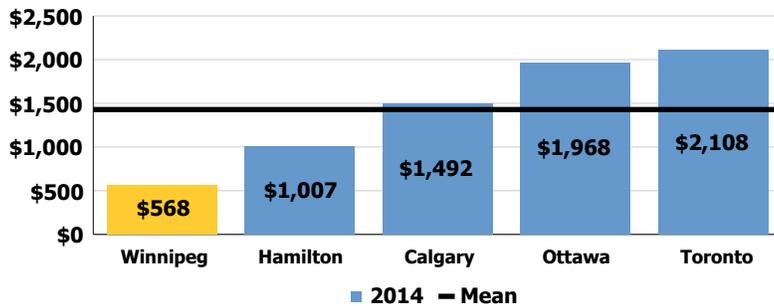
| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|-------|
| | \$801 | \$794 | \$853 | \$718 | \$729 |

Source: Municipal Benchmarking Network Canada (PRKG325)

Paystation technology incorporates wireless reporting functions and issues receipts. While this results in increased operating costs, there is significant benefit as a result of the audit capability provided by the reporting functions and offers greater payment options for the customer.

Calgary, Toronto and Ottawa have contracted out maintenance and collection services for on-street parking. Winnipeg has only contracted maintenance services and continues to use city staff to perform collection services. With over 4,000 paystations, Toronto enjoys significant economies of scale.

Parking Services Operating Cost per Off-Street Surface Paid Parking Space Managed (2014)

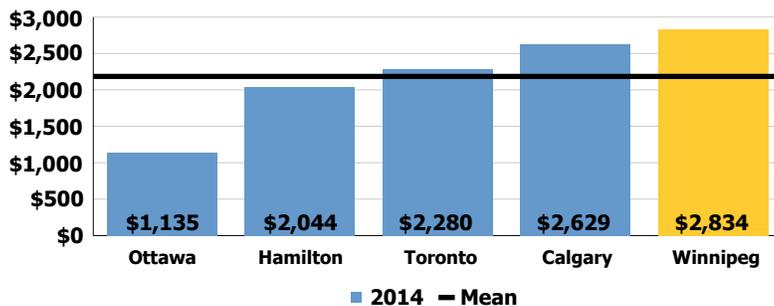


| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | \$634 | \$672 | \$589 | \$568 |

Source: Municipal Benchmarking Network Canada (PRKG331)

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

Parking Services Operating Cost per Off-Street Structure (Parkade) Paid Parking Space Managed (2014)



| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|
| | \$2,020 | \$3,124 | \$5,373 | \$2,834 |

Source: Municipal Benchmarking Network Canada (PRKG332)

Structured parking requires a higher per space operating cost due to additional maintenance and staffing costs along with potential ventilation and heating costs. Completion of mid-life refit of the Millennium Library Parkade in 2014 resulted in all fixed operating costs being shared across the full inventory of spaces.

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 | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Number of residential accounts | 189,216 | 191,092 | 193,090 |
| Number of commercial and industrial accounts | 10,410 | 10,473 | 10,517 |
| Number of complaints - taste and odour * | 215 | 155 | 142 |
| Average daily volume of water pumped (ML/D) | 204 | 211 | 195 |
| Average volume of water pumped daily per capita (litres) | 285 | 297 | 271 |
| Kilometres of distribution water mains | 2,585 | 2,592 | 2,614 |
| Kilometres of feeder mains | 150 | 150 | 152 |
| Kilometres of water mains cleaned | 344 | 647 | 1,104 |
| Number of water main breaks | 695 | 777 | 317 |
| Number of hydrants | 21,335 | 21,692 | 21,919 |
| Number of water quality tests conducted ** | 56,967 | 65,454 | 71,537 |
| Average monthly residential water bill*** | \$25.23 | \$26.27 | \$27.02 |
| 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 | 44,045 | 48,927 | 45,773 |

* Reflects complaints received through the City's 311 system.

** 2014 restated to correct a reporting error.

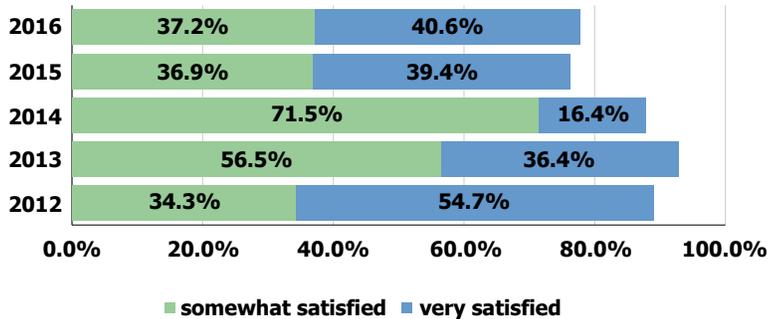
*** 2013 and 2014 restated to correct a reporting error.

Water

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Quality of Drinking Water

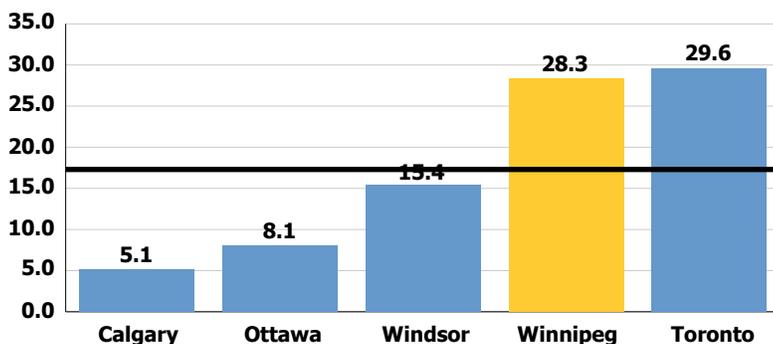


Citizen satisfaction with Water Services rose to nearly 78% in 2016. Though satisfaction is climbing, it decreased in 2014 and 2015 due to an unprecedented frozen services event and a precautionary boil water advisory.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 89.0% | 92.9% | 87.9% | 76.3% | 77.8% |

Source: City of Winnipeg Annual Citizen Survey

Number of Water Main Breaks per 100 kilometres of Water Distribution Pipe (2014)



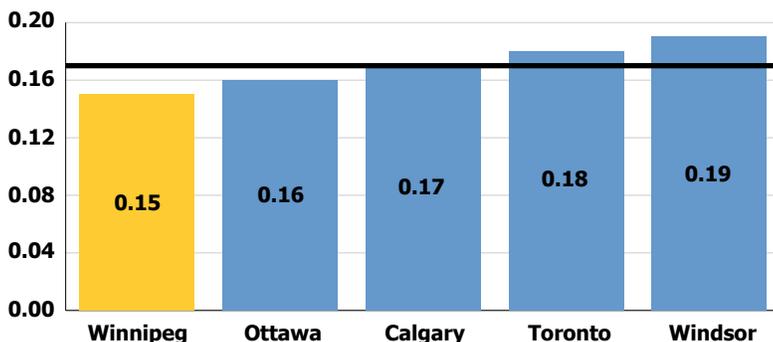
Watermain breaks are caused by a number of factors including soil conditions, seasonal climate extremes, frost penetration, pipe age, material and the condition of the piping. Winnipeg's soil is highly conductive and corrodes metallic pipes from the outside in.

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 watermain renewals and the use of PVC pipes for new construction and renewals.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 21.3 | 31.0 | 25.4 | 28.3 |

Source: Municipal Benchmarking Network Canada (WATR410M)

Water Use (megalitres distributed) per Household (2014)



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. This measure represents the water use by residential households (single family and multi-family residential).

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 0.16 | 0.16 | 0.15 | 0.15 |

Source: Municipal Benchmarking Network Canada (WATR215)

Water

Water Treatment Testing

| Parameters Tested Operating Licence Requirements [A] | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|------|
| Free Chlorine (No less than 0.5 mg/L)* | 1.30 | 1.14 | 1.14 | 1.21 | 1.15 |
| Free Chlorine percent compliant with Provincial Licence | 100% | 100% | 100% | 100% | 100% |
| Turbidity (No more than 0.30 NTU)* | 0.14 | 0.10 | 0.09 | 0.12 | 0.11 |
| 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.

* 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] | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|-------|-------|-------|-------|-------|
| Free Chlorine (No less than 0.1 mg/L)* | 0.56 | 0.64 | 0.74 | 0.81 | 0.82 |
| Free Chlorine percent compliant with Provincial Licence | 100% | 100% | 100% | 100% | 100% |
| Trihalomethanes (No more than 100 ug/L)* | 32.7 | 28.8 | 28.1 | 22.5 | 21.4 |
| Trihalomethanes percent compliant with Provincial Licence | 100% | 100% | 100% | 100% | 100% |
| Fluoride (Range of 0.5 mg/L to 0.9 mg/L)* | 0.72 | 0.70 | 0.65 | 0.69 | 0.67 |
| Fluoride percent compliant with recommended range | 100% | 100% | 96% | 100% | 100% |
| Total Coliform Samples (minimum 1820 samples required) | 3,163 | 3,159 | 3,128 | 3,149 | 3,064 |
| Positive Total Coliform (Less than 10% positive) | 0.63% | 0.22% | 0.83% | 0.29% | 0.36% |

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

* 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.

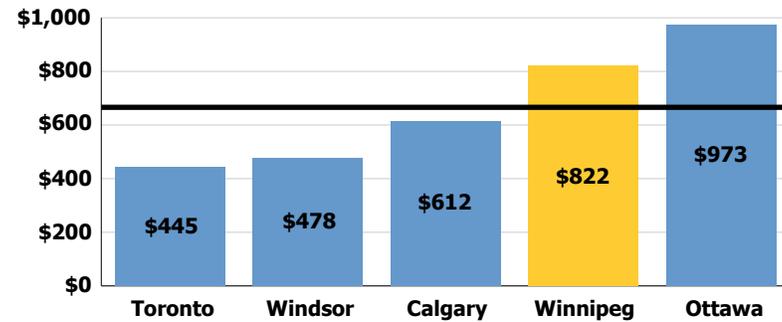
In addition to routine testing, we conduct other testing to measure general water chemistry, heavy metals and microbial parasites. We also respond to customer inquiries and complaints about water quality.

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 (2014)



| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | \$591 | \$587 | \$677 | \$822 |

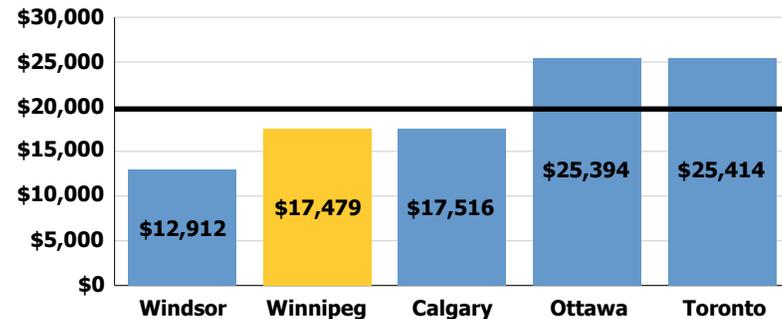
Source: Municipal Benchmarking Network Canada (WATR315M)

For Winnipeg, total cost for supply, treatment and distribution of water per megalitre pumped has been increasing over the years.

This is primarily due to increased costs resulting from construction of and operating costs for the water treatment plant which was brought on line in 2010 combined with lower pumpage as a result of conservation efforts and weather fluctuations.

The substantial increase from prior years is attributable to an unprecedented frozen service event in 2014.

Total Cost for the Distribution / Transmission of Drinking Water per km of Water Distribution Pipe (2014)

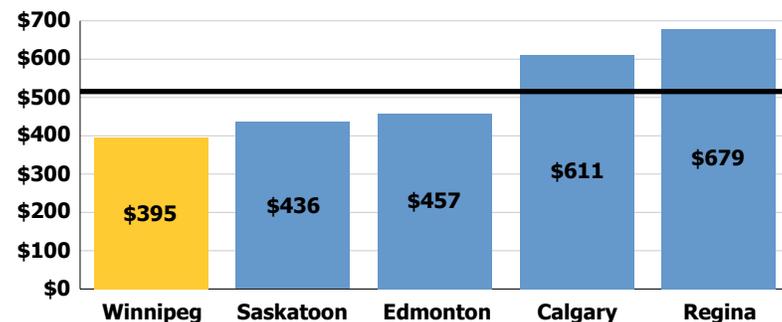


| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|----------|----------|----------|----------|
| | \$12,394 | \$12,806 | \$13,335 | \$17,479 |

Source: Municipal Benchmarking Network Canada (WATR305T)

The substantial increase from prior years is attributable to an unprecedented frozen service event in 2014.

Annual Residential Water Bill (2015)



| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$341 | \$350 | \$366 | \$381 | \$395 |

Based on 238 cubic metres per year consumption, Winnipeg's annual water cost is among the lowest of major western Canadian cities.

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 | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Number of billed sewer accounts | 199,498 | 201,439 | 203,491 |
| Number of complaints - raw sewer backup* | 1,017 | 1,313 | 854 |
| Number of complaints - clean sewer backup* | 772 | 1,099 | 717 |
| Volume of wastewater processed (ML/D) | 245 | 279 | 256 |
| Kilometres of collection system pipeline** | 2,579 | 2,583 | 2,608 |
| Number of pumping stations | 74 | 74 | 74 |
| Number of diversion chambers | 14 | 14 | 14 |
| Kilometres of sewer inspected and cleaned | 104 | 152 | 148 |
| Number of industrial waste tests conducted | 40,938 | 50,403 | 70,158 |
| Number of treatment plant tests conducted | 110,796 | 117,540 | 125,838 |
| Number of maintenance holes | 46,266 | 46,524 | 47,054 |
| Average monthly residential sewer bill*** | \$34.31 | \$36.09 | \$38.32 |

* Reflects total complaints received through the City's 311 system. After investigation, it has been determined that a high percentage of these are problems within the customer's system, not the City system.

** Includes sanitary, combined and interceptor sewers.

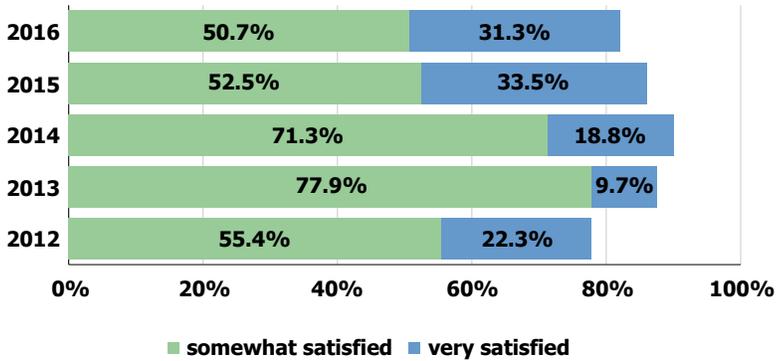
*** 2013 and 2014 values restated to correct a reporting error.

Wastewater

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Protection from Sewer Back-up

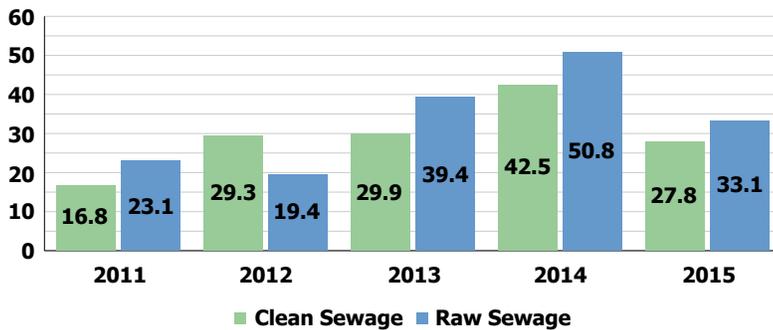


Citizen satisfaction for protection from sewer backup remains high.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 77.7% | 87.6% | 90.1% | 86.0% | 82.0% |

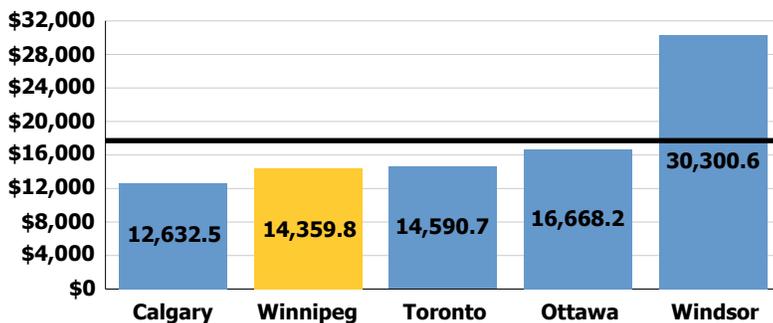
Source: City of Winnipeg Annual Citizen Survey

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



Lower river levels in areas where there is a combined sewer system contributed to decreased incidents of sewer back-ups. River levels were lower in 2015.

Megalitres of Treated Wastewater per 100,000 Population (2014)



Treatment costs impacted by weather related change in flow. Increase in megalitres treated due to higher river levels and precipitation in 2014

| Wpg. Trend | 2012 | 2013 | 2014 |
|------------|----------|----------|----------|
| | 13,076.3 | 12,774.6 | 14,359.8 |

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 |
|------|---------------------------------------|---------------------------------------|
| 2011 | 30 | 200 |
| 2012 | 29 | 184 |
| 2013 | 26 | 95 |
| 2014 | 93 | 40 |
| 2015 | 54 | 63 |

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* | Provincial Limits for BOD5 (mg/L) >30* |
|--------|--|---|--|
| 2011 | 56 | 36 | 64 |
| 2012** | 11 | 3 | 67 |
| 2013 | 22 | 4 | n/a |
| 2014 | 2 | 0 | n/a |
| 2015 | 5 | 1 | n/a |

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

| Year | Provincial Limits for TSS (mg/L) > 30 | Provincial Limits for cBOD5 (mg/L) >25 |
|------|---------------------------------------|--|
| 2011 | 9 | 0 |
| 2012 | 19 | 0 |
| 2013 | 15 | 2 |
| 2014 | 117 | 0 |
| 2015 | 90 | 0 |

[a] NEWPCC Licence 2684 RRR (revised June 19, 2009), reporting in effect since June 1, 2005.

[b] SEWPCC Licence 2716 RR (revised April 18, 2012), reporting in effect since March 3, 2006.

* Annual 98% compliance limit for cBOD5 and TSS.

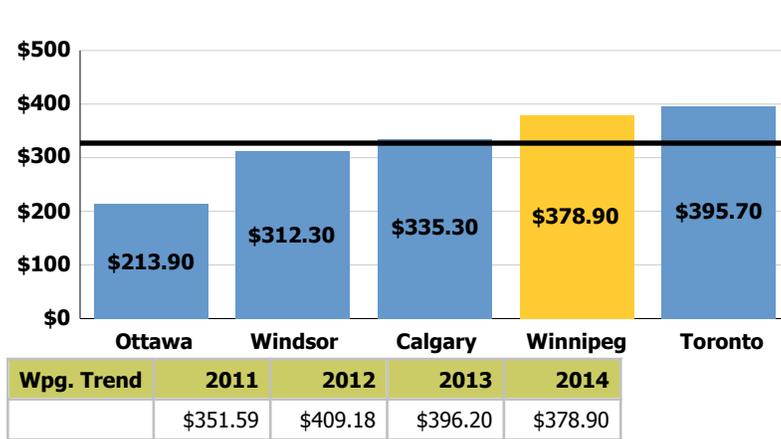
** As of April 18, 2012, the licence limit for TSS changed from 30 to 25 mg/L, cBOD5 limit of 25 mg/L was introduced, and BOD5 was no longer required.

[c] WEWPCC Licence 2669 ERR, previously Licence 2669 ER, reporting in effect since September 2004.

Wastewater

Efficiency Measurements

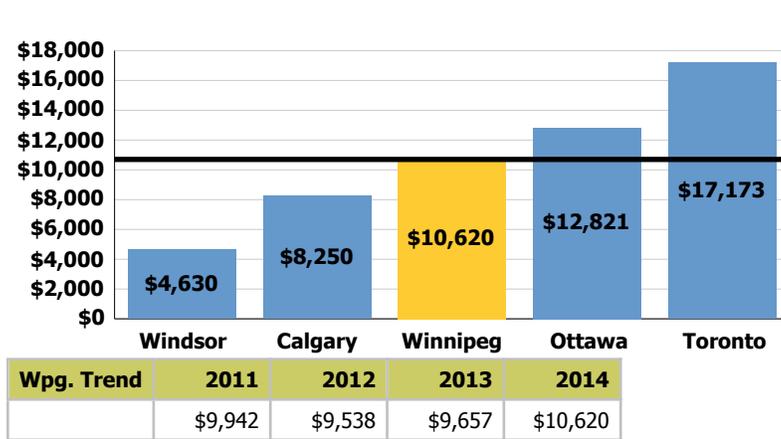
Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (2014)



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

Source: Municipal Benchmarking Network Canada (WWTR310M)

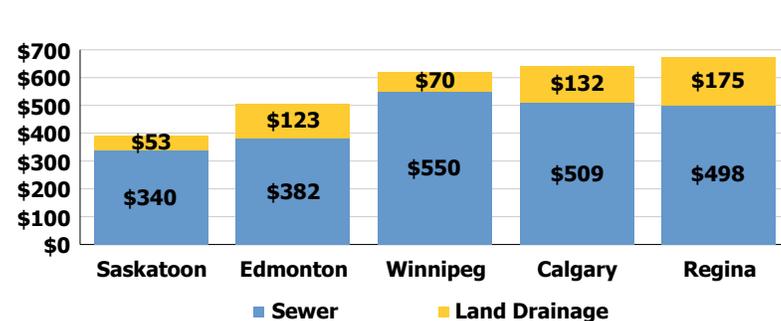
Operating Cost of Wastewater Collection/Conveyance per Kilometre of Pipe (2014)



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

Source: Municipal Benchmarking Network Canada (WWTR305M)

Annual Residential Sewer Bill - City Comparison (2015)



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 third among the cities. Rate increases are partially attributed to capital improvements mandated by Provincial licencing requirements.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$501 | \$544 | \$567 | \$592 | \$620 |

Land Drainage and Flood Control

Includes:

- Flood Control
- Land Drainage

Description

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

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 (SRB).

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|-------|-------|-------|
| Number of stormwater retention basins (SRB) | 71 | 82 | 86 |
| Number of permanent flood pumping stations* | 34 | 34 | 34 |
| Number of SRB pumping stations | 5 | 5 | 5 |
| Number of land drainage underpass stations | 10 | 10 | 11 |
| Kilometres of land drainage sewer mains | 1,173 | 1,178 | 1,183 |
| Kilometres of storm relief sewer mains | 187 | 187 | 187 |
| Peak river elevations (>8.5 feet) - spring | 18.8 | 19.1 | 14.2 |
| Peak river elevations (>8.5 feet) - summer | 16.5 | 17.6 | 11.5 |

* Six of the permanent flood pumping stations are combined with sanitary lift stations.

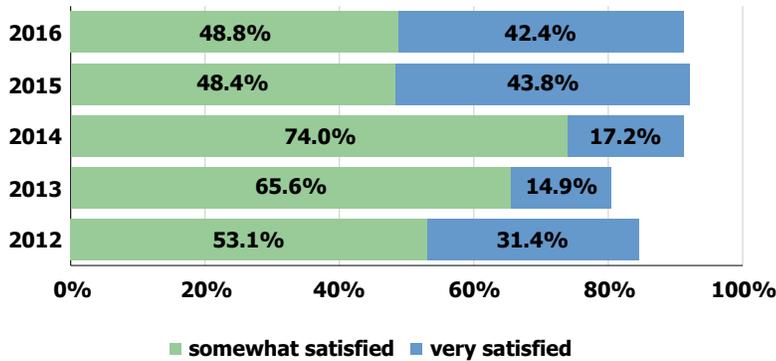
Land Drainage and Flood Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Protection from River Flooding

Citizen satisfaction for protection from river flooding remains high.



| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 84.5% | 80.5% | 91.2% | 92.2% | 91.2% |

Source: City of Winnipeg Annual Citizen Survey

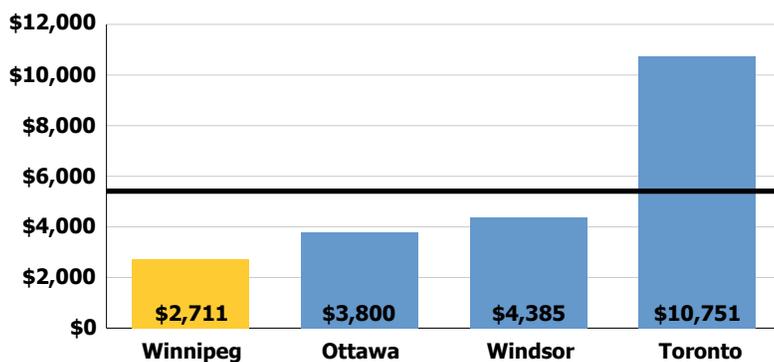
Number of Breaches on Properties Requiring Diking Outside Primary Dike

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|------|------|------|------|------|
| Number of Breaches | 0 | 0 | 0 | 0 | 0 |
| Number of Properties | 59 | 0 | 4 | 1 | 1 |

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

Efficiency Measurements

Total Cost for Land Drainage per Kilometre of Drainage System (2014)



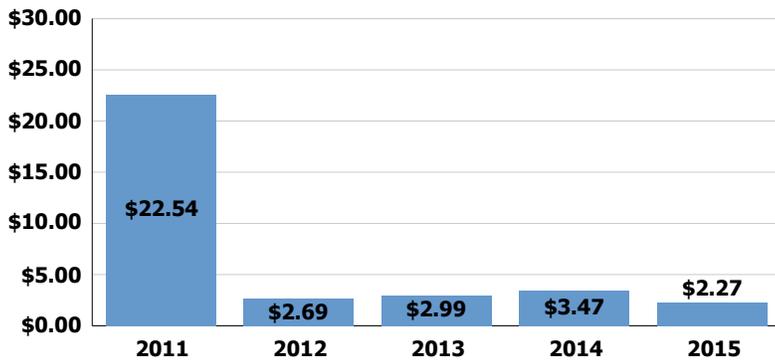
Winnipeg has the lowest land drainage costs per kilometre of drainage system. Winnipeg's land drainage costs vary from year to year as a result of program work scheduled for the particular year.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|
| | \$2,163 | \$3,018 | \$2,693 | \$2,711 |

Source: Municipal Benchmarking Network Canada (STMW901)

Land Drainage and Flood Control

Total Cost of Flood Protection per Capita



The fluctuation of flood protection costs is reflective of the varying river levels.

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 currently the City manages seven different 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

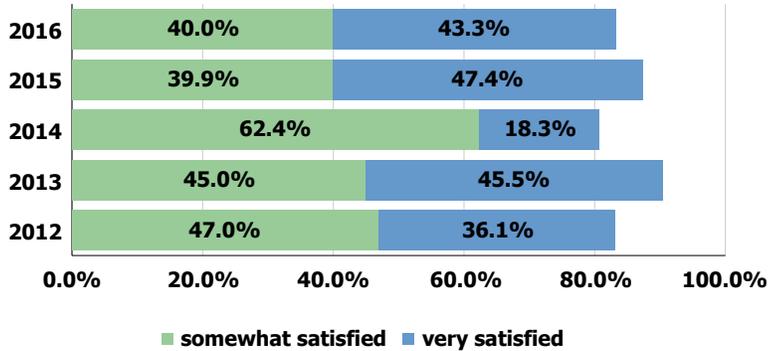
| Description | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Number of dwelling units served | 286,600 | 289,137 | 292,127 |
| Number of small commercial collection customers | 579 | 606 | 673 |
| Weight of residential garbage collected (tonnes) | 173,897 | 176,011 | 177,845 |
| Weight of garbage generated per capita (kilograms) | 249 | 248 | 248 |
| Number of large item pick ups per year | 13,295 | 13,339 | 13,561 |

Solid Waste Collection

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Garbage Collection

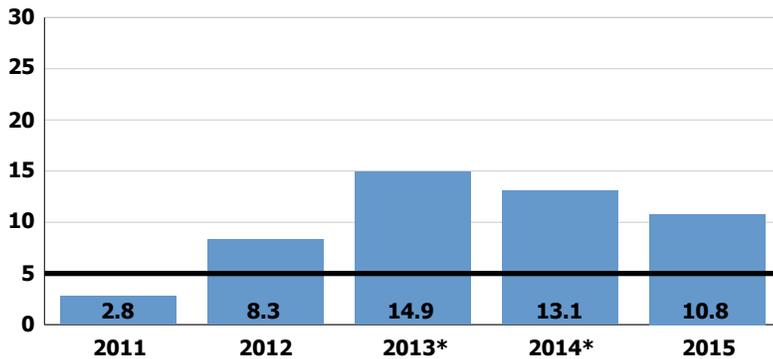


Citizen satisfaction with garbage collection services provided remains high.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 83.1% | 90.5% | 80.7% | 87.3% | 83.3% |

Source: City of Winnipeg Annual Citizen Survey

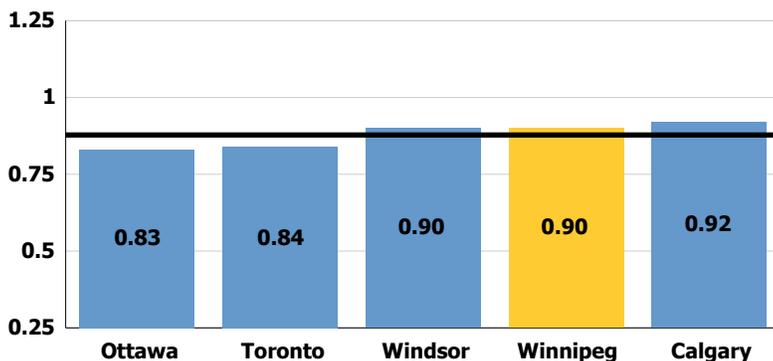
Service Deficiencies per 10,000 Collections



The department continues to work with the contractors to improve the service level and meet the goal of less than five service deficiencies per 10,000 collections.

* 2013 and 2014 have been restated to reflect new methodology.

Tonnes of All Residential Material Collected per Household (2014)



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.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 0.93 | 0.92 | 0.86 | 0.90 |

Source: Municipal Benchmarking Network Canada (SWST205)

Solid Waste Collection

Efficiency Measurements

Operating Cost for Garbage Collection per Tonne (2014)



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.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|
| | \$63.05 | \$70.56 | \$75.07 | \$71.18 |

Source: Municipal Benchmarking Network Canada (SWST311M)

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 | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Number of tonnes disposed | 394,924 | 392,996 | 395,828 |
| Total number of small load vehicles* | 93,506 | 91,968 | 93,220 |
| Total number of commercial and contractor vehicles | 67,485 | 65,691 | 61,890 |
| Number of commercial landfill accounts | 851 | 906 | 1,084 |
| Kilolitres of leachate hauled and treated | 54,136 | 60,812 | 72,475 |
| Tonnes of landfill gas (CO ₂) captured** | 50,945 | 109,470 | 110,314 |

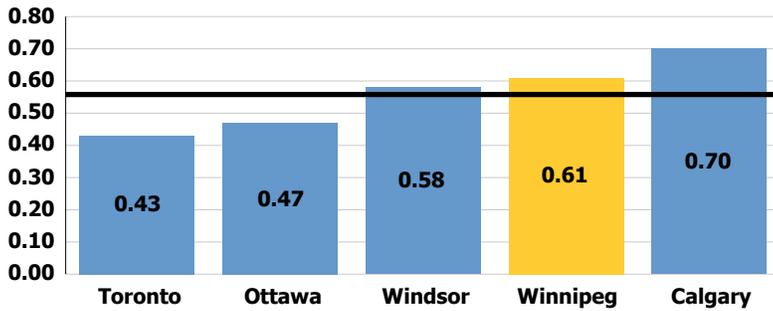
* Small load vehicles statistics represent residents hauling their own residential garbage (old fences, furniture and fixtures etc.) by car or truck to the landfill.

** 2013 was a partial year.

Solid Waste Disposal

Effectiveness Measurements

Tonnes of Residential Solid Waste Disposed per Household (2014)



Winnipeg has the second highest tonnes of residential solid waste disposed per household among the other cities profiled. Other municipalities have additional waste diversion programs such as organic diversion which contributes to overall less residential material being landfilled.

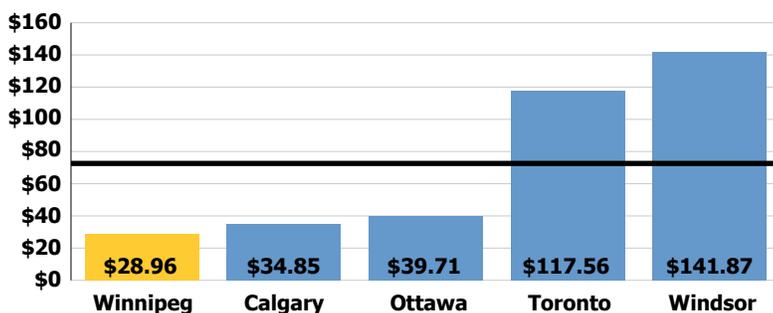
However, since the implementation of the Waste Diversion Strategy in 2012, the tonnes of residential solid waste disposed per household in Winnipeg has been declining.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 0.74 | 0.71 | 0.61 | 0.61 |

Source: Municipal Benchmarking Network Canada (SWST220)

Efficiency Measurements

Operating Cost for Solid Waste Disposal per Tonne (2014)



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

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|
| | \$17.25 | \$17.62 | \$22.50 | \$28.96 |

Source: Municipal Benchmarking Network Canada (SWST325M)

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 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. This Facility also houses the first 4R Winnipeg Depot which provides residents a one-stop location for recycling materials, divertible materials and the safe disposal of hazardous waste including paints, oil and electronics. Other 4R Winnipeg locations will be constructed and opened throughout the City over the next few years.

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

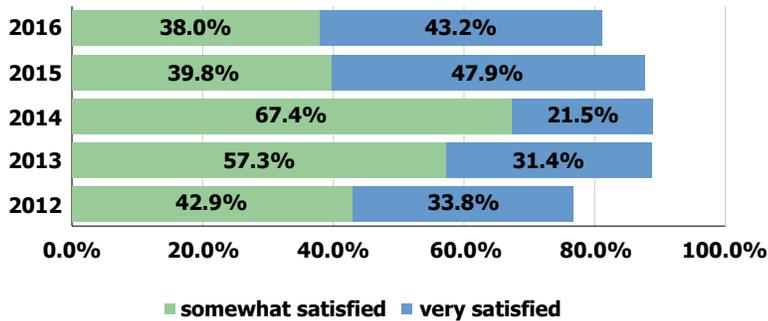
| Description | 2013 | 2014 | 2015 |
|---|---------|---------|---------|
| Number of dwelling units served | 286,600 | 289,137 | 292,127 |
| Weight of residential recycling material collected (tonnes) | 53,657 | 54,464 | 55,697 |
| Average weight of residential recycling per household (kg) | 187 | 188 | 191 |
| Total compostable yard waste (tonnes) | 23,223 | 29,754 | 32,947 |
| Total Christmas trees chipped (Chip-In program) (tonnes) | 66 | 48 | 54 |

Recycling and Waste Diversion

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Recycling

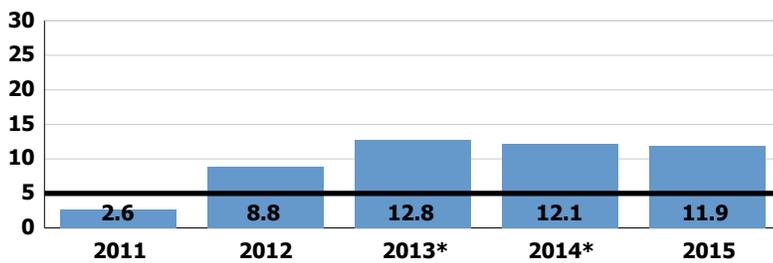


Citizen satisfaction with recycling services provided remains high.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 76.7% | 88.7% | 88.9% | 87.7% | 81.2% |

Source: City of Winnipeg Annual Citizen Survey

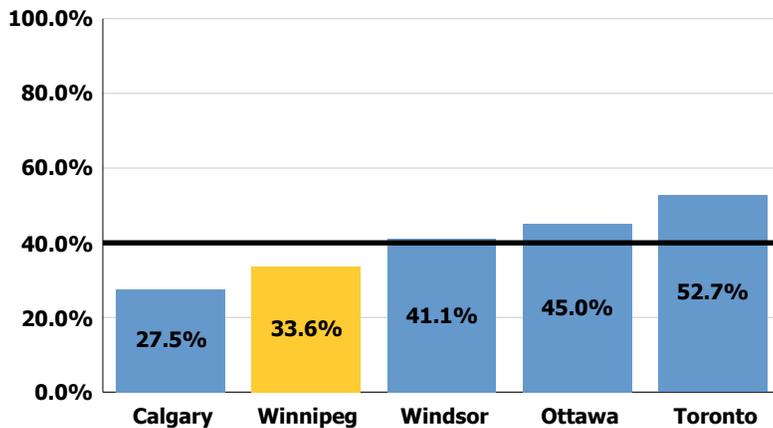
Recycling Service Deficiencies per 10,000 Collections



The department continues to work with the contractor to improve the service level and meet the goal of less than five service deficiencies per 10,000 collections.

* 2013 and 2014 have been restated for revised methodology.

Percentage of Residential Solid Waste Diverted From Landfills (2014)



Winnipeg has the second lowest percentage of solid waste diverted from landfills compared to other major Canadian cities. Solid waste diverted includes residential recycling material and yard waste. Other cities have additional waste diversion programs such as organic diversion which contributes to the higher percentage of solid waste diverted from landfills.

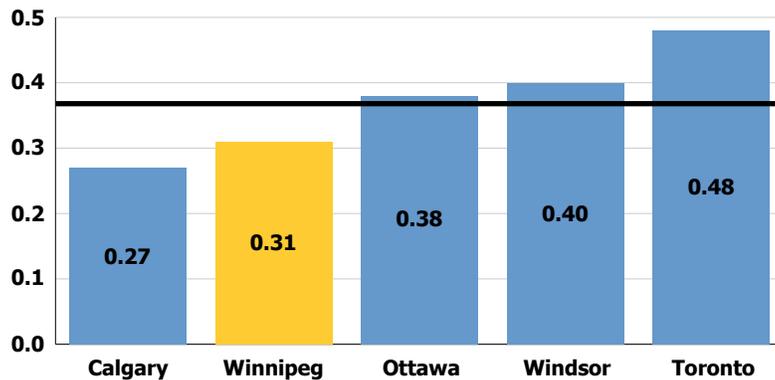
However, Winnipeg's waste diversion rate has been steadily increasing since the implementation of the Waste Minimization Strategy in 2012.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 21.2% | 23.5% | 32.0% | 33.6% |

Source: Municipal Benchmarking Network Canada (SWST105M)

Recycling and Waste Diversion

Tonnes of Residential Solid Waste Diverted per Household (2014)



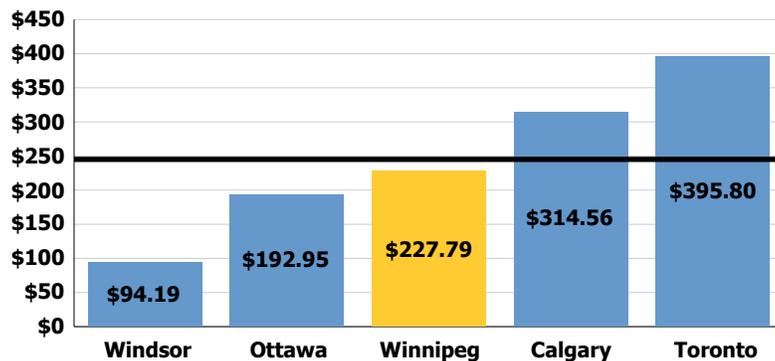
Winnipeg has had modest growth in its total tonnes diverted over the past couple of years after seeing significant improvements at the implementation of the Waste Minimization Strategy in 2012.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 0.20 | 0.22 | 0.29 | 0.31 |

Source: Municipal Benchmarking Network Canada (SWST235)

Efficiency Measurements

Operating Cost for Solid Waste Diversion per Tonne (2014)



Winnipeg's operating costs have remained stable since the implementation of the curbside yard waste program in late 2012.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|----------|----------|----------|----------|
| | \$229.90 | \$206.80 | \$228.83 | \$227.79 |

Source: Municipal Benchmarking Network Canada (SWST330M)

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 | 2013 | 2014 | 2015 |
|--|---------|---------|--------|
| No. of Development Servicing Agreements Administered | 17 | 53 | 61 |
| No. of Urban Design Applications Reviewed | 82 | 89 | 100 |
| No. of Zoning Agreements Processed | 46 | 83 | 41 |
| No. of Survey Information Requests (for construction work) | 2,307 | 2,216 | 2,178 |
| No. of Surveys Performed (Contract / In-house) | 45 / 95 | 32 / 70 | 37/112 |
| No. of Survey Monuments Restored | 88 | 32 | 42 |
| No. of Street Closings / Openings | 29 | 15 | 16 |
| Number of new *greenfield dwelling units | 1,900 | 2,096 | 2,367 |
| Number of new **infill dwelling units | 1,184 | 2,149 | 1,299 |
| No. of new dwelling units within 400 meters of a regional mixed-use corridor | 476 | 872 | 372 |

* 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.

** Infill refers to units built in 'Areas of Stability', excluding 'Emerging Communities'.

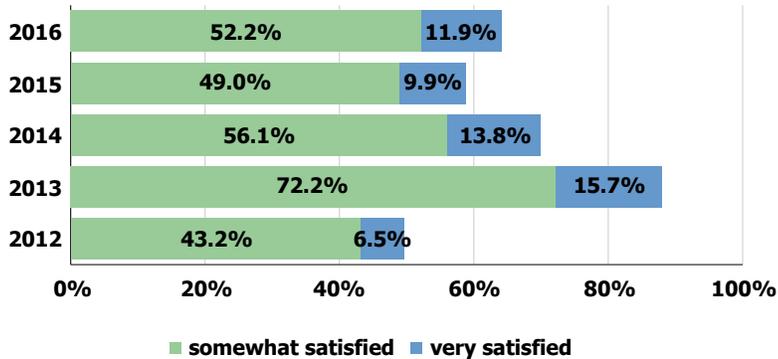
City Planning

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Community Planning

Citizen satisfaction has increased to 64%.



| Wpg. Trend | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------|-------|-------|-------|-------|-------|
| | 49.7% | 87.9% | 69.9% | 58.9% | 64.1% |

Source: City of Winnipeg Annual Citizen Satisfaction Survey

Number of Local Area Plans Completed

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 2 | 2 | 7 | 7 | 2 |

Local Area Plans take the policies laid out in OurWinnipeg and elaborate on them, 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

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 2 | 0 | 3 | 6 | 5 |

Periodically, amendments to existing plans, such as neighbourhood plans, area master plans, precinct plans, and area structure plans, are required.

As of the end of 2015, there were 5 amendments completed to existing plans.

City Planning

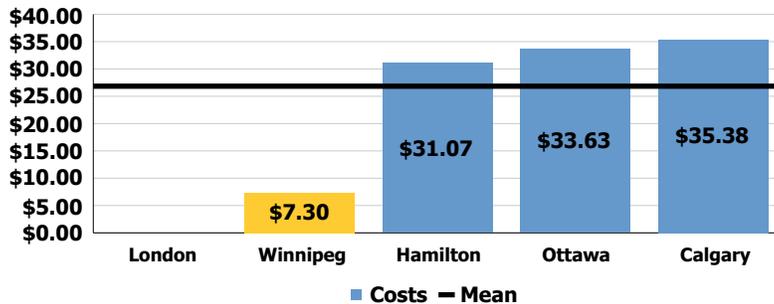
Number of Development Applications Received per 100,000 Population

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 179 | 165 | 178 | 158 | 156 |

This measure allows us to monitor trends in the number of development applications over time. From 2010 - 2015 the volume of development applications has remained robust.

Efficiency Measurements

Planning Operating Costs per Capita (2014)



Winnipeg has been reporting this measure using Municipal Benchmarking Network Canada (formerly OMBI) methodology since 2012. Total planning costs increased by 2% in each of 2013 and 2014, but still remain below other benchmark cities.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|--------|--------|--------|
| | n/a | n/a | \$7.01 | \$7.15 | \$7.30 |

Source: Municipal Benchmarking Network Canada (PLNG250T)

Note: London did not report Municipal Benchmarking Network Canada values for 2014 due to a labour disruption.

Neighbourhood Revitalization

Includes:

- Community Development

- 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. This service is provided jointly by Planning, Property and Development, Community Services, and Corporate Support Services. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:

- Indigenous Relations
- 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
- LiveSAFE in Winnipeg - Crime Prevention through Social Development
- Delivery of Homelessness Partnering Strategy
- Downtown Residential Development Grant Program

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.
4. Facilitate the development of recreation services that are more responsive to the specific recreational needs of communities with a priority focus on high needs neighbourhoods.
5. Develop, maintain and enhance initiatives and partnerships based on community and corporate priorities to support the engagement and participation of Indigenous citizens.
6. Work in partnership with community and other levels of government to develop and implement a continuum of crime prevention initiatives.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|--|------------|------------|------------|
| Targeted Development Grant Programs - # of units created | 399 | 200 | 180 |
| Housing Reserve - \$ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc. | 788,230 | 1,021,578 | 1,083,000 |
| Homelessness Partnering Strategy - Funds invested to address homelessness* | 1,261,186 | 11,340,578 | 4,938,885 |
| Building Communities Funding (\$ 000's) / Projects completed | \$3,900/21 | \$4,205/34 | \$3,353/29 |
| Number of Park Projects (New / Completed) | 60/57 | 37/32 | 49/57 |
| Number of Neighbourhood Development Projects (participated in) ** | 71 | 57 | 16*** |
| Number of Community Networks (participated in) ** | 112 | 45 | 54 |
| Number of Community Consultations Facilitated ** | 28 | 16 | 12 |
| Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system | 22 | 22 | 20 |
| Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy | 24 | 30 | 31 |

* Federal Fiscal Year (April to March)

** Community Development and Recreation Services. The decreases in the measures for 2014 are a result of a reduction in resources allocated to community development-related supports.

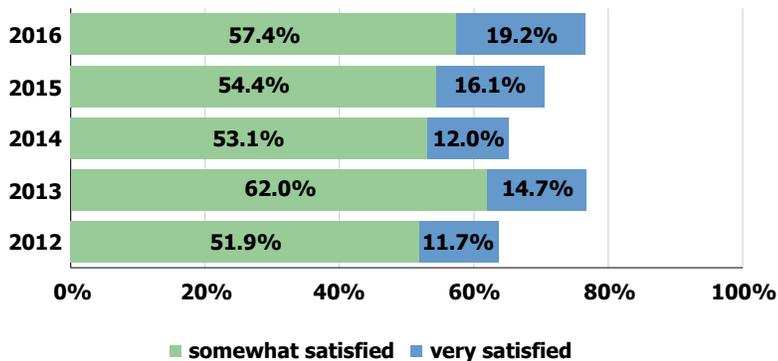
*** In 2015, community development resources focused on broader city-wide initiatives such as the City of Winnipeg Sport Policy, physical literacy, Emergency Social Services, crime prevention, newcomers, etc., versus neighbourhood-based development projects.

Neighbourhood Revitalization

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Downtown Renewal

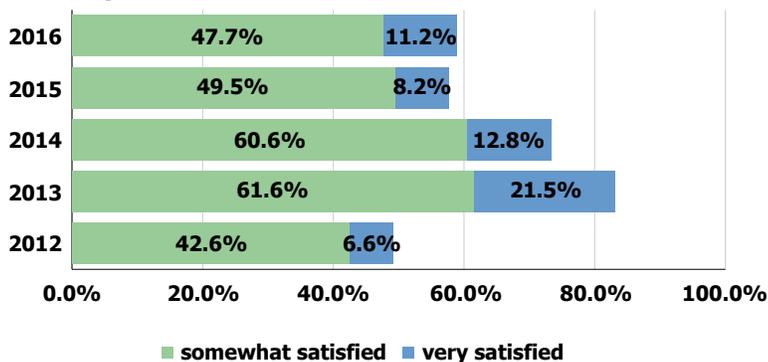


Citizen satisfaction with downtown renewal remains fairly high at 77%.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 63.6% | 76.7% | 65.1% | 70.5% | 76.6% |

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with City Funding for Improving Inner City



Citizen satisfaction with the City's support for improving the inner city was approximately 59% in 2016.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 49.2% | 83.1% | 73.4% | 57.7% | 58.9% |

Source: City of Winnipeg Annual Citizen Survey

Community Building

| Initiative Type | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|------|------|------|------|------|
| Number of crime prevention initiatives implemented (prioritizing for the Major Improvement Areas) per year | 33 | 34 | 51 | 3 | 19 |

The increase in 2015 is reflective of the community development work in Crime Prevention Through Environmental Design (CPTED) (i.e., lighting, physical safety, lines of sight/obstructions, etc.), Indigenous cultural programming, development of a north end boxing program, etc.

This measurement identifies Neighbourhood Revitalization Initiatives supported by the Community Services Department. Support includes staff involvement in the coordination, facilitation, planning and implementation of initiatives to improve a community's capacity to address issues impacting their quality of life.

Neighbourhood Revitalization

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

| | 2008-2010 | 2010-2012 | 2012-2014 |
|--------------------------|-----------|-----------|-----------|
| Percentage Change | 13% | 19% | 11% |

Note: The number of years between assessments has changed from 4 years to 2 years.

The change from April 1, 2012 to April 1, 2014 for the Inner City is 11%.

The Winnipeg residential market has slowed down from its previous pace.

Efficiency Measurements

Administrative Cost for Neighbourhood Housing Revitalization Programs

| Program Type | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|--------|--------|--------|--------|--------|
| Administrative Cost per \$ of Funding Disbursed for Housing Programs | \$0.05 | \$0.04 | \$0.03 | \$0.04 | \$0.06 |

Administrative cost per dollar of funding disbursed for housing programs has remained relatively stable.

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 buildings through the administration and enforcement of building by-laws and property standards.
2. Continue to streamline the building permit application and approval process for industry professionals and non-professional customers.
3. Enhance our customers' awareness of necessary, safety and non-safety-related building project requirements.
4. Improve our ability to provide timely site inspection services and proactive by-law enforcement.
5. Pursue financial self-sufficiency.
6. Transparency of actual performance to targets.

Service Level Statistics

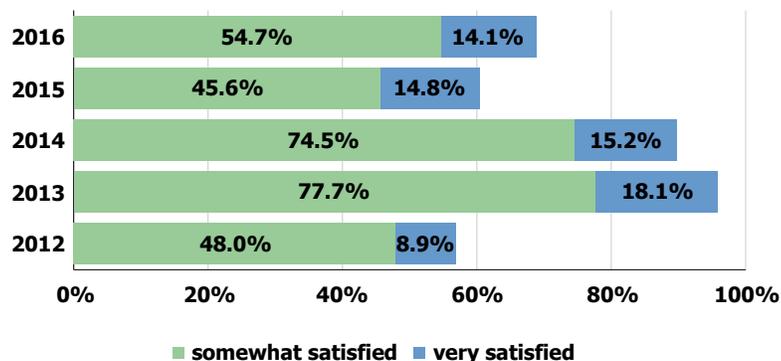
| Description | 2013 | 2014 | 2015 |
|--|--------------|---------------|---------------|
| Total New Dwelling Units Created | 3,730 | 4,625 | 3,679 |
| Permit Volumes | | | |
| Total Residential Permits Issued | 5,724 | 5,791 | 5,958 |
| Total Non-Residential Permits Issued | 2,644 | 2,739 | 2,817 |
| Total Other Building Permits Issued | 17,675 | 17,598 | 18,721 |
| Total Permits Issued | 26,043 | 26,128 | 27,613 |
| Total Permit Fees | \$20,776,399 | \$22,074,814 | \$20,987,515 |
| Permit Values (in thousands of \$) | | | |
| Total for Residential Permit Values | 762,972 | 849,373 | 858,498 |
| Total for Non-Residential Permit Values | 1,001,665 | 675,922 | 612,051 |
| Total Permit Values | 1,764,637 | 1,525,295 | 1,470,549 |
| Plan Examination Volume (Number of Plans Reviewed): | | | |
| Residential | 3,747 | 4,455 | 4,573 |
| Commercial | 4,859 | 5,764 | 5,826 |
| TOTAL | 8,606 | 10,219 | 10,399 |
| Inspection Volume (Number Conducted): | | | |
| Residential | 55,001 | 65,526 | 67,008 |
| Commercial | 36,486 | 41,824 | 45,914 |

Development Approvals, Building Permits & Inspections

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction With Zoning Regulations and Building Permits



Service satisfaction increased to 69% in 2016.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 56.9% | 95.8% | 89.7% | 60.4% | 68.8% |

Source: City of Winnipeg Annual Citizen Survey

New Dwelling Units Created

| New Dwelling Units Created | 2012 | 2013 | 2014 | 2015 |
|----------------------------|--------------|--------------|--------------|--------------|
| New - Singles | 1,853 | 1,478 | 1,454 | 1,308 |
| New - Semis | 121 | 124 | 136 | 281 |
| New - Rows | 332 | 727 | 443 | 310 |
| New - Apartment | 1,268 | 1,401 | 2,592 | 1,780 |
| TOTAL | 3,574 | 3,730 | 4,625 | 3,679 |

Residential Permit Volumes

| # of Residential Permits | 2012 | 2013 | 2014 | 2015 |
|------------------------------|--------------|--------------|--------------|--------------|
| New - Single | 1,933 | 1,510 | 1,487 | 1,318 |
| New - Semi | 99 | 105 | 117 | 278 |
| New - Row | 545 | 468 | 486 | 305 |
| New - Apartment | 69 | 68 | 77 | 61 |
| All - Alterations | 2,186 | 1,584 | 1,551 | 1,915 |
| All - Additions | 413 | 384 | 379 | 357 |
| All - Accessory Structures | 1,705 | 1,605 | 1,694 | 1,724 |
| Sub-Total Residential | 6,950 | 5,724 | 5,791 | 5,958 |

After 2012, the City no longer required building permits for basement development. Residential permit volumes have remained relatively consistent since 2013.

Development Approvals, Building Permits & Inspections

Non-Residential Permit Volumes

| # of Non-Residential Permits | 2012 | 2013 | 2014 | 2015 |
|----------------------------------|---------------|---------------|---------------|---------------|
| New - Commercial | 86 | 63 | 46 | 44 |
| New - Industrial | 48 | 44 | 57 | 34 |
| New - Office | 17 | 9 | 11 | 7 |
| New - Hotel/Motel | 11 | 8 | 1 | 0 |
| New - Public Bldgs/Theatres | 16 | 23 | 12 | 8 |
| New - Institutional | 33 | 23 | 14 | 23 |
| All - Alterations | 2,786 | 2,392 | 2,530 | 2,638 |
| All - Additions | 57 | 82 | 68 | 65 |
| Sub-Total Non-Residential | 3,054 | 2,644 | 2,739 | 2,819 |
| # of Other Permits | 2012 | 2013 | 2014 | 2015 |
| All - Trades Permits | 17,288 | 17,568 | 17,498 | 18,721 |
| All - Other Building Permits | 0 | 3 | 1 | 0 |
| Waterways Permit Applications | 125 | 104 | 99 | 115 |
| Total Permits Issued | 27,417 | 26,043 | 26,128 | 27,613 |

Permit volumes have remained relatively stable.

Residential Permit Values (in thousands of \$)

| | 2012 | 2013 | 2014 | 2015 |
|--------------------------------------|------------------|------------------|------------------|------------------|
| New - Single | \$404,341 | \$344,267 | \$364,140 | \$315,011 |
| New - Semi | \$13,922 | \$18,184 | \$18,524 | \$43,358 |
| New - Row | \$44,440 | \$76,944 | \$54,475 | \$46,101 |
| New - Apartment | \$183,976 | \$211,239 | \$305,749 | \$277,407 |
| All - Alterations | \$64,000 | \$60,232 | \$66,463 | \$89,981 |
| All - Additions | \$20,146 | \$27,331 | \$13,747 | \$14,644 |
| All - Other Residential | \$22,596 | \$24,775 | \$26,275 | \$71,996 |
| Sub-Total Residential Permits | \$753,421 | \$762,972 | \$849,373 | \$858,498 |

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 \$)

| | 2012 | 2013 | 2014 | 2015 |
|--|--------------------|--------------------|--------------------|--------------------|
| New - Commercial | \$76,082 | \$107,493 | \$79,419 | \$103,107 |
| New - Industrial | \$120,620 | \$53,387 | \$28,128 | \$21,876 |
| New - Office | \$9,830 | \$4,300 | \$12,840 | \$21,193 |
| Hotel/Motel | \$29,415 | \$44,686 | \$70 | \$0 |
| Public Bldg/Theatres | \$72,294 | \$144,712 | \$104,479 | \$20,550 |
| New - Institutional | \$56,290 | \$143,330 | \$51,768 | \$88,489 |
| All - Alterations | \$324,914 | \$332,961 | \$286,477 | \$316,315 |
| All - Additions | \$87,595 | \$170,795 | \$112,741 | \$40,521 |
| All - Other Non-Residential | \$0 | \$1 | \$0 | \$0 |
| Sub-Total Non-Residential Permits | \$777,040 | \$1,001,665 | \$675,922 | \$612,051 |
| Total Permit Value | \$1,530,460 | \$1,764,637 | \$1,525,295 | \$1,470,549 |

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

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|-------|------|------|
| | 983 | 985 | 1,032 | 928 | 874 |

The majority of these are minor residential variances that are approved administratively.

Number of Variances Received per 100,000 Population

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 142 | 140 | 147 | 131 | 121 |

The number of variances received per 100,000 population has been relatively stable over the past 4 years.

Number of Defects per 10,000 Inspections

Commercial Inspections

| Inspection Type | 2011 | 2012 | 2013 | 2014 | 2015 |
|---------------------|------|-------|-------|-------|-------|
| Building | 797 | 891 | 1,167 | 713 | 636 |
| Electrical | 441 | 1,388 | 1,774 | 2,035 | 4,093 |
| Plumbing/Mechanical | 919 | 1,027 | 1,165 | 885 | 794 |
| Total Commercial | 732 | 1,076 | 1,356 | 1,193 | 1,759 |

Housing Inspections

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 3,576 | 4,291 | 4,376 | 4,581 | 3,883 |

Volume varies with market demand.

Combined Commercial and Housing Inspections

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 2,378 | 2,726 | 3,179 | 3,223 | 3,019 |

Volume varies with market demand. 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 | 2012 | 2013 | 2014 | 2015 |
|----------------|-------|-------|-------|-------|
| Declared Value | 2,219 | 2,526 | 2,151 | 2,047 |

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 | 2012 | 2013 | 2014 | 2015 |
|----------------|--------|--------|--------|--------|
| Declared Value | 55,822 | 67,759 | 58,378 | 53,255 |

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 | 2012 | 2013 | 2014 | 2015 |
|------------------|------|-------|-------|-------|
| % Within Targets | n/a | 37.0% | 39.8% | 46.5% |

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 | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------|------------|------------|------------|------------|------------|
| New construction/additions | 42 | 45 | 44 | 42 | 34 |
| Alterations | 200 | 188 | 163 | 208 | 208 |
| Occupy only/change of use | 30 | 33 | 24 | 27 | 37 |
| TOTAL | 272 | 266 | 231 | 277 | 279 |

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 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------|-------|-------|-------|-------|-------|
| Building | 2,419 | 3,005 | 2,437 | 2,740 | 3,098 |
| Electrical | 1,849 | 2,099 | 1,613 | 1,949 | 2,046 |
| Plumbing | 1,505 | 1,954 | 1,762 | 2,304 | 2,168 |
| Total Commercial | 1,902 | 2,353 | 1,920 | 2,201 | 2,417 |

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

Housing Inspections

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 4,137 | 3,720 | 3,235 | 3,675 | 3,942 |

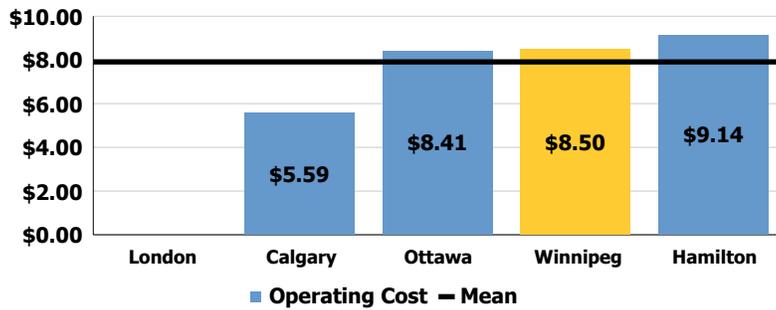
Outputs per FTE vary based on experience level and complexity of inspection requirements.

Combined Commercial and Housing Inspections

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 2,767 | 2,899 | 2,541 | 2,897 | 3,137 |

Development Approvals, Building Permits & Inspections

Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (2014)



Winnipeg began reporting this measure using Municipal Benchmarking Network Canada (formerly OMBI) methodology in 2013.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|--------|--------|
| | n/a | n/a | \$6.66 | \$8.50 |

Source: Municipal Benchmarking Network Canada (BLDG325M)

Note: London did not report Municipal Benchmarking Network Canada values for 2014 due to a labour disruption.

Economic Development

Description

To provide information to Council and economic development agencies as well as coordinate resources across City departments in order to respond effectively to high priority projects of strategic and economic importance to the City.

Service activities include:

- Collaborate with the Province of Manitoba, Economic Development Winnipeg, CentreVenture and other stakeholders to deliver Winnipeg's Economic Development Strategy.
- Coordinate interdepartmental technical assistance and due diligence on proposals and initiatives.
- Negotiate incentive strategies through business plan and pro-forma analysis.
- Manage strategic projects.
- Assist in the preparation of communication strategies.
- Support 16 Business Improvement Zones (BIZ), representing more than 4,500 businesses throughout the City.

Key Goals

1. Build a strong economic climate for Winnipeg.
2. Identify priority investments that support economic development activity.
3. Assist in the development of taxation policy that enables economic opportunity.
4. Broaden service access and convenience to customers wanting to do business with the City.
5. Capitalize on opportunities to establish intergovernmental and public private partnerships.

Service Level Statistics

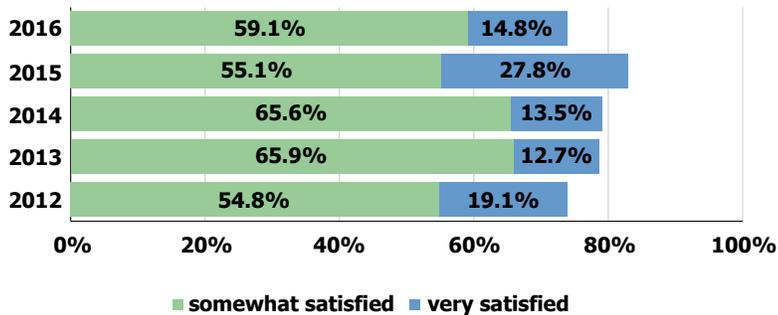
| Description | 2013 | 2014 | 2015 |
|---|------------|------------|------------|
| Residential Building Permit Applications | 5,795 | 5,844 | 5,088 |
| Residential Building Permit Application Value (in millions) | \$768 | \$861 | \$451 |
| Commercial Building Permits Issued | 2,666 | 2,751 | 3,610 |
| Commercial Building Permit Value (in millions) | \$1,014 | \$676 | \$840 |
| Total Building Permit Value (in millions) | \$1,782 | \$1,538 | \$1,291 |
| Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior) | 21 | 21 | 21 |
| Construction Value of Downtown Projects Above (in millions) | \$36 | \$31 | 14 |
| Number of Major City-Wide Development Projects (>\$2 million) | 94 | 91 | 90 |
| Construction Value of Major City-Wide Projects (in millions) (>\$2 million) | \$653 | \$582 | \$541 |
| Number of Business Improvement Zones / Businesses in Improvement Zones | 16 / 4,781 | 16 / 4,751 | 16 / 4,769 |

Economic Development

Performance Measurements

Effectiveness Measurements

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

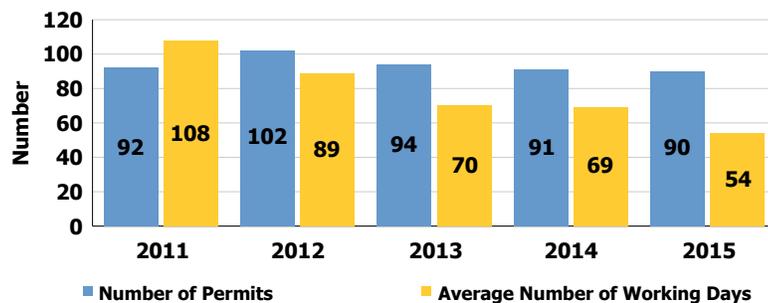


Satisfaction with the City's efforts in attracting business and major events remains high.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 73.9% | 78.6% | 79.1% | 82.9% | 73.9% |

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 application review and approval. A dedicated Development Projects Liaison position coordinates the review of major projects. The Permits X-Press initiative is also focused on the continuous improvement of development review and approval systems and processes.

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

| City | 2015 | City | 2016f | City | 2017f-2020f |
|-----------------|------|-----------------|-------|-----------------|-------------|
| Vancouver | 3.4 | Vancouver | 3.2 | Vancouver | 3.1 |
| Toronto | 3.3 | Halifax | 2.8 | Calgary | 2.7 |
| Hamilton | 2.1 | Toronto | 2.6 | Toronto | 2.5 |
| Halifax | 1.9 | Victoria | 2.3 | Edmonton | 2.5 |
| Winnipeg | 1.7 | Winnipeg | 2.3 | Saskatoon | 2.4 |
| Québec City | 1.4 | Hamilton | 2.1 | Regina | 2.3 |
| Montréal | 1.3 | Montréal | 2.0 | Victoria | 2.3 |
| Victoria | 1.2 | Québec City | 1.9 | Ottawa | 2.2 |
| Ottawa | 1.1 | Ottawa | 1.6 | Winnipeg | 2.1 |
| Regina | -0.5 | Saskatoon | 0.9 | Hamilton | 2.0 |
| Saskatoon | -1.3 | Regina | 0.7 | Québec City | 2.0 |
| Edmonton | -1.5 | Edmonton | -0.6 | Montréal | 2.0 |
| Calgary | -2.5 | Calgary | -1.0 | Halifax | 1.7 |

Winnipeg's economy is forecast to grow by 2.3% in 2016, and 2.9% in 2017. Growth is expected to improve in the manufacturing sector as a result of a strengthening US economy and a lower Canadian dollar. In addition, non-residential construction is expected to increase over the next two years.

Source: Conference Board of Canada Metropolitan Outlook Report, Spring 2016

f = forecast

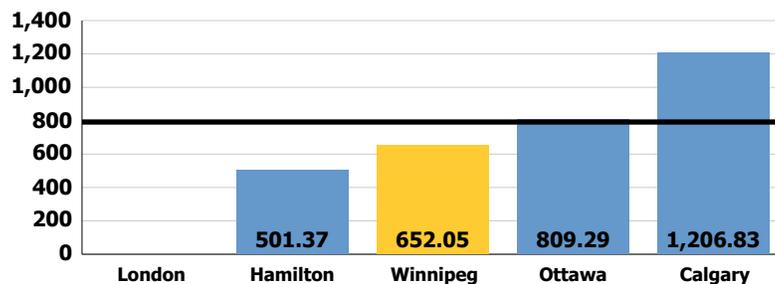
Economic Development

Number of Building Permits Issued per 100,000 Population

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 1,425 | 1,436 | 1,210 | 1,212 | 1,211 |

The number of building permits issued per 100,000 population has remained relatively stable since 2013.

New Residential Units Created per 100,000 Population (2014)



The number of new residential units created per 100,000 population has increased to 652 in 2014, a significant increase from 2010 when Canada's economy was in a recession.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|--------|--------|
| | n/a | n/a | n/a | 552.84 | 652.05 |

Source: Municipal Benchmarking Network Canada (BLDG221)

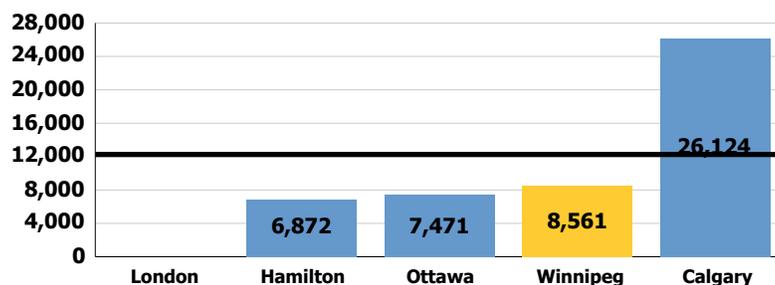
Note: London did not report Municipal Benchmarking Network Canada values for 2014 due to a labour disruption.

Construction Value to Total Building Permits Issued per Capita

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|--------|--------|--------|--------|--------|
| | \$1.67 | \$2.15 | \$2.55 | \$2.17 | \$2.10 |

The construction value to total building permits issued per capita shows an overall increase since 2011.

Number of Building Permits Issued (2014)



Winnipeg began reporting this measure using Municipal Benchmarking Network Canada (formerly OMBI) methodology in 2013.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|-------|-------|
| | n/a | n/a | n/a | 8,461 | 8,561 |

Source: Municipal Benchmarking Network Canada (BLDG206)

Note: London did not report Municipal Benchmarking Network Canada values for 2014 due to a labour disruption.

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 | 2013 | 2014 | 2015 |
|---|------|------|------|
| Total Listed Historic Resources | 237 | 242 | 253 |
| Total Nominated Resources | n/a | 132 | 118 |
| Total Commemorated Resources | n/a | 337 | 337 |
| Number of Nominated Resources Evaluated for Historical Listing | 9 | 14 | 14 |
| Number of Nominated Resources Listed as Historical | 2 | 7 | 12 |
| Number of Nominated Resources Pending Listing | 2 | 7 | 5 |
| Number of Resources Commemorated* | n/a | 5 | 0 |
| Number of Historical Resources Evaluated for De-listing | 3 | 1 | 1 |
| Number of Heritage Resources De-Listed | 3 | 0 | 0 |
| Number of Buildings Receiving Heritage Support from City Council ** | 0 | 25 | 23 |
| Number of Heritage Permits Issued | 20 | 21 | 37 |

* The Commemorated list came into effect June 1, 2014 with the enactment of the Historical Resources By-law 55/2014.

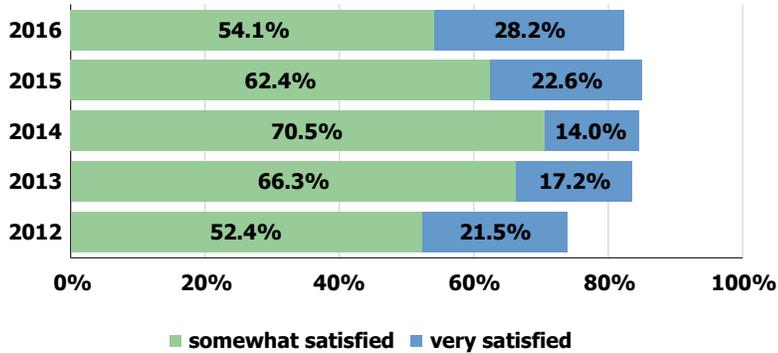
** These numbers were changed starting in 2014 to reflect the total number of buildings receiving the Heritage Conservation Tax Credit as well as funding support through the Gail Parvin Hammerquist Fund.

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.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 73.9% | 83.5% | 84.5% | 85.0% | 82.3% |

Source: City of Winnipeg Annual Citizen Survey

City Funding for Heritage Programs 1996-2015

| Funding Type | City Funded Provided from 1996-2015 |
|-----------------------------------|-------------------------------------|
| Gail Parvin Hammerquist Fund | \$2,711,058 |
| Winnipeg Development Agreement | \$5,800,000 |
| Downtown Heritage Tax Credit | \$2,500,000 |
| CentreVenture Downtown Heritage | \$1,732,000 |
| CentreVenture Heritage Tax Credit | \$3,500,000 |
| Heritage Conservation Tax Credit | \$36,511,115 |
| City-Wide Heritage Grant | \$724,817 |
| Downtown Heritage Grants | \$2,960,000 |
| Total Funding | \$56,438,990 |

Since 1996, the City of Winnipeg has undertaken a number of incentive programs to promote heritage building preservation.

Note: CentreVenture Downtown Heritage and CentreVenture Heritage Tax Credit are included in the Gail Parvin Hammerquist Fund.

Heritage Buildings Used for Civic Purposes - Number of Buildings

| | 2011 | 2012 | 2013* | 2014 | 2015 |
|------------------------------|--------|--------|--------|--------|--------|
| Number of Buildings | 12 | 12 | 25 | 29 | 31 |
| Assessed Value (in Millions) | \$23.0 | \$23.0 | \$48.3 | \$52.2 | \$84.8 |

The public benefits of heritage conservation are that 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.

* Beginning in 2013, the definition of 'Heritage Buildings Used for Civic Purposes' was expanded to include properties such as museums, historic fire halls and other historic houses.

Heritage Conservation

Efficiency Measurement

Average Maintenance/Operating Cost of Heritage Buildings

| Building | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------------------|--------|--------|--------|--------|--------|
| St. Boniface Fire Hall No. 1 | \$6.07 | \$6.54 | \$4.81 | \$3.75 | \$1.67 |
| Bank of Hamilton Building* | \$1.72 | \$1.30 | \$2.30 | \$2.03 | \$1.53 |
| Confederation Life Building* | \$5.34 | \$4.27 | \$6.68 | \$4.99 | \$5.19 |
| St. Boniface City Hall | \$5.48 | \$6.10 | \$7.09 | \$7.47 | \$8.99 |
| Cornish Library | \$5.21 | \$4.67 | \$5.88 | \$4.26 | \$6.53 |
| Carnegie Library | \$4.24 | \$2.51 | \$3.76 | \$2.15 | \$1.23 |

* Leased

Note: Operating costs per square foot incurred by the City for leased facilities that are paid directly to the landlord are not contained herein. Readers 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:

LAND and PROPERTY: oversees property sales, acquisitions, and appraisals.

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. Develop and implement a Real Estate Transaction Management Framework (RETMF).
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.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|----------------|----------------|----------------|
| Land & Property | | | |
| Property Sales / Gross Revenues from Sales Closed | 27/\$39.1M | 47/\$24.8M | 29/\$6.2M |
| Number of Individual Leases / Gross Revenue from Leasing | ±589/\$3.55M | ±625/\$3.31M | ±635/\$1.83 M |
| Municipal Accommodations | | | |
| Estimated Market Value | \$3-\$4B | \$3-\$4B | \$3-\$4B |
| Number of Buildings / Total Square Footage (Owned & Leased) | 470/5.6M sq ft | 475/6.3M sq ft | 467/7.4M sq ft |
| Replacement Value City Owned Buildings Receiving Facilities Maintenance Services* | \$1.28B | \$1.89B | \$1.00B |

NOTE: M = millions
B = billions

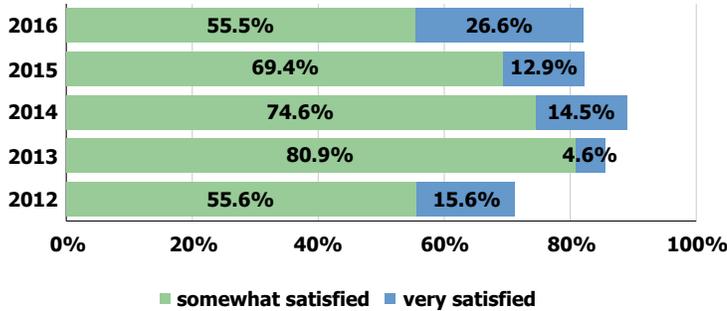
* Reduction due to decreased tenancy at 266 Graham Avenue.

Property Asset Management

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use recreation facilities, satisfaction with the condition of recreation facilities has improved in recent years. Recent funding agreements for improvement and new construction between the three levels of government will help to improve citizen satisfaction.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|--------------|--------------|--------------|--------------|--------------|
| Total Satisfied | 71.2% | 85.5% | 89.1% | 82.3% | 82.1% |

Source: City of Winnipeg Annual Citizen Survey

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

| Vacancy Rate (%) | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------------------------------|------|-------|-------|-------|-------|
| Winnipeg Overall Vacancy Rate* | 8.4% | 8.2% | 8.6% | 8.8% | 9.3% |
| Municipal Accommodation Vacancy Rate | 8.7% | 6.8% | 6.5% | 6.4% | 7.1% |
| Percent Difference | 0.4% | -1.4% | -2.1% | -2.4% | -2.0% |

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

* Source: Colliers International: Winnipeg Office Market Report - Fourth Quarter 2015

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

| Facility | FCI 2011 | FCI 2012 | FCI 2013** | FCI 2014 | FCI 2015 | Investment Required Over 10 Years (2014 to 2023) |
|--|----------|----------|------------|----------|----------|--|
| Field Houses | 0.15 | 0.15 | 0.11 | 0.11 | 0.31 | \$4,465,000 |
| Daycares | 0.17 | 0.17 | 0.09 | 0.10 | 0.38 | \$5,122,000 |
| Indoor Pools | 0.17 | 0.17 | 0.18 | 0.22 | 0.38 | \$117,254,000 |
| Community Centres/Soccer/Arena Complexes | 0.19 | 0.22 | 0.13 | 0.14 | 0.31 | \$146,484,000 |
| Libraries | 0.19 | 0.21 | 0.14 | 0.15 | 0.43 | \$30,935,000 |
| Recreation Centres/Leisure Centres | 0.20 | 0.21 | 0.21 | 0.23 | 0.39 | \$21,695,000 |
| Arenas | 0.33 | 0.34 | 0.26 | 0.28 | 0.53 | \$55,181,000 |
| Wading Pools | 0.43 | 0.43 | 0.43 | 0.43 | 0.43 | \$4,300,000 |
| Senior Centres | 0.25 | 0.25 | 0.17 | 0.18 | 0.37 | \$2,223,000 |
| Outdoor Pools | 0.59 | 0.48 | 0.14 | 0.14 | 0.20 | \$5,444,000 |
| TOTAL | n/a | n/a | n/a | n/a | n/a | \$393,103,000 |

* 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.

** The 2010 and 2013 reassessment resulted in increases to replacement values due to more accurate assessment techniques. This could result in decreases to FCI that are not related to condition.

Property Asset Management

Efficiency Measurements

Cost Comparison of City Buildings Owned and Leased

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|---------|---------|---------|---------|---------|
| Total City Leased Space Cost per sq. ft. | \$16.06 | \$17.64 | \$18.45 | \$17.38 | \$20.25 |
| Total Owned Space Cost per sq. ft. | \$16.41 | \$17.23 | \$17.29 | \$17.29 | \$19.89 |
| \$/sq. ft. difference | \$0.35 | \$0.40 | \$1.16 | \$0.09 | \$0.64 |
| Percent Difference | -2.1% | -2.4% | -6.7% | -0.5% | -3.2% |

Cost comparisons are based on generally accepted cost allocation methods consistent with industry practice.

Comparison of In-house and Contracted Custodial Costs

| Service Provider | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------------------------|--------|--------|--------|--------|--------|
| In-house Costs per Square Foot* | \$3.39 | \$3.41 | \$3.40 | \$3.47 | \$3.38 |
| Contracted Costs per Square Foot** | \$1.33 | \$1.29 | \$1.35 | \$1.51 | \$1.67 |
| Total Average Cost per Square Foot | \$2.07 | \$2.06 | \$2.09 | \$2.22 | \$2.28 |

*In house costs include salaries, benefits, cleaning supplies, uniforms and vehicle costs of the mobile cleaning crew.

**Janitorial Costs as reported in the Division's year end financial statements. Used assumption that Square foot cleaned by contracted services remain unchanged from 2011.

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 | 2013 | 2014 | 2015 |
|---|-------|-------|-------|
| Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections | 880 | 1,056 | 524 |
| Lineal Feet of New Field of Honour Precast Beam foundation installed | 84 | 0 | 0 |
| Number of Individual Foundations Installed | 26 | 30 | 51 |
| Number of Educational Tours | 9 | 10 | 16 |
| Number of Interment Sites Re-leveled and Re-seeded | 3,565 | 929 | 1,678 |
| Number of Field of Honour Interment Sites re-landscaped | 257 | 0 | 250 |
| Number of Trees Planted | 101 | 119 | 100 |
| Lineal feet of existing Field of Honour Precast Beam refurbished | 0 | 0 | 2,472 |

Cemeteries

Performance Measurements

Effectiveness Measurement

Comparison of Perpetual Maintenance Reserve Funds of Municipally Owned and Operated Cemeteries (2014)

| City | Cremation Lot | Full Size Internment Lot | Niche | Scattering |
|----------|---------------|--------------------------|-------|------------|
| Brandon | 20% | 20% | 20% | 20% |
| Calgary | 40% | 40% | 40% | 0% |
| Edmonton | 15% | 15% | 15% | 0% |
| Winnipeg | 25% | 25% | 15% | 10% |

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 Police Response Service 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 Winnipeg Police Service (WPS). The Service must marshal its resources appropriately and efficiently to ensure that adequate response is always available to answer to public needs.

Key Goals

1. Reduce crime through evidence-based policing strategies.
2. Ensure people are in the right jobs in the right numbers.
3. Continue to focus resources toward a downtown safety strategy.
4. Enhance training and professionalism in the Service.

Service Level Statistics

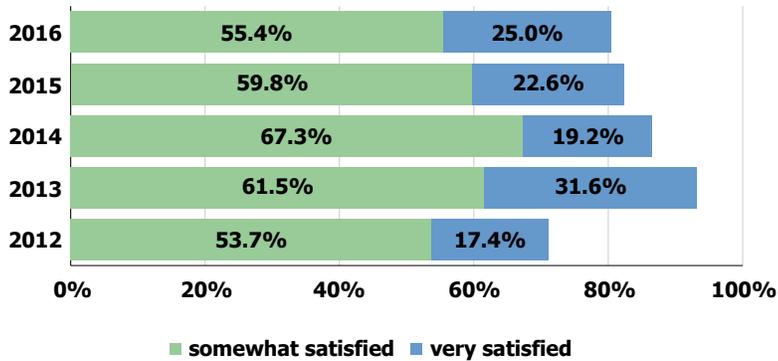
| Description | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| Police Officer Complement (Authorized) | 1,463 | 1,430 | 1,424 |
| Civilian Staff Complement (Authorized) | 465 | 477 | 491 |
| Police Officer to Civilian Staff Ratio | 3.1:1 | 3.0:1 | 2.9:1 |
| Police Officer to Population Ratio (per 100,000) | 209 | 202 | 200 |
| Total Calls for Service to the Communications Centre | 530,620 | 532,304 | 541,594 |
| Total Dispatched and Police-Initiated Calls | 185,837 | 203,103 | 200,499 |
| % of Total Calls | 35.02% | 38.16% | 37.0% |
| Police-initiated Events | 63,606 | 79,344 | 72,613 |
| % of Dispatched Call and Police-Initiated Calls | 34.20% | 39.07% | 36.2% |
| Citizen Generated Events | 122,231 | 123,759 | 127,886 |
| % of Dispatched Call and Police-Initiated Calls | 65.8% | 60.9% | 63.8% |
| Dispatched via Alternate Phone Response (APR) | 1,534 | 1,131 | 1,197 |
| % of Dispatched Call and Police-Initiated Calls | 0.80% | 0.56% | 0.60% |
| Dispatched and Police-Initiated Calls by Priority Level | | | |
| Priority 0 to 2: Emergency | 13,621 | 14,525 | 15,402 |
| Priority 3 to 4: Urgent | 68,752 | 71,067 | 73,015 |
| Priority 5 to 9: Non-Urgent | 103,464 | 117,511 | 112,082 |

Police Response

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Police Services in Crime Control

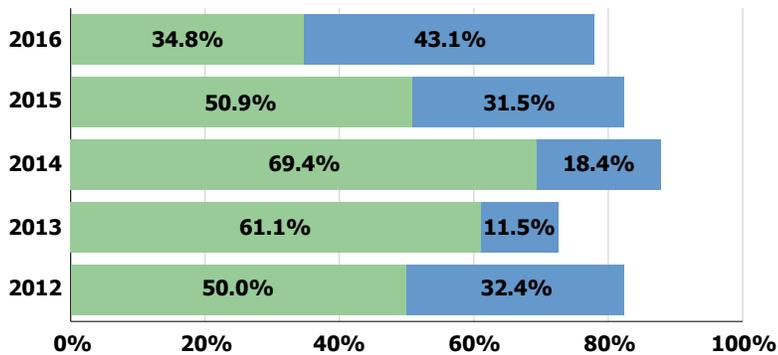


Total citizen satisfaction for police efforts in crime control dropped slightly in 2016 to 80.4%.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 71.1% | 93.1% | 86.5% | 82.4% | 80.4% |

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Police Response (Respondents who used 911)



Total 911 respondent satisfaction dropped slightly in 2016 to 77.9%

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 82.4% | 72.6% | 87.8% | 82.4% | 77.9% |

Source: City of Winnipeg Annual Citizen Survey

911 Calls Answered in 10 seconds or less

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|-------|-------|-------|-------|
| % of Calls | n/a | 90.4% | 93.8% | 93.5% | 93.0% |

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

2011 has no data as measuring did not start until 2012.

Police Response

Violent Criminal Code Violations - Winnipeg

| Code Type | 2010 | 2011 | 2012 | 2013 | 2014 |
|--|---------|---------|---------|---------|---------|
| Population | 682,808 | 694,058 | 704,799 | 699,346 | 709,253 |
| Homicide | 22 | 41 | 31 | 25 | 25 |
| Attempted Murder | 13 | 11 | 11 | 17 | 18 |
| Sexual Assault | 687 | 705 | 701 | 627 | 687 |
| Other Sexual Offences | 24 | 26 | 32 | 57 | 77 |
| Assault | 5,740 | 5,170 | 4,993 | 4,504 | 4,453 |
| Abduction | 7 | 2 | 7 | 2 | 8 |
| Other Crimes | 1,956 | 1,824 | 1,592 | 1,401 | 41 |
| Robbery | 2,002 | 2,041 | 1,822 | 1,335 | 1,240 |
| Total Violent Criminal Code Violations | 10,451 | 9,820 | 9,189 | 7,968 | 7,897 |
| Violent Crime Rate | 15.3 | 14.2 | 13.4 | 11.4 | 10.7 |

Violent crime is on a decreasing trend.

Violent Crime rate shown in events/1,000 persons.

Source: Statistics Canada, Canadian Centre for Justice Statistics (CCJS). 2015 data not yet available.

CCJS continuously updates previous data. The historical data presented here may not be completely up to date with CCJS official statistics.

Property Criminal Code Violations - Winnipeg

| Code Type | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|--------|--------|--------|--------|--------|
| Break & Enter | 6,120 | 5,252 | 5,189 | 4,508 | 3,985 |
| Possess Stolen Property | 428 | 267 | 312 | 374 | 502 |
| Motor Vehicle Thefts | 3,923 | 2,509 | 2,424 | 2,446 | 2,248 |
| Theft - Over \$5,000 (Non-Motor Vehicle) | 289 | 257 | 260 | 210 | 224 |
| Theft - \$5,000 and Under (Non-Motor Vehicle) | 14,040 | 11,677 | 11,543 | 10,370 | 10,866 |
| Fraud | 1,313 | 1,131 | 1,212 | 1,441 | 1,464 |
| Mischief | 14,997 | 13,278 | 12,870 | 9,235 | 9,506 |
| Arson | 436 | 493 | 474 | 292 | 229 |
| Total Property Criminal Code Violations | 41,546 | 34,867 | 34,287 | 28,887 | 29,206 |
| Property Crime Rate | 54 | 45 | 43 | 36 | 37 |

Total property crimes increased slightly in 2014, reversing a decreasing trend of the previous four years.

Property crime rate shown in events/1,000 persons.

CCJS continuously updates previous data. The historical data presented here may not be completely up to date with CCJS official statistics.

Police Response

Weighted Clearance Rates

| Weighted Clearance Rate | 2011 | 2012 | 2013 | 2014 |
|--|------|------|------|------|
| Winnipeg | 37% | 37% | 40% | 40% |
| Regina | 43% | 40% | 42% | 40% |
| Saskatoon | 37% | 40% | 38% | 36% |
| Calgary | 36% | 35% | 34% | 33% |
| Edmonton | 43% | 43% | 43% | 42% |
| Weighted Clearance Rate - Violent Crimes | 2011 | 2012 | 2013 | 2014 |
| Winnipeg | 51% | 50% | 56% | 56% |
| Regina | 63% | 59% | 66% | 57% |
| Saskatoon | 42% | 45% | 45% | 47% |
| Calgary | 51% | 52% | 50% | 49% |
| Edmonton | 52% | 51% | 54% | 58% |
| Weighted Clearance Rate - Non-Violent Crimes | 2011 | 2012 | 2013 | 2014 |
| Winnipeg | 25% | 27% | 29% | 30% |
| Regina | 36% | 34% | 34% | 34% |
| Saskatoon | 35% | 37% | 35% | 32% |
| Calgary | 29% | 29% | 28% | 26% |
| Edmonton | 38% | 39% | 39% | 36% |

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

2015 data not yet available.

Source: Statistics Canada, CCJS

Crime Severity Indices

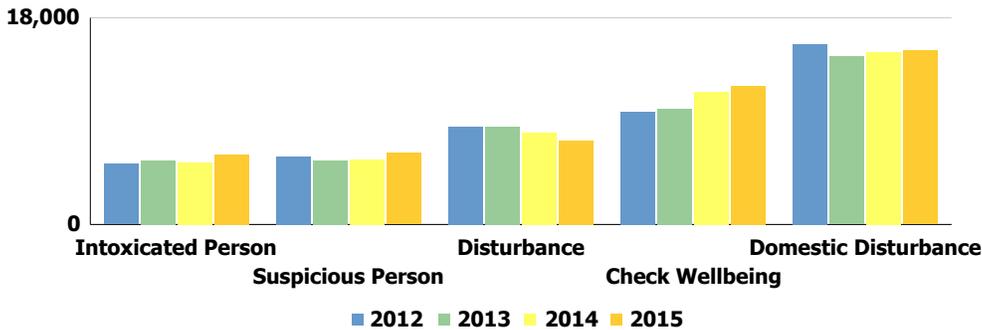
| Violent Crimes | 2012 | 2013 | 2014 |
|----------------------------|-------|-------|-------|
| Winnipeg | 148.5 | 121.2 | 116.1 |
| Regina | 110.5 | 107.9 | 103.8 |
| Saskatoon | 126.4 | 110.4 | 122.6 |
| Calgary | 61.6 | 62.5 | 63 |
| Edmonton | 95.7 | 90.8 | 93.3 |
| Non-Violent Crimes | 2012 | 2013 | 2014 |
| Winnipeg | 82.4 | 71 | 67.7 |
| Regina | 123 | 115 | 102.2 |
| Saskatoon | 110 | 104 | 104.8 |
| Calgary | 59.9 | 58.4 | 58.6 |
| Edmonton | 83 | 87 | 84.7 |
| Total Crime Severity Index | 2012 | 2013 | 2014 |
| Winnipeg | 105 | 87.5 | 80.7 |
| Regina | 122 | 115 | 102.8 |
| Saskatoon | 120 | 110 | 109.7 |
| Calgary | 60.1 | 59.9 | 59.9 |
| Edmonton | 92 | 93.3 | 87.1 |

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 sentence). CSI is expressed as a standardized measure adjusted to equal 100 in the base year 2006.

Source: Statistics Canada CCJS

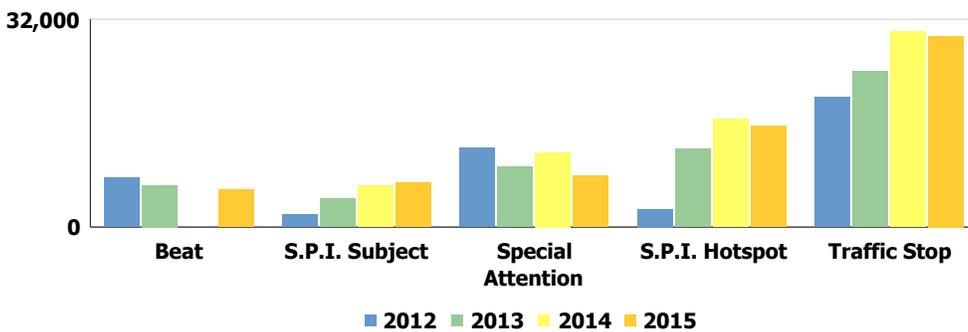
Police Response

Top Five Events - Reported to Police



Domestic disturbance remains the most reported event to police.

Top Five Events - Initiated by Police

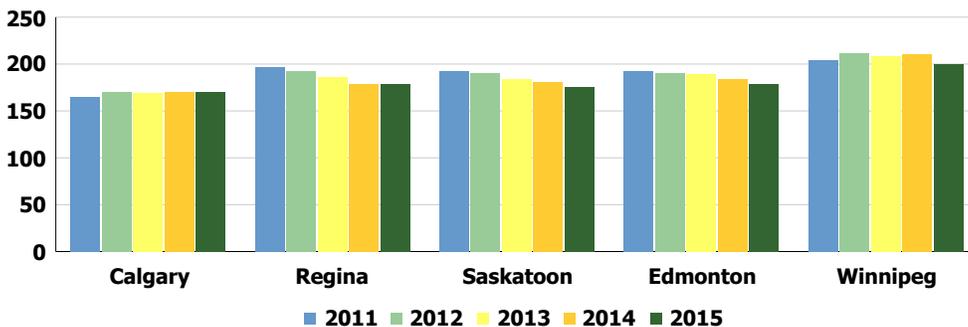


Smart Policing Initiatives (S.P.I.) are intelligence-led, evidence-based and proactive policing tactics. 'S.P.I. Subject' are proactive initiatives relating to a person of interest, 'S.P.I. Hotspot' are proactive initiatives relating to a place of interest. 'Special Attention' are proactive initiatives relating to an event or area with activity that could potentially erupt into a problem.

Both 'S.P.I. Subject' and 'S.P.I. Hotspot' were initiated in 2012.

Efficiency Measurements

Rate of Sworn FTE (per 100,000 population)



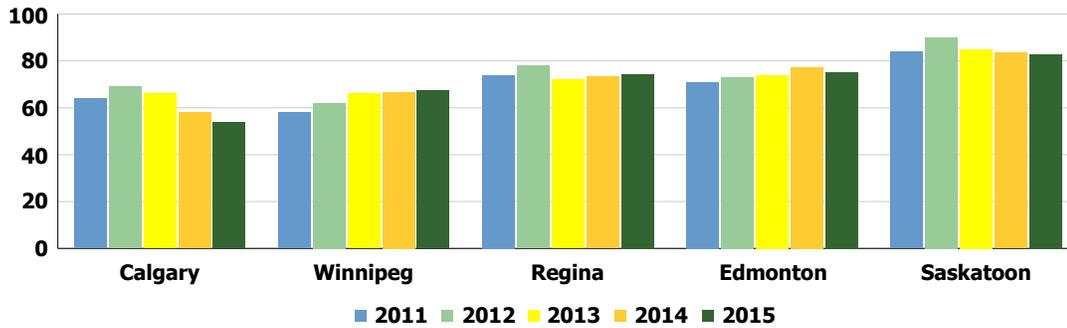
Winnipeg's rate of sworn officers remains higher than those of other major prairie cities.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 204 | 212 | 208 | 211 | 200 |

Municipal Data, Source: Calculated from Statistics Canada data.

Police Response

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

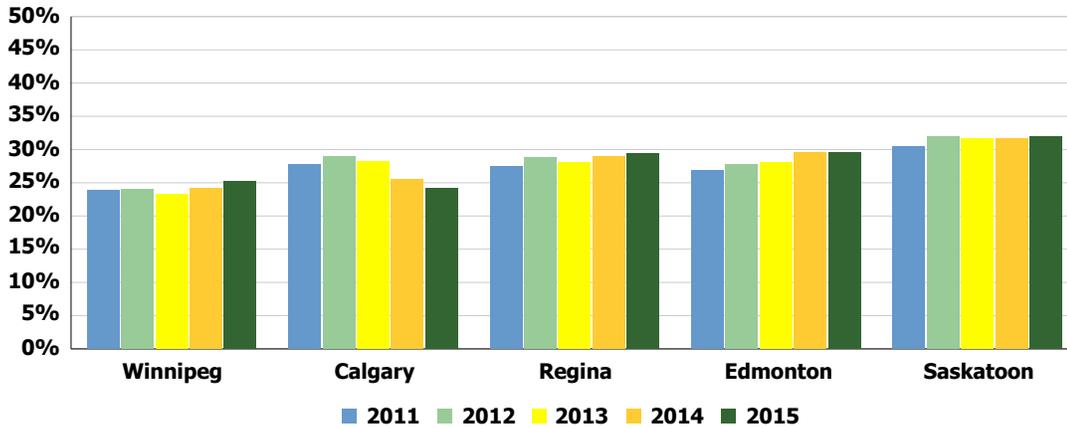


Winnipeg non-sworn personnel includes Cadets.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 58 | 62 | 66 | 67 | 67 |

Municipal Data, Source: Calculated from Statistics Canada data.

Percentage of Civilian Staff of Total Police Personnel



Winnipeg's percentage of civilian staff has been increasing since 2013.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 24% | 24% | 23% | 24% | 25% |

Municipal Data, Source: Calculated from Statistics Canada data

Crime Prevention

Includes:

- *Community Policing*
- *Street Lighting*
- *Park Patrol*
- *Crime Prevention Initiatives*

Description

To provide citizens with crime awareness and education, enhanced relationships with targeted neighbourhoods and schools, as well as to conduct proactive policing to prevent crime and disorder.

Key Goals

1. Promote positive interaction within neighbourhoods and among cultural groups.
2. Reduce crime victimization.
3. Protect vulnerable persons.
4. Strengthen proactive policing.
5. Increase effectiveness of street lighting.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|--|--------|--------|------------------|
| Community Policing | | | |
| Number of Commercial/Business Crime Prevention Presentations | 33 | 6 | 57 |
| Number of Personal/Residential Crime Prevention Presentations | 134 | 177 | 80 |
| Number of Cultural/Diversity Presentations by Diversity Relations Officers | 68 | 79 | 57 |
| Number of School Engagements [1] | | | 2,445 |
| Number of Safety Audits Conducted | 4 | 11 | 7 |
| Number of Special Event Attendances | 244 | 235 | 170 |
| Number of Cultural/Diversity Event Attendances by Diversity Relations Officers | 69 | 92 | 215 |
| Number of Crime Victim Follow-up Contacts | 5,557 | 4,949 | 5,234 |
| Public Following on Social Media Platforms [1] | | | 15,000 |
| Frequency of Written Communications to the Community [1] | | | Q2=68,300 |
| Engagement Hours in Culture, Diversity and Community Outreach [1] | | | Q1=328.5 |
| Proactive Policing | | | |
| Number of Proactive Target Driven Events | 17,439 | 25,802 | 24,871 |
| Number of Proactive Gang Activities [1] | | | New: no data yet |
| Number of Gang Response and Suppression Plan (GRASP) Curfew Checks | 1,643 | 996 | 804 |
| Number of Community and Government Agencies Engaged [1] | | | Q1=119 |
| Number of Interventions with Vulnerable Citizens [1] | | | Q1=189 |
| Total time Spent on Proactive Policing (hrs) | 63,040 | 66,578 | 58,726 |
| Street Lighting [2] | | | |
| Number of Lane Lights [3] | 8,402 | 8,403 | 8,408 |
| Number of Street Lights [3] | 65,695 | 66,297 | 66,672 |
| Number of Streetscaping Lights (Decorative only) [2] | 2,932 | 2,985 | 2,908 |
| Number of Lighting Complaints Requiring a Lighting Upgrade | 7 | 6 | 10 |
| Number of Lighting Complaints | 87 | 84 | 75 |

[1] New in 2016

[2] Data supplied by the Public Works Department

[3] Data supplied by Manitoba Hydro

Crime Prevention Performance Measurements

Effectiveness Measurements

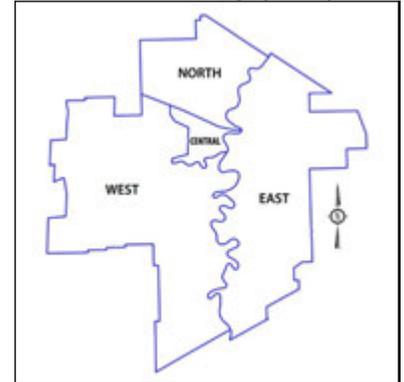
Citizens' Total Feeling of Safeness by District and Time of Day*

| District | Daytime 2010 | Daytime 2013 | Daytime 2015 | Nighttime 2010 | Nighttime 2013 | Nighttime 2015 |
|--------------|--------------|--------------|--------------|----------------|----------------|----------------|
| Central (1) | 81.4% | 89.0% | 88.0% | 34.3% | 44.0% | 54.0% |
| West (2)** | 93.6% | 98.0% | 97.0% | 60.2% | 79.0% | 80.0% |
| North (3) | 80.5% | 95.0% | 95.0% | 32.0% | 48.0% | 58.0% |
| East (4) | 90.7% | 98.0% | 89.0% | 64.6% | 70.0% | 76.0% |
| District 6** | 96.9% | 97.0% | 98.0% | 59.4% | 83.0% | n/a |

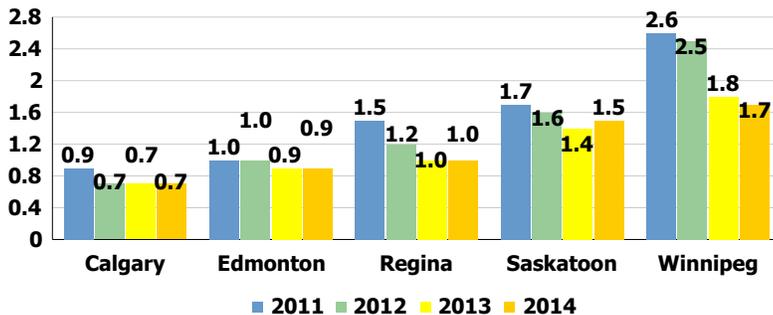
* Total "feeling of safeness" combines "very safe" and "reasonably safe" responses.

** 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)



Robbery per 1,000 Population - City Comparison



Although declining, Winnipeg's robbery rate remains above those of other major prairie cities.

Number of Assaults and Sexual Assaults

| Assaults | 2011 | 2012 | 2013 | 2014 |
|-----------|------|------|------|------|
| Winnipeg | 7.12 | 6.82 | 6.02 | 5.9 |
| Regina | 9.89 | 9.41 | 8.01 | 7.95 |
| Saskatoon | 9.69 | 8.98 | 8.03 | 7.5 |
| Edmonton | 6.55 | 6.53 | 6.06 | 5.79 |
| Calgary | 4.67 | 4.3 | 4.2 | 4.59 |

Assaults include Assaults Levels 1, 2 & 3.

Winnipeg's assault rates are higher than Albertan major cities but lower than Saskatchewan major cities.

| Sexual Assaults | 2011 | 2012 | 2013 | 2014 |
|-----------------|------|------|------|------|
| Winnipeg | 0.96 | 0.93 | 0.89 | 0.9 |
| Regina | 0.64 | 0.62 | 0.64 | 0.67 |
| Saskatoon | 0.8 | 0.8 | 0.78 | 0.81 |
| Edmonton | 0.83 | 0.84 | 0.78 | 0.76 |
| Calgary | 0.53 | 0.51 | 0.51 | 0.45 |

Sexual Assaults include Sexual Assaults Levels 1, 2 & 3.

Winnipeg's sexual assault rates are higher than those of other major prairie cities

Crime Prevention

Criminal Code Offences by Rates of Occurrences [A]

| Winnipeg | 2011 | 2012 | 2013 | 2014 |
|--------------------|-------------|-------------|-------------|-------------|
| Population | 691,778 | 704,799 | 699,346 | 709,253 |
| Violent Rates | 13.6 | 12.9 | 11.2 | 10.7 |
| Property Rates | 44.9 | 43.4 | 36 | 36.9 |
| Other Crimes Rates | 6.9 | 7.3 | 6.8 | 6.4 |
| CDSA | 1.5 | 1.3 | 1.5 | 1.4 |
| Regina | 2011 | 2012 | 2013 | 2014 |
| Population | 196,176 | 199,667 | 205,842 | 211,136 |
| Violent Rates | 15.1 | 13.7 | 11.9 | 11.7 |
| Property Rates | 57 | 50.1 | 47.4 | 46.5 |
| Other Crimes Rates | 26 | 24.2 | 22.3 | 20.4 |
| CDSA | 3.7 | 4.9 | 3.3 | 2.1 |
| Saskatoon | 2011 | 2012 | 2013 | 2014 |
| Population | 225,137 | 230,473 | 239,420 | 247,069 |
| Violent Rates | 16.5 | 14.7 | 13.2 | 13.2 |
| Property Rates | 54.5 | 46.9 | 44.8 | 46.9 |
| Other Crimes Rates | 23.5 | 23.5 | 22 | 22.2 |
| CDSA | 2.5 | 2.4 | 2.5 | 2.1 |
| Edmonton | 2011 | 2012 | 2013 | 2014 |
| Population | 831,158 | 845,585 | 869,359 | 899,394 |
| Violent Rates | 12.2 | 12 | 11.4 | 10.9 |
| Property Rates | 40.4 | 39.1 | 40.8 | 40.5 |
| Other Crimes Rates | 16.3 | 16.1 | 15.7 | 16.4 |
| CDSA | 2.5 | 2.4 | 2.6 | 2.8 |
| Calgary | 2011 | 2012 | 2013 | 2014 |
| Population | 1,123,699 | 1,141,585 | 1,179,375 | 1,222,915 |
| Violent Rates | 8.1 | 7.4 | 7.1 | 7.4 |
| Property Rates | 33.6 | 32 | 31.7 | 30.7 |
| Other Crimes Rates | 4.6 | 4.2 | 4.1 | 4 |
| CDSA | 1.5 | 1.4 | 1.3 | 1.3 |

Winnipeg's violent crimes have been dropping since 2011.

2015 data not yet available.

[A] Rate = Occurrence / 1,000

[B] CDSA - Controlled Drugs and Substances Act.

Source: Statistics Canada, CCJS, Incident-based Crime Statistics by Detailed Violations and Police Services.

Crime Prevention

Youth Crime Rates

| Winnipeg | 2011 | 2012 | 2013 | 2014 |
|----------------------|-------------|-------------|-------------|-------------|
| Population | 691,778 | 704,799 | 699,346 | 709,253 |
| Violent Crime Rates | 18.4 | 17.5 | 15 | 13.1 |
| Property Crime Rates | 19.6 | 20.3 | 14.6 | 15.2 |
| Other Crimes Rates | 15.3 | 15.3 | 14 | 9.7 |
| CDSA Crime Rates | 3.2 | 3.1 | 2.9 | 3.4 |
| Regina | 2011 | 2012 | 2013 | 2014 |
| Population | 196,176 | 199,667 | 205,842 | 211,136 |
| Violent Crime Rates | 23 | 24.8 | 18.8 | 15.6 |
| Property Crime Rates | 56.7 | 53.1 | 44.2 | 34.1 |
| Other Crimes Rates | 36 | 42.8 | 36.5 | 29 |
| CDSA Crime Rates | 13.6 | 11.8 | 10 | 8.1 |
| Saskatoon | 2011 | 2012 | 2013 | 2014 |
| Population | 225,137 | 230,473 | 239,420 | 247,069 |
| Violent Crime Rates | 23.9 | 17.2 | 14.3 | 14.8 |
| Property Crime Rates | 57.1 | 42.6 | 32.6 | 33 |
| Other Crimes Rates | 58.5 | 49 | 44.6 | 38.4 |
| CDSA Crime Rates | 10.8 | 10.199 | 9.1 | 6.3 |
| Edmonton | 2011 | 2012 | 2013 | 2014 |
| Population | 831,158 | 845,585 | 869,359 | 899,394 |
| Violent Crime Rates | 13.4 | 13 | 12.5 | 11.3 |
| Property Crime Rates | 28.5 | 29.3 | 29.8 | 23.2 |
| Other Crimes Rates | 16.4 | 16 | 16.3 | 13.1 |
| CDSA Crime Rates | 5.5 | 5.2 | 5.8 | 5.2 |
| Calgary | 2011 | 2012 | 2013 | 2014 |
| Population | 1,123,699 | 1,141,585 | 1,179,375 | 1,222,915 |
| Violent Crime Rates | 9.6 | 7.4 | 6.6 | 7.4 |
| Property Crime Rates | 19.6 | 15.7 | 11.2 | 12.5 |
| Other Crimes Rates | 4.8 | 4.7 | 3.8 | 5 |
| CDSA Crime Rates | 3 | 3.4 | 3.1 | 2.4 |

Includes youths charged, and youths not charged.

Violent youth crimes have been dropping since 2011.

2015 data not yet available.

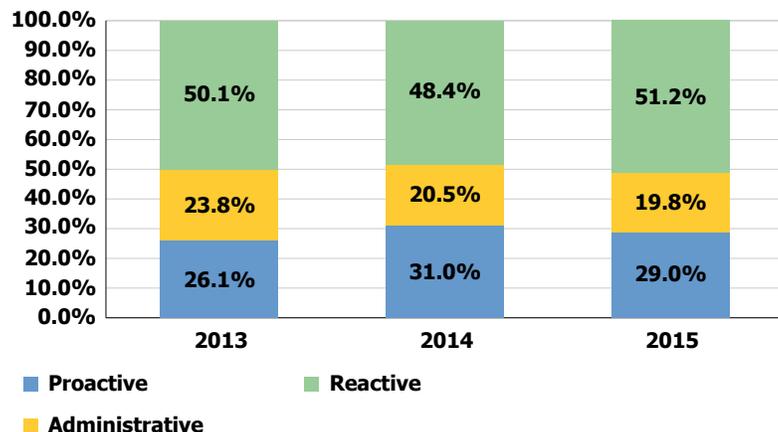
Source: Statistics Canada, CCJS.

Crime Prevention

Total Time Spent on Proactive Policing Events (Hours)

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|----------|----------|----------|
| | n/a | n/a | 63,040.0 | 66,578.0 | 58,726.0 |

Policing Activity



Best practices for policing target a goal of 33% proactive, 33% reactive and 33% administrative time.

Efficiency Measurements

Number of Proactive Target-Driven Events per FTE

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 26.8 | 30.9 | 43.5 | 55.5 | 51.0 |

Target driven events include traffic events and traffic stops, as well as events related to Smart Policing Initiative (SPI), Special Attention, Compliance Checks, Discovery, Walking Beat, Park and Walk, and Crime Prevention Through Social Development (CPTSD) interventions.

Although these figures relate to the total police complement, most proactive policing activities are conducted by members from uniformed units.

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.

Key Goals

1. Enhance partnership with Manitoba Public Insurance (MPI) toward public education.
2. Explore data driven approaches to traffic safety.
3. Set enforcement priorities.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|--------|--------|--------------------------|
| General Traffic Enforcement | | | |
| Total Number of Traffic Stops | 23,992 | 30,148 | 29,410 |
| Highway Traffic Act Provincial Offence Notices Issued | 42,279 | 46,149 | 43,279 |
| Highway Traffic Act Warnings Issued | n/a | n/a | 9,933 |
| Percentage of Notices Issued | n/a | n/a | 81.3% |
| Photo Enforcement | | | |
| Reduced School Zone | 35,889 | 36,211 | 35,704 |
| All Other Zones | | | New measure: no data yet |
| Intersection Safety Cameras | | | |
| Speeding | 26,076 | 24,497 | 29,366 |
| Red Light | 10,135 | 11,207 | 10,002 |
| Criminal Code Driving Offences | | | |
| Persons Charged with Impaired Driving | 461 | 513 | 528 |
| Persons Charged with Other Criminal Code Driving Offences | 155 | 165 | 230 |
| Education | | | |
| Number of Joint Projects with Manitoba Public Insurance (MPI) | | | New measure: no data yet |
| Number of Safe Driving Public Service Announcements | | | New measure: no data yet |

[A] Complement numbers are given in full time equivalents (FTE), as some members were assigned to traffic enforcement or investigation for only part of the calendar year.

Sources for Service Level Statistics:

Winnipeg Police Service Annual Statistical Reports

Winnipeg Police Central Traffic Unit

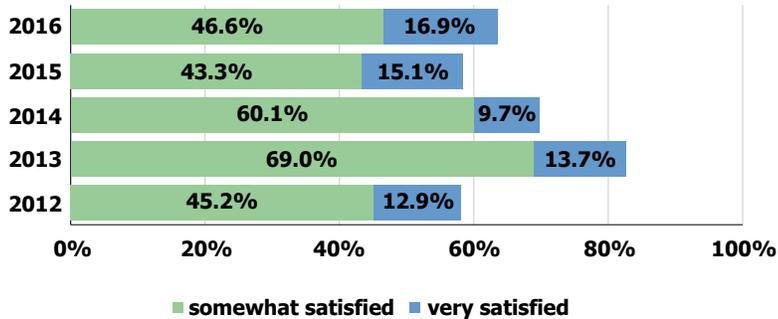
Photo Enforcement Safety Program Annual Report: Just Slow Down

Traffic Safety and Enforcement

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Enforcement of Traffic Laws

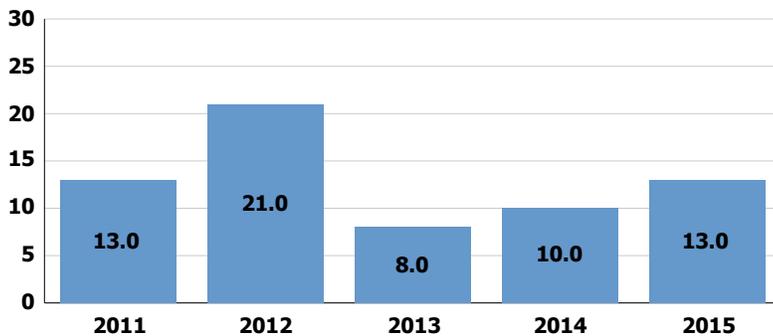


Citizen satisfaction regarding traffic enforcement increased to 63.5% in 2016. Citizen satisfaction regarding traffic enforcement is highly variable, dependent upon enforcement campaigns, media exposure, etc.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|--------------|--------------|--------------|--------------|--------------|
| Total Satisfied | 58.1% | 82.7% | 69.8% | 58.4% | 63.5% |

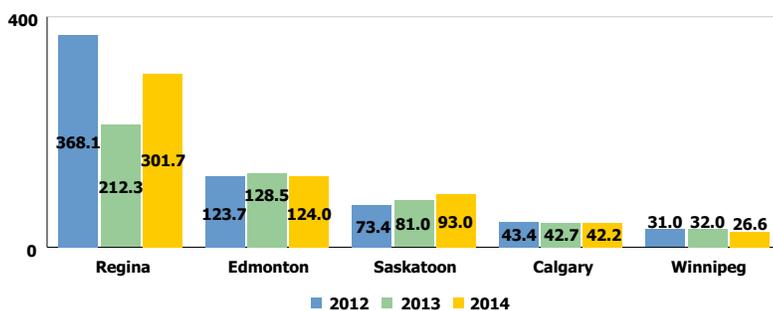
Source: City of Winnipeg Annual Citizen Survey

Traffic Fatal Collisions



Fatal collision rates data can be subject to large variation due to the relatively low number of incidents.

Impaired Driving Charges per 100,000 Population



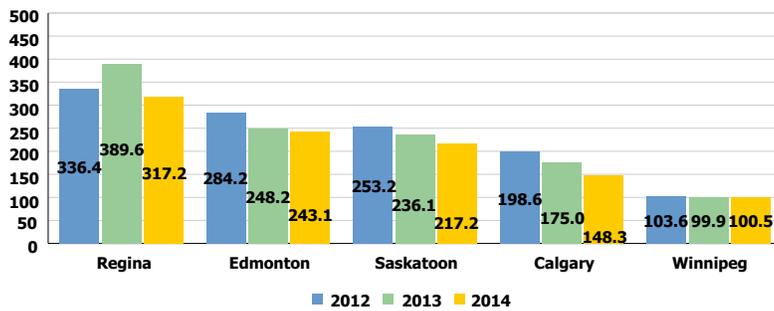
Winnipeg's impaired driving charges continue to be lower than those of other major prairie cities.

2015 data not yet available.

Source: Statistics Canada, Canadian Centre for Justice Statistics

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.

Efficiency Measurements

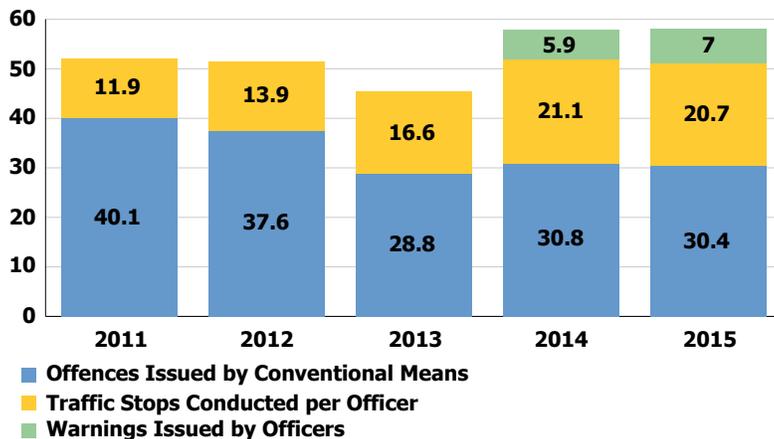
Cost and Revenue from Photo Enforcement

| (in millions of \$) | 2011 | 2012 | 2013* | 2014 | 2015 |
|--|------------|------------|------------|-------------|-------------|
| Cost of photo enforcement tickets | \$5 | \$6 | \$4 | \$5 | \$6 |
| Revenue from photo enforcement tickets | \$9 | \$9 | \$12 | \$15 | \$17 |
| Net Revenue / (Cost) | \$4 | \$3 | \$8 | \$10 | \$12 |

As the Photo Enforcement program is part of the Winnipeg Police Service, any net surplus is incorporated into the overall budget to fund other policing activities.

*Note: The City of Winnipeg signed a new photo enforcement contract in 2013.

Number of Traffic Events per Officer



The WPS did not officially track warnings until 2014.

Reduction in conventional offence notices in 2013 is due to discontinuation of voluntary enforcement days.

Although these figures relate to the total police complement, most traffic enforcement is conducted by members from uniformed units.

Fire and Rescue Response

Includes:

- *Fire and Rescue Response*
- *Fire Investigation*

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, elevator, 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 | 2013 | 2014 | 2015 |
|--|-------|-------|-------|
| Total Fires | 1,926 | 1,596 | 1,535 |
| Alarm - No Fire | 7,558 | 7,961 | 7,962 |
| Gas/Odor/Hazardous Materials Emergencies | 924 | 1,013 | 862 |
| Miscellaneous Emergencies | 4,109 | 4,784 | 3,837 |
| Rescue Emergencies | 121 | 167 | 202 |
| Fire Investigations* | 445 | 285 | 334 |
| Arson Determinations** | n/a | n/a | 273 |

* Slight increase in Fire investigations due to commencement of attendance to vehicle fires in 2015.

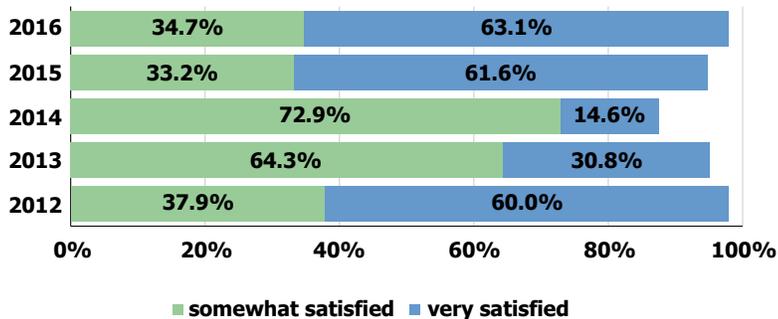
** Winnipeg Police Service has provided annual Arson Determination totals from 2015.

Fire and Rescue Response

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Fire Service Response to Fire Incidents

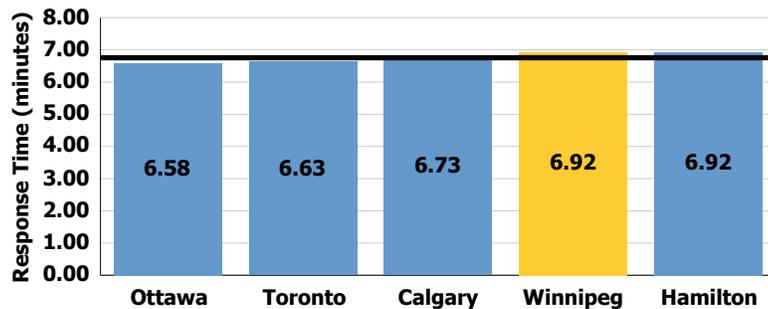


Citizen satisfaction with fire service response to fire and rescue incidents remains high. Citizen and customer service remains a focus for new employee orientations and continuing education programming for existing employees. New strategies are being employed in fireground operations that enable improved life safety, property conservation, and incident stabilization.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 97.9% | 95.1% | 87.5% | 94.8% | 97.8% |

Source: City of Winnipeg Annual Citizen Survey

Actual 90th Percentile Fire Station Notification Response Time (Minutes) (2014)

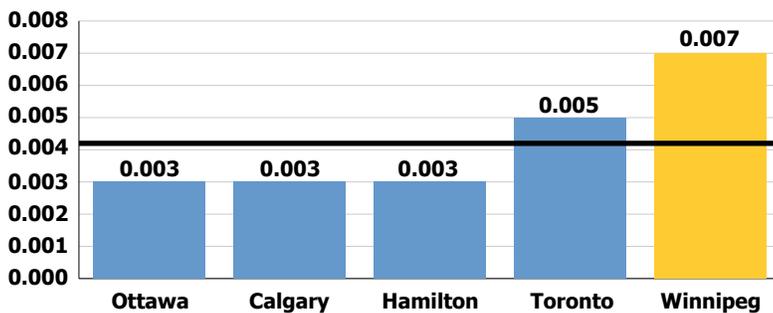


From the time a station is notified of an emergency call, a fire unit arrives at the scene in 6:55 or less (or 6.92 minutes), 90% of the time.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 6.82 | 6.78 | 6.82 | 6.92 |

Source: Municipal Benchmarking Network Canada (FIRE405)

Number of Residential Fire Related Fatalities Averaged Over 5 Years per 1,000 Persons (2014)



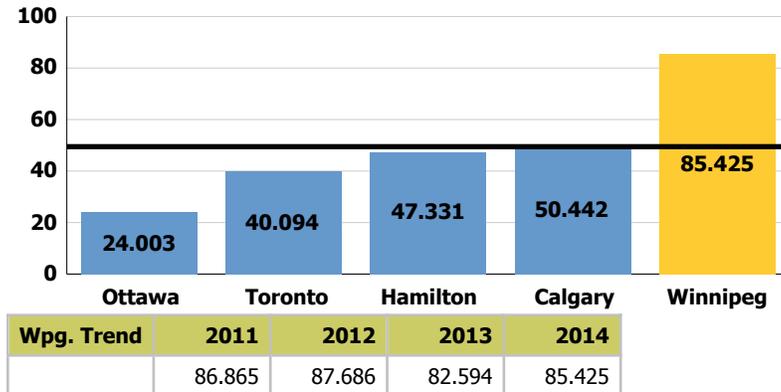
The trend in fire deaths continues to decrease over time; the five-year average annual number of civilian fire deaths experienced is 5.0. In 2011 a single fire with five fatalities dramatically impacted the average.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 0.009 | 0.010 | 0.009 | 0.007 |

Source: Municipal Benchmarking Network Canada (FIRE935M)

Fire and Rescue Response

Number of Unique Incidents Responded to by Fire Services per 1,000 Population (2014)

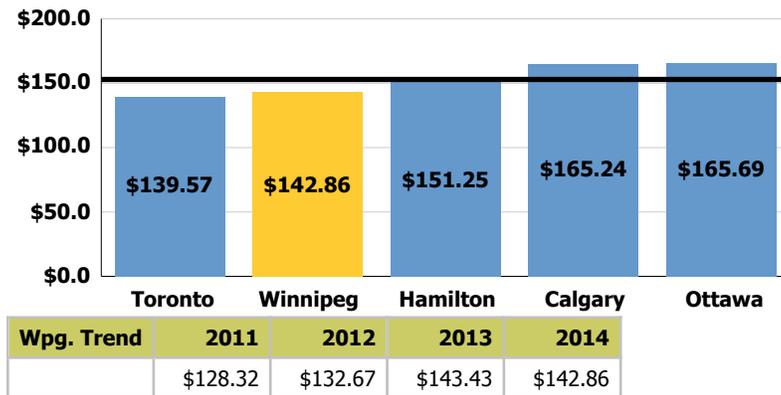


Winnipeg's fire service responds to more incidents than many other fire services due to the integrated service model that dispatches paramedic-staffed fire trucks to moderate the medical incident volume assigned to ambulance units.

Source: Municipal Benchmarking Network Canada (FIRE240)

Efficiency Measurements

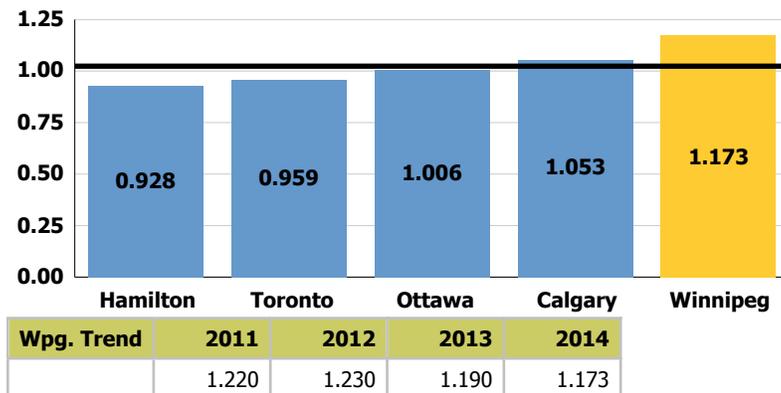
Fire Staffing Costs per Capita (2014)



The overall per capita cost for fire protection remains stable due to the population increases being experienced.

Source: Municipal Benchmarking Network Canada (FIRE220)

Fire Suppression Staff per 1,000 Population (2014)



In 2014, a noticeable decline in fire/rescue personnel per 1,000 population was seen, with Winnipeg having 1.17 sworn fire/rescue personnel per 1,000 citizens. The reduction is attributed to the increase in population and reflects a less than optimum number of fire response personnel for a system the size of Winnipeg.

Source: Municipal Benchmarking Network Canada (FIRE212)

Fire and Injury Prevention

Includes:

- Fire & Injury Prevention Education
- Fire Inspection

Description

To protect citizens, and minimize loss of life and property due to fire through ensuring adherence to existing building standards for construction, safety, and egress.

To provide citizens with fire and life safety education, advice, and promote safe choices that will reduce the need for emergency fire, rescue and medical services.

Key Goals

1. Ensure safety of housing and other buildings through plan examinations, inspections, and fire code and by-law enforcement.
2. Identify and engage key target audiences to maximize effectiveness of educational opportunities.
3. Decrease the incidence of fire or injury emergencies through expansion of public education programs.
4. Investigate and pursue partnerships to enhance ability to prevent fire and injuries.
5. Save lives through promotion of public access defibrillation, and 'demand reduction' initiatives such as plan examinations and residential sprinklers.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|-------|-------|-------|
| Fire Prevention By-Law/Building Code Inspections [A]* | 7,890 | 7,719 | 9,692 |
| Operations Inspections | 2,825 | 2,861 | 3,639 |
| Permits Issued | 292 | 286 | 279 |
| Property File Searches/Plans Examined | 836 | 927 | 957 |
| Fire Safety House | 185 | 190 | 211 |
| Other Community Events | 407 | 101 | 118 |
| Fire Safety Lectures/Presentations | 308 | 323 | 235 |
| Medical/Injury Prevention Lectures/Presentations | 9 | 38 | 50 |
| Youth Fire Stop | 139 | 40 | 53 |
| Career Symposiums | 0 | 5 | 2 |
| Car Seat Inspections [B] | 153 | 210 | 91 |
| Evacuation Fire Drills [C] | 143 | 144 | 117 |
| Fire/Paramedic Station Tours | 446 | 320 | 313 |
| Public Service Announcements (Media) | 25 | 24 | 22 |
| Community Arson Prevention Partnership [D]* | 398 | 293 | 182 |
| Arson Prevention in Schools [E] | 5 | 53 | 51 |

* 2014 Data restated to correct reporting error.

[A] Fire Prevention observed an increase in the number of inspections conducted in 2015 due to more stable levels of staffing; we experienced a significant decrease in use of sick time and maintained a full complement of staff. We also responded to more complaints in 2015, implemented our Industrial Occupancy Inspection program and conducted inspections of over 500 rooming houses.

[B] In 2015 there was increase in trained personnel transfers.

[C] Evacuation Fire Drills are dependant on the referral process.

[D] In 2015 Arson Prevention Initiatives and direct referrals to 311 continued and were partially tracked. In 2016, WFPS developed and implemented a new tracking process.

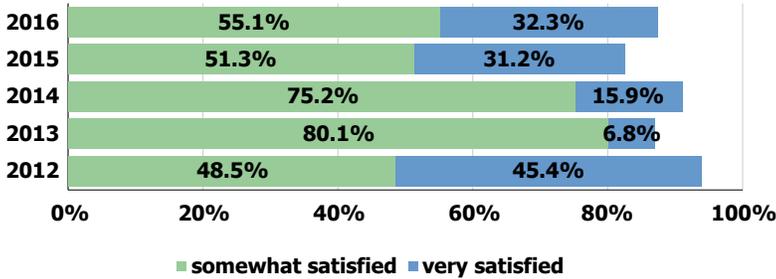
[E] Arson Prevention in schools began in 2014 as joint venture with WPS.

Fire and Injury Prevention

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Fire and Injury Prevention Education

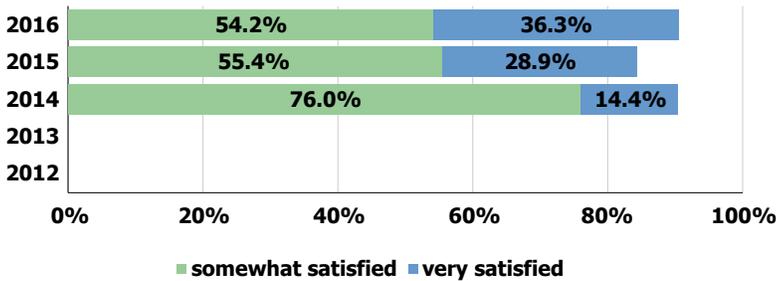


Citizens continue to be satisfied with efforts in fire and safety education.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 93.9% | 86.9% | 91.1% | 82.5% | 87.4% |

Source: City of Winnipeg Annual Citizen Survey

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

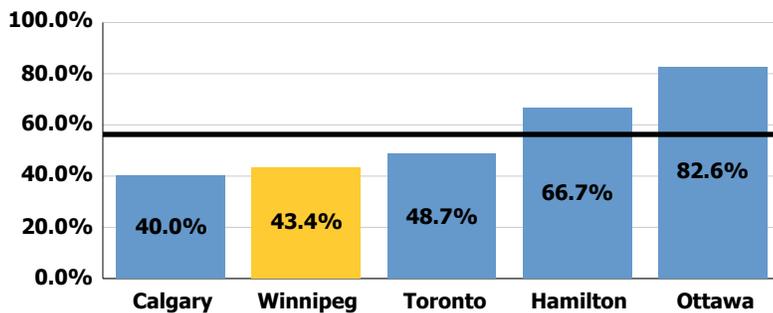


A new survey with initial and on-going results indicates high level of citizen satisfaction with the safety of existing buildings through fire inspections and enforcement.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|------|------|-------|-------|-------|
| Total Satisfied | n/a | n/a | 90.4% | 84.3% | 90.5% |

Source: City of Winnipeg Annual Citizen Survey

Percent of all Residential Fire Related Injuries in Dwellings with Working Smoke Alarms (2014)



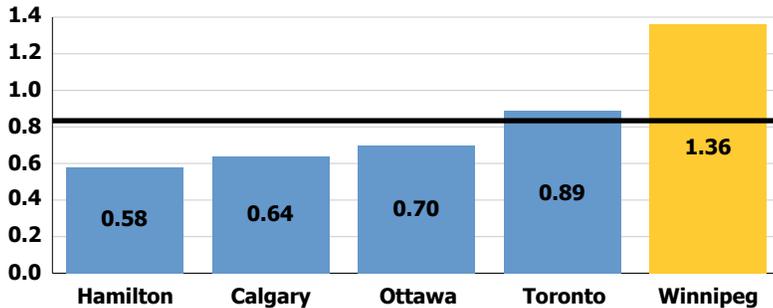
There has been no significant change in this trend. The trend from previous years indicates numbers ranging from 42.7% to 52.4% (2008 - 42.7%, 2009 - 52.4%, 2010 - 43.7%). Additionally, the advent of the "at risk referral" for follow up by the Emergency Paramedic in the Community (EPIC) Program, is expected to increase the prevalence of working smoke alarms.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 50.0% | 38.7% | 48.4% | 43.4% |

Source: Municipal Benchmarking Network Canada (FIRE108)

Fire and Injury Prevention

Rate of Residential Structural Fires with Losses per 1,000 Households (2014)

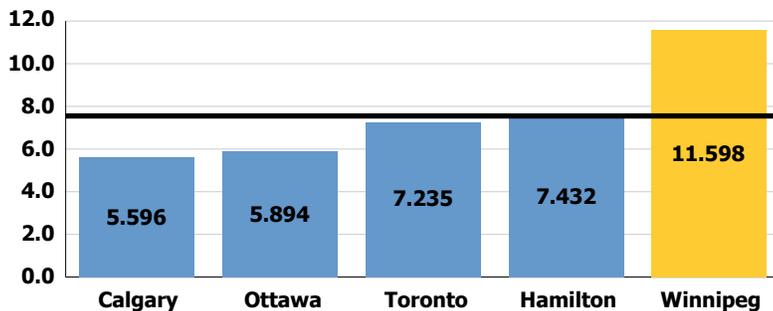


While the total number of fires of all types is declining slightly over the long term, yearly variations persist. Winnipeg continues to experience substantially more fires per household than any of our comparator cities.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|
| | 1.67 | 1.99 | 1.48 | 1.36 |

Source: Municipal Benchmarking Network Canada (FIRE115)

Rate of Commercial and Industrial (C&I) Structural Fires with Losses per 1,000 C&I Properties (2014)



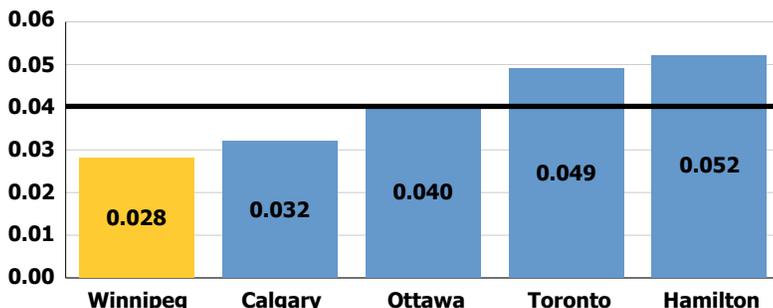
We have observed a steady downward trend in Commercial and Industrial (C & I) losses due in part to an increase in scheduled inspections of these types of occupancies. Winnipeg continues to experience more C & I structural fires than any of its comparator cities.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|--------|--------|--------|--------|
| | 14.610 | 13.620 | 10.730 | 11.598 |

Source: Municipal Benchmarking Network Canada (FIRE120)

Efficiency Measurements

Fire Prevention Staff per 1,000 Population (2014)



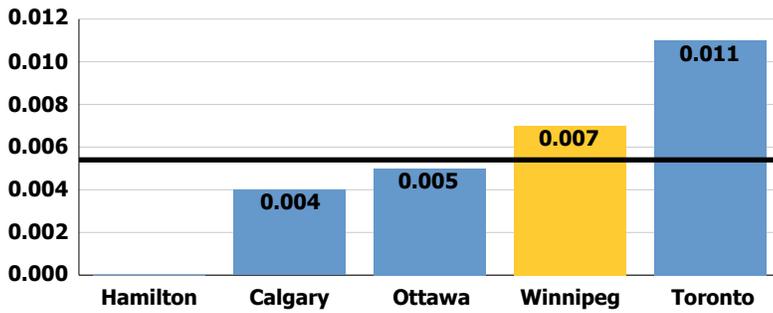
In 2014, the Fire Prevention By-law was amended to increase staff by one full-time employee to assist in industrial inspections.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 0.029 | 0.026 | 0.026 | 0.028 |

Source: Municipal Benchmarking Network Canada (FIRE213)

Fire and Injury Prevention

Fire Education Staff per 1,000 Population (2014)



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 | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 0.006 | 0.007 | 0.007 | 0.007 |

Source: Municipal Benchmarking Network Canada (FIRE214)

Medical Response

Includes:

- *Medical Response*
- *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

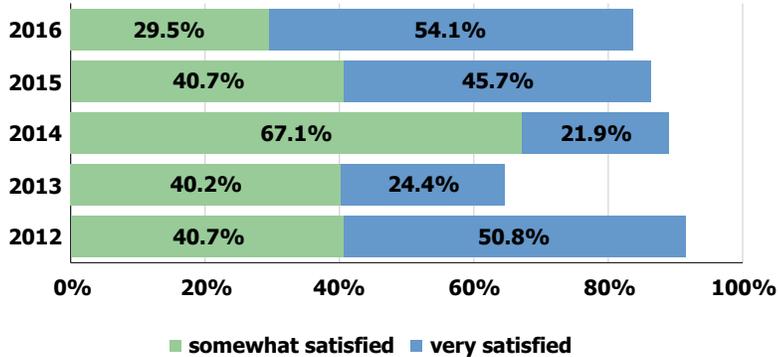
| Description | 2013 | 2014 | 2015 |
|---|--------|--------|--------|
| Emergency Medical Incidents | 63,619 | 66,161 | 67,861 |
| Medical Incidents with ambulance dispatched (Emergency) | 54,020 | 55,687 | 56,224 |
| Medical Incidents with only fire dispatched (Emergency) | 9,599 | 10,474 | 11,409 |
| Scheduled Inter-facility Patient Transfers | 7,531 | 8,317 | 8,155 |
| Emergency Patient Transports | 46,482 | 46,448 | 46,234 |
| Patients Assessed or Treated at Scene (not transported) | 16,366 | 17,548 | 19,670 |
| Total Patient Contacts (excluding Community Paramedicine) | 70,044 | 70,714 | 72,294 |
| Patient Contacts per Thousand Population | 100.2 | 99.7 | 100.6 |
| Main Street Project Patient Contacts | 12,299 | 14,041 | 14,062 |
| Community Paramedicine Patient Contacts (EPIC) | 1,058 | 1,186 | 1,381 |

Medical Response

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Emergency Response Capability for Medical Emergencies (respondents who used service)



Clients continue to express much satisfaction with emergency medical response in Winnipeg.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 91.5% | 64.6% | 89.0% | 86.4% | 83.6% |

Source: City of Winnipeg Annual Citizen Survey

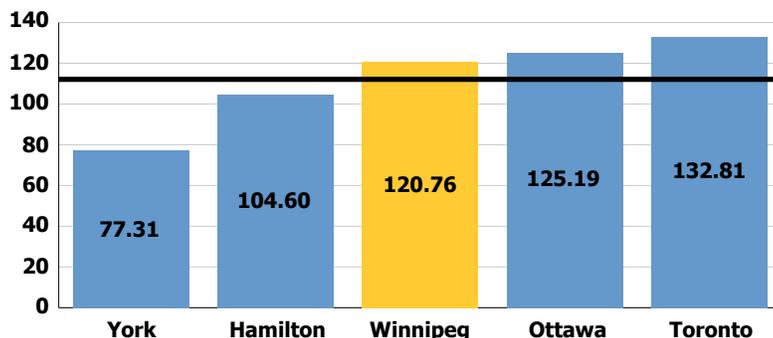
90th Percentile Response Time

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 7.97 | 7.90 | 7.80 | 7.90 | 7.67 |

In 2015, from the time of unit notification of an emergency call, a paramedic-staffed unit arrives at the scene in 7:40 or less (or 7.67 minutes), 90% of the time.

Winnipeg's integrated service delivery model that dispatches paramedic-staffed fire trucks and/or ambulances to medical incidents provides fast response times.

Total EMS Responses per 1,000 Population (2014)



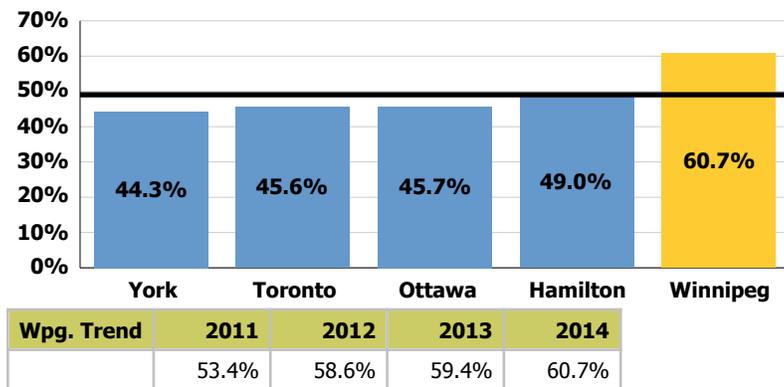
In 2014, the Winnipeg Fire Paramedic Service responded to 120.76 medical incidents for every 1,000 citizens.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|--------|--------|--------|--------|
| | 102.12 | 113.13 | 125.38 | 120.76 |

Source: Municipal Benchmarking Network Canada (EMDS229)

Medical Response

Percent of Ambulance Time in Excess of Standard 30 Minutes Lost to Hospital Turnaround (2014)

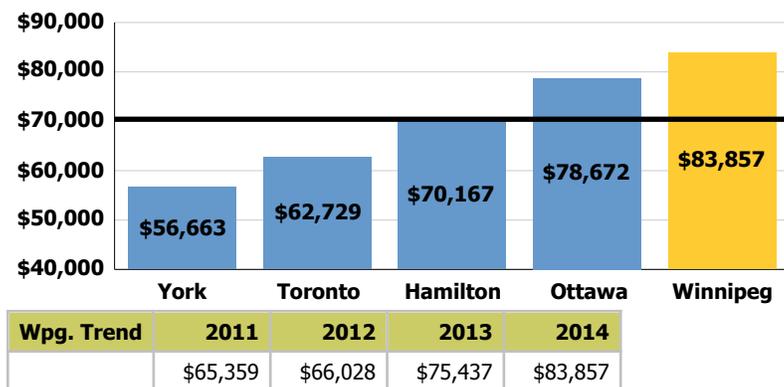


Source: Municipal Benchmarking Network Canada (EMDS155)

For each emergency patient transport to hospital, 60.7% 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. Many other municipalities experience significant delays at hospital in transferring care of patients and returning to service.

Efficiency Measurements

Emergency Medical Service Operating Cost per 1,000 Population (2014)

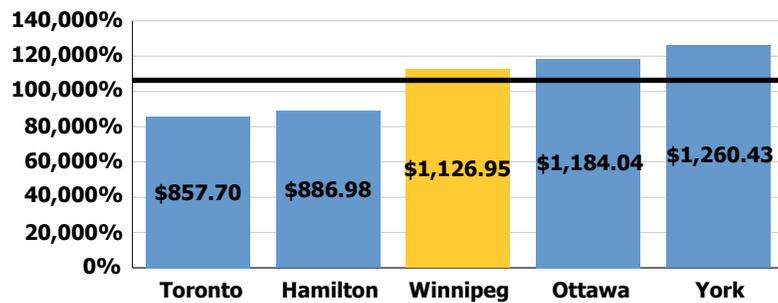


Source: Municipal Benchmarking Network Canada (EMDS256)

The cost per capita for Emergency Medical Services saw an increase in 2014 to \$83.86, which was primarily driven by negotiated and/or arbitrated salary, benefit, and retroactive settlements. While only a small portion of this is funded through City's tax-supported budget, the Winnipeg Fire Paramedic Service continues to negotiate a new funding formula with the Winnipeg Regional Health Authority for implementation in the next agreement.

Medical Response

Emergency Medical Service Total Cost per Patient Transported (2014)



| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|----------|----------|----------|------------|
| | \$777.53 | \$787.57 | \$989.29 | \$1,126.95 |

Source: Municipal Benchmarking Network Canada (EMDS321T)

The actual service cost per patient transport in 2014 was \$1,126.95. The 2014 cost increases were driven by negotiated and/or arbitrated salary, benefit, and retroactive settlements, an increase in the number of Advanced Care Paramedics, as well as a reduction in revenue generation related to the implementation of Community Paramedics, which has resulted in a decrease in the number of transports overall. Through continued negotiations with the Winnipeg Regional Health Authority a new funding formula will need to be established for the costs associated with the Emergency Paramedic in the Community (EPIC) program, which are currently incorporated into the total cost per patient transport.

Disaster Preparedness and Response

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.
- Acting as a host community for evacuees from outside the city upon request from the proper authority.

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 preparedness education and training to staff, partnering agencies and the general community.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|--|------|------|------|
| Presentations/Consultations | 51 | 42 | 40 |
| Disaster Management Training Sessions | 5 | 6 | 7 |
| Individuals Trained | 170 | 161 | 160 |
| Exercises (internal and with stakeholders) | 7 | 8 | 6 |
| Emergency Operations Centre/Multiple Department Activation | 2 | 2 | 3 |
| Emergency Operations Centre - Days Activated* | 2 | 32 | 11 |
| Number of people evacuated/evacuation alert | 207 | 250 | 58 |
| Number of people directly assisted | 116 | 50 | 58 |

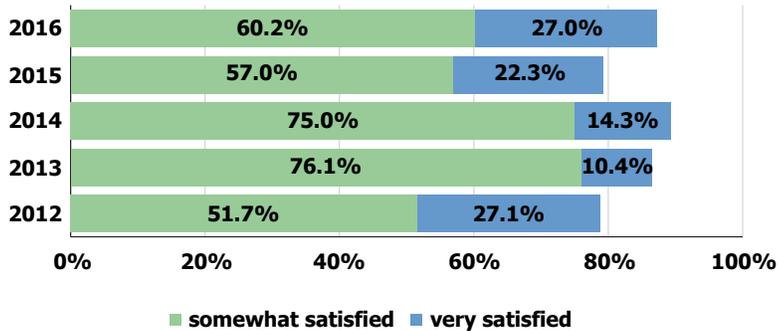
* In 2015, the EOC was open for 6 days due to a boil water advisory event, 4 days for labour and service continuity planning and 1 day for Syrian refugee coordination.

Disaster Preparedness and Response

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 79% of citizens satisfied with disaster planning and response for emergencies like floods, tornadoes, train or airplane incidents.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 78.8% | 86.5% | 89.3% | 79.3% | 87.2% |

Source: City of Winnipeg Annual Citizen Survey

Percentage of City Staff Trained in Emergency Management

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 12.0% | 12.0% | 12.0% | 11.5% | 11.5% |

In 2015, 11.5% of all City staff were trained in Emergency Management. Training level is on pace with the rate of personnel leaving due to retirements; a trend seen in other cities. Added this year was Incident Command System (ICS) 200 and 300 level courses. Two ICS 200 and one ICS 300 were offered in 2015.

Training increases the level of awareness and planning for disasters and major emergencies within the city workforce and major partners.

Number of Mock or Real Emergency Responses Handled Well

| Actions | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------------------------|------|------|------|------|------|
| Number of Emergency Exercises* | 3 | 6 | 7 | 8 | 6 |
| Number of EOC Events | 3 | 2 | 2 | 2 | 3 |
| Number of EOC Operational Days | 30 | 4 | 2 | 32 | 11 |

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.

* 2012 and 2014 values restated to correct reporting error.

Disaster Preparedness and Response

Efficiency Measurements

Emergency Operations Centre (EOC) Operating Cost per Capita

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|--------|--------|--------|--------|--------|
| | \$0.45 | \$0.47 | \$0.45 | \$0.46 | \$0.44 |

The per capita cost of dedicated emergency preparedness staff remains quite low. This is due to the distribution of emergency preparedness responsibilities throughout the City, instead of concentration in a centralized Office of Emergency Management.

Recreation

Includes:

- Aquatics Programs
- Arenas
- Casual Facility Use
- Community Centres
- Ice Skating
- Recreation Programs

Description

Provide high quality aquatics, recreation and leisure opportunities/programs in order to enhance life skills, community leadership development and overall quality of life for citizens in our neighbourhoods.

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 Aboriginal 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 | 2013 | 2014 | 2015 |
|--|-----------|-----------|-----------|
| % of Prime Time Ice Sold in the Regular Season* | 91% | 87% | 85% |
| Number of Recreation and Leisure Programs | 3,158 | 3,212 | 3,255 |
| Number of Aquatic Classes Annually | 8,125 | 7,677 | 8,386** |
| Number of Hours of Wading Pool Free Programming | 26,739 | 26,174 | 26,846 |
| Number of Hours of Spray Pad Free Programming | 9,968 | 13,893 | 16,720*** |
| Total Value of Registered Programming/Facility Access Pass Fee Waivers | \$188,291 | \$185,304 | \$186,987 |
| Total Value of Admissions to Free Swims**** | \$498,242 | \$617,643 | \$727,522 |
| Number of Public Swim Visits to Outdoor Pools***** | 96,971 | 99,100 | 101,706 |

* For each calendar year, the regular season consists of January 1 - February 28 and October 1 - December 31.

** The number of aquatic classes offered annually increased due to the reopening of Elmwood Kildonans Pool in 2015 and the addition of fall interim lessons.

*** The increase in spray pad hours can be attributed to the addition of five new spray pads in 2015: Lindsey Wilson Park Spray Pad, West Kildonan Memorial Spray Pad, Waverley Heights Spray Pad, Sturgeon Heights Spray Pad and Gateway Spray Pad.

**** As part of a 2-year pilot project, admission to all five non-heated outdoor pools was free in 2014 and 2015, which led to an increase in the total value of admissions to free swims.

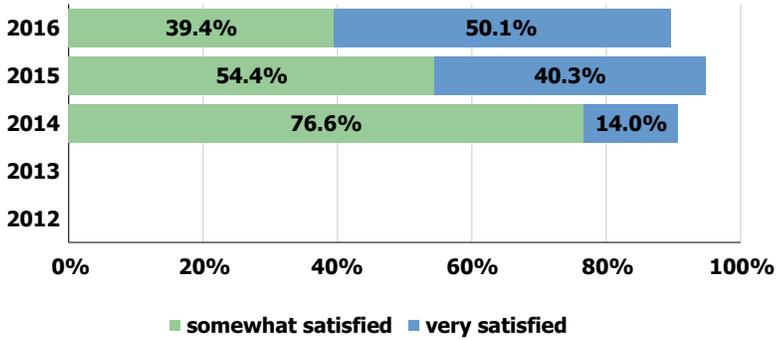
***** In 2014, Westdale and St. Vital outdoor pools were closed. In 2015, St. Vital and Transcona outdoor pools were closed.

Recreation

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with City-Operated Recreation Programs



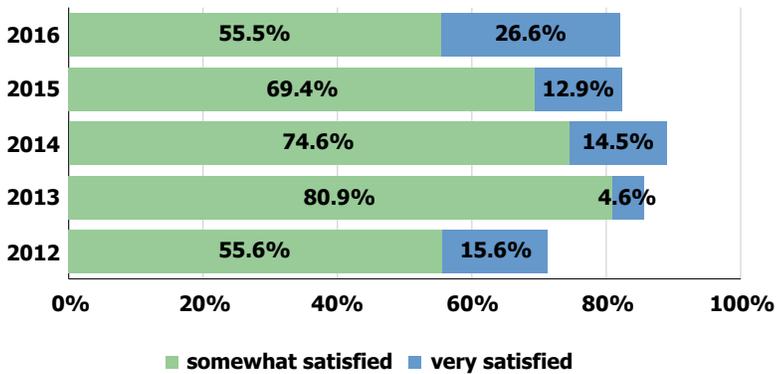
In 2016, 90% of citizens who participated in recreation programs were satisfied with the programs offered by the City. The percentage of citizens who indicated that they were very satisfied increased significantly from 2014 to 2016.

In 2014, the City began assessing citizen satisfaction with City-operated programs (like swimming lessons, Learn to Skate, or other Leisure Guide programs).

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|------|------|-------|-------|-------|
| Total Satisfied | n/a | n/a | 90.6% | 94.7% | 89.5% |

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use City recreation facilities, satisfaction with the condition of recreation facilities was 82% in 2016.

For 2014 - 2016, this question was in reference to City of Winnipeg operated facilities only and does not include community centre facilities.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 71.2% | 85.5% | 89.1% | 82.3% | 82.1% |

Source: City of Winnipeg Annual Citizen Survey

Number of Registrants per 1,000 Population

| Program | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------------|-------|-------|-------|-------|-------|
| Learn to Skate | 9.38 | 8.62 | 8.11 | 8.09 | 8.35 |
| Aquatics | 47.07 | 49.32 | 50.49 | 44.77 | 47.98 |
| Recreation and Leisure | 43.41 | 35.80 | 32.31 | 30.37 | 29.44 |

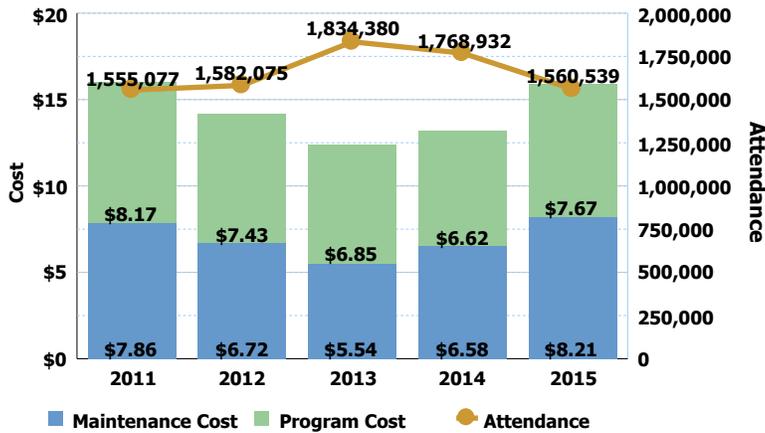
This measurement represents the number of registrants for paid programming only and does not include free programming participants. Recreation and Leisure excludes Aquatics and Learn to Skate.

This performance measurement is indicative of efficiencies in the quantity of programs conducted, particularly with respect to Recreation and Leisure programming.

Recreation

Efficiency Measurements

Cost per Aquatic Attendee - Indoor Pools



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

On average the attendance for public swim, drop-in and registered aquatic programs increased by 6.5% from 2014 to 2015. This increase was more than offset by a 39% decrease in the rental use of aquatic facilities.

Costs include programming, facility maintenance and allocations from Community Services Department's internal support divisions (Finance and Administration, Human Resources, and Strategic Management and Business Support Services).

Cost per Learn to Skate Attendee

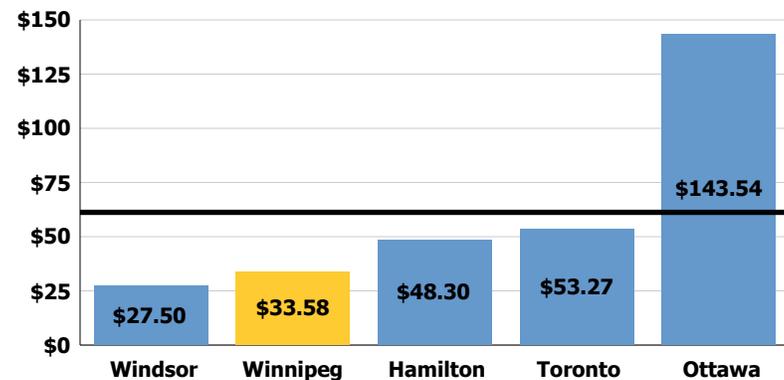


An individual is counted as an attendee every time they attend an arena for Department operated skating lessons.

The decreased cost per attendee in 2015 is due in part to expanded Learn to Skate program opportunities.

Costs include programming, facility maintenance and allocations from Community Services Department's internal support divisions (Finance and Administration, Human Resources, and Strategic Management and Business Support Services).

Operating Cost of Recreation Programs per Person (2014)



Recreation programs include both registered programs and unregistered drop-in programs or clubs.

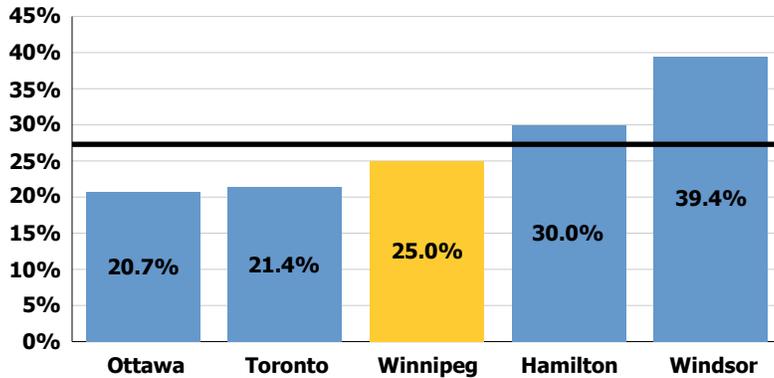
The average of the comparable cities reported is \$61.24.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|
| | \$32.83 | \$32.20 | \$33.33 | \$33.58 |

Source: Municipal Benchmarking Network Canada (SREC902)

Recreation

Sports and Recreation User Fees as a Percentage of Operating Costs (2014)

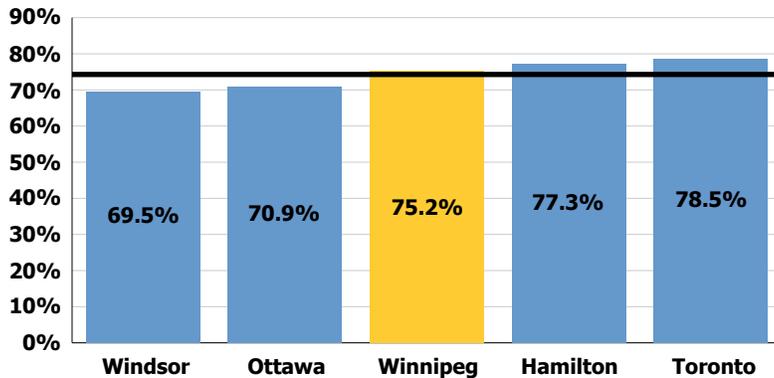


The average of the comparable cities reported is 27.3%.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 26.6% | 26.8% | 25.7% | 25.0% |

Source: Municipal Benchmarking Network Canada (SREC312)

Utilization Rate for Directly Provided Registered Programs (2014)



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

The average of the comparable cities reported is 74.3%.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 81.5% | 80.2% | 77.4% | 75.2% |

Source: Municipal Benchmarking Network Canada (SREC410)

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); 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 | 2013 | 2014 | 2015 |
|---|-------------|-------------|---------------|
| Number of park and open space parcels | 1,336 [B] | 1,346 [B] | 1,347 [B] |
| Total hectares of parks and open spaces | 3,510 [B] | 3,528 [B] | 3,555 [A] [B] |
| Hectares of park and boulevard turf mowing | 2,456 [B] | 2,234 [B] | 2,279 [A] [B] |
| Park pathways/walkways maintained (linear km.)** | 231 [B] | 231 [B] | 254 [B] |
| Number of environmental program participants | 9,633 | 4,181 | 5,064 |
| Ecologically significant natural areas | 457 | 459 | 462 |
| Number of athletic fields | 604* | 604* | 646 |
| Number of boulevard and park trees | 299,675*** | 299,001*** | 305,257 |
| Number of trees planted | 2,292 | 2,245 | 2,009 |
| Number of DED trees and non-DED trees removed | 6,508/2,012 | 5,257/2,661 | 4,849/2,165 |
| Number of trees pruned | 23,783 | 24,495 | 17,715 |
| Number of playground equipment sites inspected and maintained (includes toboggan slide sites) | 505* | 505* | 511 |

* New Geographic Information System being implemented, inventory is being refined.

** Statistic only includes pathways contained within park sites, does not include 29 km of cross country ski trails.

*** Estimated number of trees; multi-year tree inventory is being conducted.

[A] Includes 609 hectares of boulevard turf, and 238 hectares of Athletic Field turf.

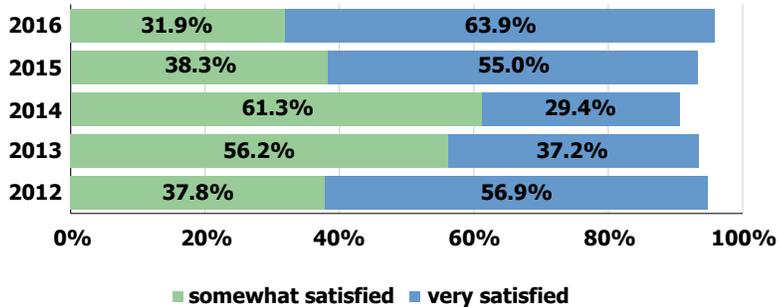
[B] Measures do not include data from Assiniboine Park.

Parks and Urban Forestry

Performance Measurements

Effectiveness Measurements

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

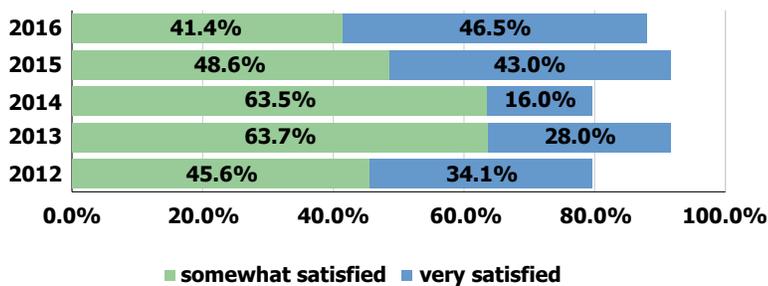


The percentage of citizens who have used the City's major parks and were either somewhat satisfied or very satisfied remains high at almost 96%, an increase of 2.5% from 2015.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 94.7% | 93.4% | 90.7% | 93.3% | 95.8% |

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Condition of Local Parks in Your Neighbourhood

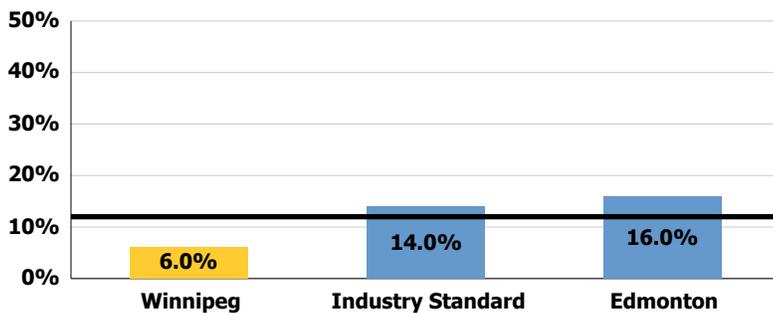


Nearly 88% of respondents were somewhat satisfied or very satisfied with the condition of local parks in their neighbourhoods, a decrease of just under 4% from 2015.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 79.7% | 91.7% | 79.5% | 91.6% | 87.9% |

Source: City of Winnipeg Annual Citizen Survey

Percentage of Trees Pruned Annually Meeting Industry Standards

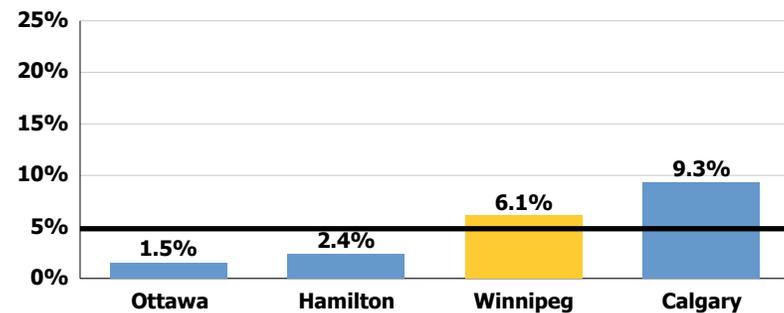


Winnipeg pruned 6% of 305,257 trees in the urban forest in 2015. The industry pruning standard is 14%. Winnipeg was at a 1 in 17 year on average pruning cycle in 2015.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 6.0% | 8.2% | 8.0% | 8.0% | 6.0% |

Parks and Urban Forestry

Parkland (Maintained and Natural) as a Percentage of Total City Area (2014)

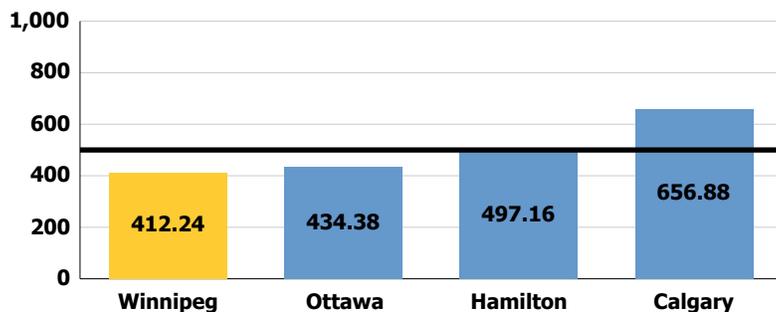


Winnipeg is slightly higher than the 2014 average of 4.8%, as compared to Ottawa, Hamilton, and Calgary.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|------|
| | 6.4% | 6.4% | 6.1% | 6.1% | 6.1% |

Source: Municipal Benchmarking Network Canada (PRKS125)

Hectares of Maintained and Natural Parkland per 100,000 Population (2014)

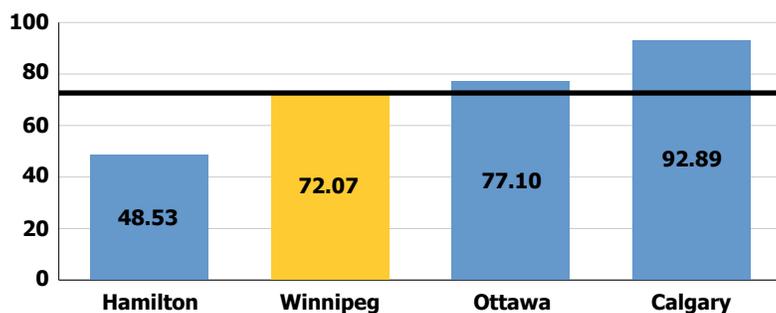


Winnipeg is below the 2014 average of 500 hectares per 100,000 population. The population of Winnipeg continues to increase which has resulted in a downward trend.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|--------|--------|--------|--------|--------|
| | 445.84 | 451.02 | 421.15 | 417.70 | 412.24 |

Source: Municipal Benchmarking Network Canada (PRKS215)

Number of Playground Sites per 100,000 Population (2014)



Winnipeg is just below the 2014 average of 73 playground sites per 100,000 population when compared to Ottawa, Hamilton, and Calgary.

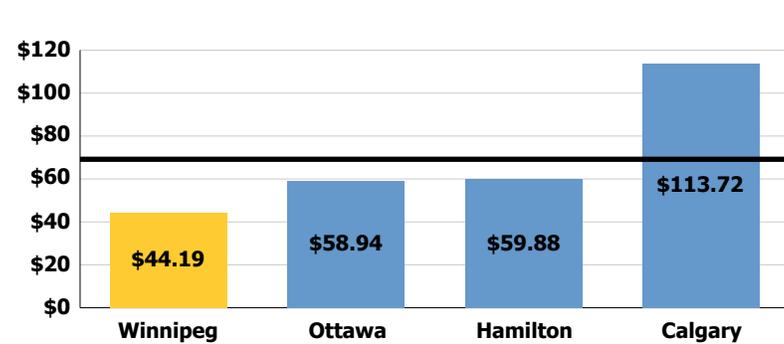
| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|-------|
| | 71.64 | 72.27 | 70.39 | 72.25 | 72.07 |

Source: Municipal Benchmarking Network Canada (PRKS260)

Parks and Urban Forestry

Efficiency Measurements

Total Parks Operating Costs (Maintained and Natural) per Person (2014)

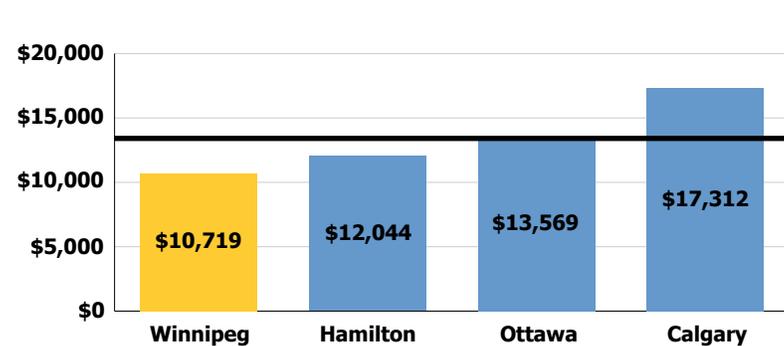


At \$44, Winnipeg is below the 2014 average of \$69 per person when compared with Hamilton, Ottawa and Calgary. Winnipeg's increase in 2014 reflects increases in direct costs, Land Dedication Reserve, payroll taxes, infrastructure maintenance, and amortization.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|---------|
| | \$37.89 | \$37.68 | \$38.11 | \$42.30 | \$44.19 |

Source: Municipal Benchmarking Network Canada (PRKS230T)

Total Operating Cost per Hectare - Maintained and Natural Parkland (2014)



At \$10,719 Winnipeg is below the 2014 average of \$13,411 per hectare when compared with Hamilton, Ottawa and Calgary. Winnipeg's increase in 2014 reflects increases in direct costs, Land Dedication Reserve, payroll taxes, infrastructure maintenance, and amortization.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|----------|----------|
| | \$8,500 | \$8,354 | \$9,047 | \$10,127 | \$10,719 |

Source: Municipal Benchmarking Network Canada (PRKS315T)

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 other services compatible with a golf operation.

Key Goals

1. Improve golf course playability.
2. Provide high quality customer service.
3. Ensure financial and environmental sustainability.
4. Improve the image of municipal courses.
5. Increase revenues from associated services.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|--|--------|--------|--------|
| Kildonan (39.49 hectares) | | | |
| Days Open | 169 | 175 | 198 |
| Total Rounds | 28,753 | 27,631 | 27,740 |
| Windsor (46.13 hectares) | | | |
| Days Open | 153 | 161 | 191 |
| Total Rounds | 22,500 | 20,058 | 23,570 |
| Crescent Drive (15.39 hectares) | | | |
| Days Open | 156 | 148 | 177 |
| Total Rounds | 13,936 | 13,562 | 16,353 |
| Harbour View (12.8 hectares) | | | |
| Days Open | 164 | 180 | 199 |
| Total Rounds | 13,298 | 10,083 | 11,000 |

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 (2015)

| Golf Course | Weekend | Adult Week Day | Senior | Junior | Twilite |
|------------------|----------------|----------------|----------------|----------------|----------------|
| Rossmere | \$55.00 | \$45.00 | n/a | \$25.00 | \$40.00 |
| St. Boniface | \$56.00 | \$50.00 | n/a | \$22.00 | \$31.00 |
| Bridges | \$48.00 | \$45.00 | n/a | \$27.00 | \$22.00 |
| Larters | \$47.00 | \$44.00 | \$40.00 | n/a | \$28.00 |
| Kingswood | \$46.00 | \$43.50 | n/a | \$22.00 | \$36.00 |
| AVERAGE | \$43.22 | \$39.94 | \$29.25 | \$22.75 | \$27.89 |
| Transcona | \$40.00 | \$35.00 | n/a | \$22.00 | \$26.00 |
| Tuxedo | \$34.00 | \$34.00 | \$25.50 | \$20.00 | \$22.00 |
| City of Winnipeg | \$35.00 | \$35.00 | \$26.50 | \$21.00 | \$23.00 |
| John Blumberg | \$28.00 | \$28.00 | \$25.00 | \$23.00 | \$23.00 |

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)*

| Kildonan Golf Course | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------|-------------|------------|-------------|------------|------------|
| Total Cost (Operations) | \$755,403 | \$809,898 | \$711,788 | \$712,852 | \$805,403 |
| Total Revenue (Operations) | \$1,087,692 | \$993,830 | \$985,686 | \$922,595 | \$973,641 |
| Net Revenue (Operations) | \$332,289 | \$183,932 | \$273,898 | \$209,743 | \$168,238 |
| Operating Cost per Round | \$23.18 | \$27.47 | \$24.76 | \$25.80 | \$29.03 |
| Windsor Golf Course | 2011 | 2012 | 2013 | 2014 | 2015 |
| Total Cost (Operations) | \$764,894 | \$849,810 | \$880,775 | \$767,628 | \$863,043 |
| Total Revenue (Operations) | \$590,519 | \$800,767 | \$737,604 | \$674,049 | \$782,182 |
| Net Revenue (Operations) | (\$174,375) | (\$49,043) | (\$143,171) | (\$93,579) | (\$80,861) |
| Operating Cost per Round | \$44.46 | \$33.71 | \$39.15 | \$38.27 | \$36.62 |

Golf Services Operating Cost per Round (9 holes)*

| Crescent Drive Golf Course | 2011** | 2012 | 2013 | 2014 | 2015 |
|----------------------------|-------------|-------------|-------------|-------------|-------------|
| Total Cost (Operations) | \$326,764 | \$388,825 | \$335,072 | \$332,699 | \$310,900 |
| Total Revenue (Operations) | \$283,293 | \$221,328 | \$203,801 | \$207,244 | \$247,905 |
| Net Revenue (Operations) | (\$43,471) | (\$167,497) | (\$131,271) | (\$125,455) | (\$62,995) |
| Operating Cost per Round | \$18.49 | \$24.29 | \$24.04 | \$24.53 | \$19.01 |
| Harbour View Golf Course | 2011** | 2012 | 2013 | 2014 | 2015 |
| Total Cost (Operations) | \$417,456 | \$368,439 | \$341,998 | \$200,811 | \$204,790 |
| Total Revenue (Operations) | \$202,252 | \$183,968 | \$178,787 | \$69,918 | \$76,495 |
| Net Revenue (Operations) | (\$215,204) | (\$184,471) | (\$163,211) | (\$130,893) | (\$128,295) |
| Operating Cost per Round | \$23.53 | \$24.55 | \$25.72 | \$19.92 | \$18.62 |

* Note: Only direct operating costs for each course. No administrative charges included.

** Restated to correct a reporting error.

Golf Services (SOA)

Performance Measurements

Golf Services Operating Cost per Hole Played

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|--------|--------|--------|--------|--------|
| Kildonan Golf Course | \$1.29 | \$1.53 | \$1.38 | \$1.43 | \$1.61 |
| Windsor Golf Course | \$2.47 | \$1.87 | \$2.17 | \$2.13 | \$2.03 |
| Crescent Drive Golf Course* | \$2.05 | \$2.70 | \$2.67 | \$2.73 | \$2.11 |
| Harbour View Golf Course* | \$2.61 | \$2.73 | \$2.86 | \$2.21 | \$2.07 |

* 2011 values restated to correct a reporting error.

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.

Community Liveability

Includes:

- *Community By-law Enforcement*
- *Bicycle Recovery*
- *Citizen Crisis Response*
- *Social Grants*

Description

Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community including:

- Community By-law Enforcement Services (CBES) with a focus on neighbourhood liveability including housing and property standards.
- Business Licensing (Doing Business in Winnipeg By-law) and Taxicabs.
- Crisis response coordination - connecting citizens to available services as required in relation to mandated city services.
- Emergency health and social services response to citizens during local emergencies and disasters.
- Administration of social grants to community organizations to provide a service that the City of Winnipeg would otherwise need to provide in support of safe and healthy neighbourhoods.
- 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 an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|---------|---------|--------|
| No. of Service Requests | 16,460 | 14,717 | 14,384 |
| No. of Service Requests per By-Law Officer | 712 | 654 | 633 |
| No. of Property Standards Inspections/Officer & By-Law Support Worker Visits* | 24,128 | 30,060 | 29,752 |
| No. of Vacant Buildings as at January 1** | 397 | 390 | 358 |
| No. of Vacant Buildings Added to the List During the Year | 186 | 144 | 289 |
| No. of Vacant Buildings Removed from the List During the Year | 193 | 176 | 180 |
| No. of Vacant Buildings as at December 31 | 390 | 358 | 467 |
| No. of Compliance Orders Issued | 6,118 | 6,046 | 6,158 |
| No. of Common Offence Notices Served (Tickets) | 564 | 455 | 329 |
| No. of Property Clean-Ups Conducted by the Public Service | 287 | 286 | 349 |
| No. of Business Types Regulated*** | 27 | 27 | 27 |
| No. of Business Licenses Issued**** | 5,285 | 4,887 | 1,186 |
| No. of Taxi Cab Licenses Issued | 748 | 775 | 798 |
| No. of Crisis Response/Resource Connection/Information Referrals Responded to | 537 | 497 | 403 |
| No. of Emergencies Responded/No. of Individuals Impacted | 6 / 116 | 4 / 250 | 8 / 58 |

* The increase in Officer/By-law Support Worker visits in 2014 and 2015 is due to an increase in temporary seasonal staff.

** The Vacant Building Program started in October 2010. At that time, there were 577 vacant buildings.

*** Effective April 1, 2015, the number of business types regulated has been reduced to 15 due to end of Public Health Licensing Services agreement with the Province of Manitoba.

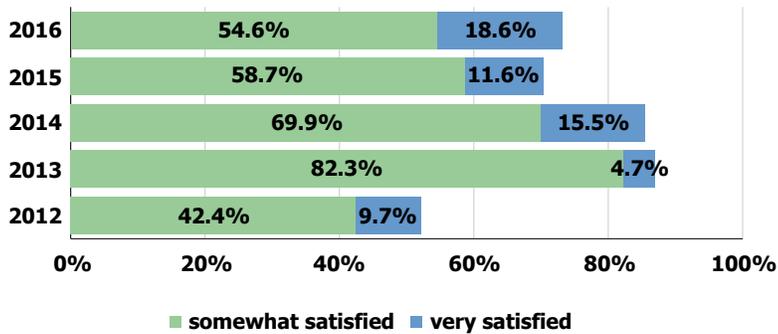
**** The number of business licenses issued does not include taxi cab licenses. The number of licenses issued is significantly lower in 2015 due to end of Public Health Licensing Services agreement with the Province of Manitoba.

Community Liveability

Performance Measurements

Effectiveness Measurements

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



In 2016, 73% of citizens indicated that they were satisfied with the efforts to ensure residential property standards are met through inspections.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 52.1% | 87.0% | 85.4% | 70.3% | 73.2% |

Source: City of Winnipeg Annual Citizen Survey

Median Number of Days from Complaint to Inspection

| Program | 2012 | 2013 | 2014 | 2015 |
|-----------------------------------|------|------|------|------|
| Neighbourhood Liveability Program | 9.0 | 13.0 | 9.0 | 12.0 |
| Vacant Building Program | 8.0 | 2.0 | 4.0 | 5.0 |
| Vegetation Program | 3.0 | 4.0 | 5.0 | 2.0 |

The median number of days to respond to a complaint is affected by multiple factors including complexity and type of investigations, and also prioritizing compliance inspections.

Percentage of Compliance to Specified By-Laws

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 94.5% | 94.4% | 92.5% | 93.9% | 93.7% |

Specified by-laws include property standards, yard maintenance and mechanical noise. This measure shows the percentage of complaints that do not require follow-up enforcement (legal action or prosecution).

Community Liveability

Number of Specified By-Law Complaints per 100,000 Population

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 1,831 | 2,318 | 2,557 | 2,581 | 2,663 |

Specified by-laws include property standards, yard maintenance and mechanical noise.

Efficiency Measurements

By-Law Enforcement Operating Cost per 100,000 Population

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-----------|-----------|-----------|-----------|-----------|
| | \$341,402 | \$331,244 | \$341,502 | \$356,509 | \$417,800 |

Increased operating costs in 2015 reflect the resourcing shift from Public Health Services, which has been fully transferred to the Province, to now support existing By-Law Enforcement programs with a focus on cost recovery.

Cost includes allocations from Community Services Department's internal support divisions (Finance and Administration, Human Resources, and Strategic Management and Business Support Services).

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 Goals

1. Provide excellent customer service as public needs evolve.
2. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
3. Invest in more programs and services that advance digital literacy.
4. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
5. Ensure all library branches are welcoming and accessible destinations.
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 | 2013 | 2014 | 2015 |
|---|-----------|------------|------------|
| Number of Items Circulated | 5,330,496 | 5,211,846 | 5,242,048 |
| Number of Information Questions Answered* | 333,841 | 186,035 | 182,270 |
| Number of Library Material Holdings** | 1,289,209 | 1,284,883 | 1,433,135 |
| Number of Library Programs | 3,350 | 3,803 | 4,320 |
| Number of Attendees at Programs | 80,382 | 91,145 | 98,035 |
| Number of Computer Bookings*** | 525,858 | 529,923 | 464,571 |
| Number of Visits to Library Website | 8,949,159 | 10,499,707 | 13,020,253 |
| Number of Annual In-person Visits | 2,736,059 | 2,861,674 | 2,958,826 |

* Beginning in 2014, new tracking software was used. Results reflect true information questions.

** The increase in holdings is due primarily to an increase in the materials budget and a decrease in the removal of outdated/worn material.

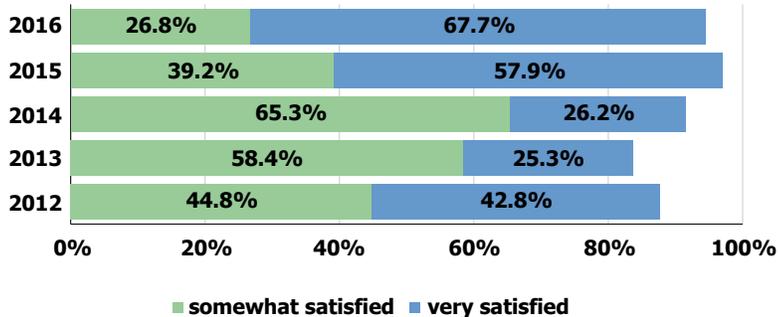
*** Number of computer bookings has decreased due to increased customer use of personal mobile devices and availability of free wireless in library branches.

Libraries

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Libraries (respondents who used libraries)



Citizen satisfaction remains very high for library services. Satisfaction was 95% in 2016.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 87.6% | 83.7% | 91.5% | 97.1% | 94.5% |

Source: City of Winnipeg Annual Citizen Survey

Material Expenditures per Capita (2014)

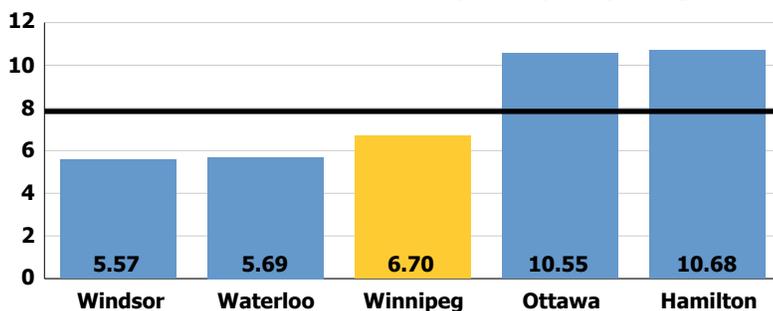


The combined average of the comparable cities reported is \$4.74.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------------------------|--------|--------|--------|--------|--------|
| Electronic Library Materials | \$0.49 | \$0.55 | \$0.51 | \$0.57 | \$1.45 |
| General Library Materials | \$3.60 | \$4.07 | \$3.78 | \$3.59 | \$3.04 |

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

Annual Non-Electronic Circulation per Capita (2014)



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

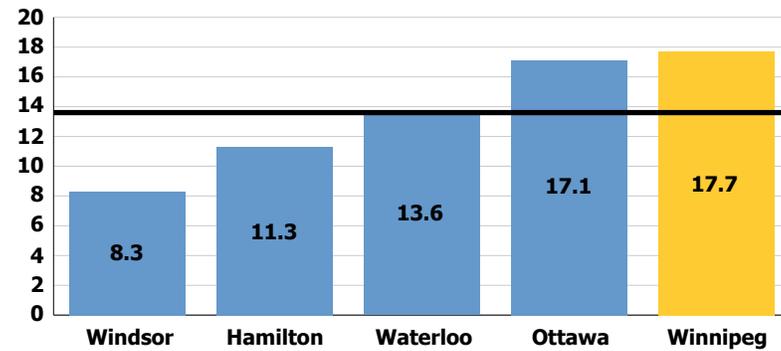
The average of the comparable cities reported is 7.84, down from 8.39 in 2013.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|------|
| | 7.89 | 7.76 | 7.63 | 7.19 | 6.70 |

Source: Municipal Benchmarking Network Canada (PLIB110)

Libraries

Electronic Library Uses per Capita (2014)



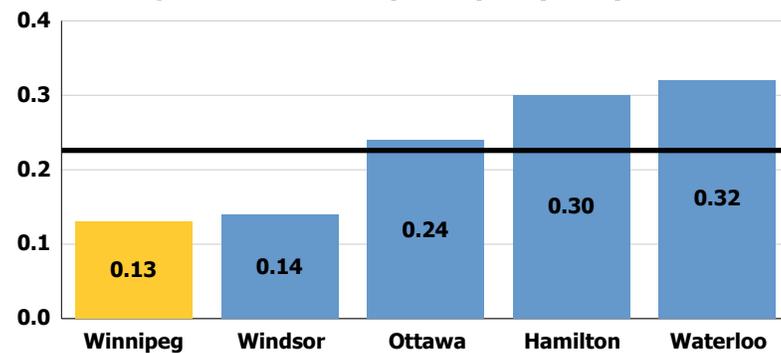
The increase in the 2014 result reflects increased electronic circulation, database and wireless use, as well as an increase in electronic visits. 2013 is the first year that Winnipeg included catalogue search session data to reflect what other Municipal Benchmarking Network Canada libraries are recording.

The average of the comparable cities reported is 13.6.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|------|
| | 4.1 | 4.3 | 5.3 | 15.2 | 17.7 |

Source: Municipal Benchmarking Network Canada (PLIB106)

Annual Program Attendance per Capita (2014)



Total library program attendance increased 13.39% in 2014 from 80,382 to 91,145 due in part to a 13.5% increase in the number of programs offered.

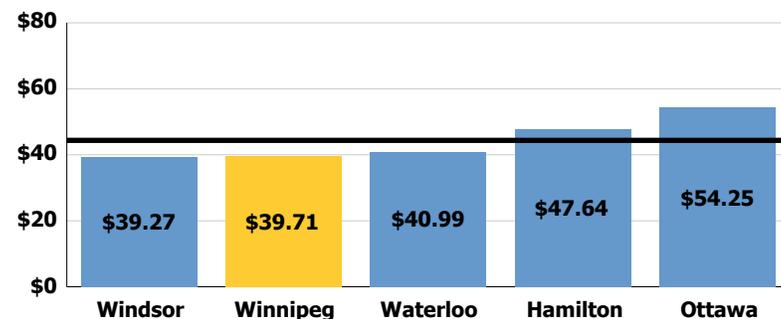
The average of the comparable cities reported is 0.23.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|------|
| | 0.09 | 0.11 | 0.11 | 0.11 | 0.13 |

Source: Municipal Benchmarking Network Canada (PLIB115)

Efficiency Measurements

Operating Cost of Library Services per Capita (2014)



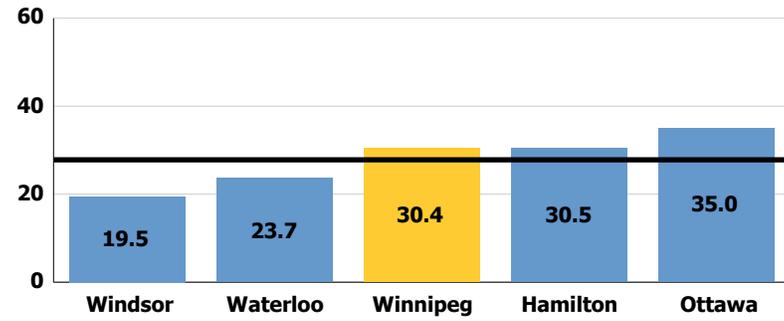
The average of the comparable cities reported is \$44.37. Winnipeg continues to offer one of the most cost-effective library services in Canada.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|---------|---------|---------|---------|---------|
| | \$38.32 | \$37.45 | \$37.20 | \$38.80 | \$39.71 |

Source: Municipal Benchmarking Network Canada (PLIB901)

Libraries

Annual Library Uses per Capita (2014)



| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|------|------|------|------|------|
| | 17.8 | 18.1 | 18.9 | 28.4 | 30.4 |

Source: Municipal Benchmarking Network Canada PLIB(105M)

One of the primary goals of the library is to maximize the use of library resources and services. Library use includes total use from circulation, program attendance, in library use, workstation use, wireless connections, electronic database use, reference transactions, electronic reference transactions, library visits, and electronic visits (website and estimated catalogue visits). 2013 is the first year that Winnipeg included catalogue search session data to reflect what other Municipal Benchmarking Network Canada libraries are recording.

The average of the comparable cities reported is 27.82.

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 | 2013 | 2014 | 2015 |
|--|-----------------|-----------------|---------------|
| Film, Culture, and Special Events | | | |
| Visitors Attending Festivals (Source: Winnipeg Arts Council) | 1,103,805 | 1,235,621 | 1,196,895 |
| Visitors Attending Cultural Events (Source: Winnipeg Arts Council) | 2,587,514 | 2,747,613 | 2,996,374 |
| Manitoba Value in Film Industry (Source: Manitoba Film & Sound) | \$108.8 million | \$106.0 million | \$101 million |
| Special Events Held in Winnipeg | 335 | 362 | 389 |
| Number of Full Length Feature Films Filmed in Winnipeg | 13 | 13 | 10 |

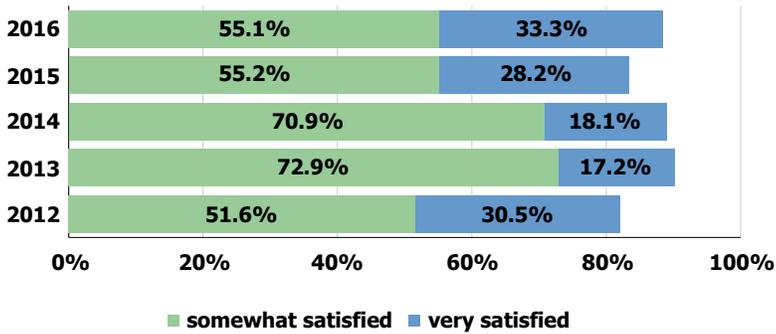
Arts, Entertainment and Culture

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.



| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 82.1% | 90.1% | 89.0% | 83.4% | 88.4% |

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 West Nile Virus response.
2. As part of the Insect Control Strategy, larviciding is completely biological in 2015.
3. Protect the urban forest by reducing the damage caused by defoliating insects such as cankerworms and gypsy moths, and controlling Elm Bark beetles, the carrier for Dutch Elm disease.
4. Enhance insect abatement initiatives while minimizing the impact on the environment.
5. Enhance public education and communication systems related to Insect Control.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|--|---------|---------|---------|
| No. of hectares larvicided with biorational insecticides | 15,114* | 18,344* | 29,118* |
| No. of hectares larvicided with chemical insecticides | 3,864 | 4,714 | 0** |
| No. of hectares larvicided by aircraft | 10,209 | 15,350 | 19,894 |
| No. of hectares larvicided by ground-based operations | 8,769 | 7,728 | 9,224 |
| No. of hours committed to larval mosquito surveillance | 28,544 | 24,941 | 32,500 |
| No. of hectares fogged for adult nuisance mosquito control | 24,913 | 90,475 | 51,543 |
| No. of trap nights for adult mosquito surveillance | 4,917 | 5,016 | 5,624 |
| No. of boulevard and parkland trees treated for defoliator insects | 15,966 | 1,270 | 15,138 |
| No. of parkland trees treated for the control of Elm Bark beetle | 74,406 | 86,134 | 54,821 |
| No. of stumps treated for the control of Elm Bark beetle | 3,047 | 4,326 | 3,768 |
| No. of 311 inquiries | 3,505 | 5,181 | 5,535 |
| No. of website visits | 249,562 | 351,998 | 350,941 |

* 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.

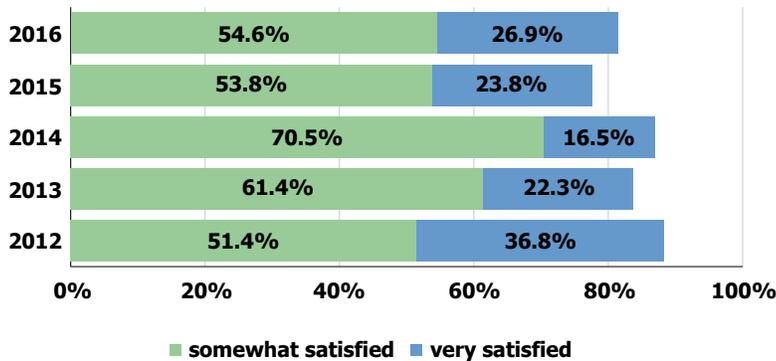
** As part of the Insect Control Strategy, larviciding was completely biorational in 2015.

Insect Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Insect Control



Over 81% of citizens are either somewhat satisfied or very satisfied with Insect Control services in 2016, an increase of 4% from 2015.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 88.2% | 83.7% | 87.0% | 77.6% | 81.5% |

Source: City of Winnipeg Annual Citizen Survey

Percentage of Hectares Treated with Biorational Insecticides

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|--------|
| | 72.4% | 86.8% | 79.6% | 79.6% | 100.0% |

The City of Winnipeg was the first municipality to use biorational insecticides (environmentally friendly) for mosquito control. These programs began in 1984. Commencing in 2015, Council provided additional funding so that the City of Winnipeg's larviciding program was 100% biorational.

Number of Days Nuisance Mosquito Fogging Required

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|------|------|------|------|------|
| | 0 | 0 | 3 | 17 | 14 |

Fogging instances vary significantly depending on the weather. In 2011 and 2012, a normal spring was followed by an extremely hot and dry summer. In 2013, a late spring was followed by a cooler, dry summer. 2014 was a very late, wet spring followed by an average summer. In 2015, an early, average spring occurred followed by a wet summer.

Insect Control

Efficiency Measurements

Cost per Hectare for Aerial Application of Biorational Larvicides

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$170 | \$154 | \$159 | \$169 | \$194 |

Since 2011, 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. There are significant cost differences between the different biorational larvicides. As a result of using longer-lasting biorational larvicides, the cost per hectare for aerial application increased for 2015.

Cost per Hectare for Ground Application of Biorational Insecticides

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|---------|-------|-------|-------|-------|
| | \$1,315 | \$539 | \$437 | \$533 | \$534 |

The cost per hectare is directly related to weather conditions and includes fixed and variable costs. The increase in cost per hectare in 2014 and 2015 was attributed to a decrease in hectares treated and an increase in fixed and variable costs compared to 2013. The cost increases included an increase in overtime costs due to significant rainfall events which had to be treated in a short period of time to prevent the mosquito larvae from developing into adults.

Cost per Hectare for Residential Nuisance Fogging

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|--------|--------|--------|--------|--------|
| | \$0.00 | \$0.00 | \$3.44 | \$6.36 | \$7.42 |

The cost per hectare is directly related to weather conditions and includes fixed and variable costs. In 2011 and 2012, an effective spring and summer larviciding program coupled with drier than normal summer conditions removed any requirements for an adult nuisance residential fogging program. In 2013, a small program was required which resulted in an increased cost per hectare due to fixed costs. In 2014, a very late, wet spring resulted in increased residential nuisance fogging. In 2015, two significant rainfall events required two fogging programs.

Animal Services (SOA)

Description

To provide animal control measures under the Responsible Pet Ownership By-Law. The Agency's service consists of four sub-service areas:

- Licensing: Animal licensing and animal permits.
- Kenneling: Kenneling and care for stray animals and dogs running at large picked up by the Agency, quarantine kennelling for biting dogs.
- Adoption/Community Education: Provides adoption opportunities for unclaimed dogs reducing euthanasia. Provides outreach pet ownership and animal safety education to school groups and various service organizations.
- By-Law Enforcement: Enforcement of all animal related by-laws, neighbourhood dispute resolution, investigation and response, picking up 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. Improve the Agency's public image.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|--------|--------|--------|
| Number of requests for service | 12,162 | 10,233 | 10,606 |
| Number of dogs impounded | 1,317 | 1,108 | 995 |
| Number of dogs adopted | 363 | 371 | 292 |
| Number of dogs returned to owners by the Animal Services Agency | 692 | 671 | 585 |
| Number of licensed pets reunited with their owner by 311* | 856 | 646 | 592 |
| Number of dogs sent to rescues | 152 | 61 | 88 |
| Number of dogs euthanized | 70 | 52 | 41 |
| Number of biting dog complaints** | 402 | 269 | 260 |
| Number of biting dogs quarantined | 100 | 71 | 63 |
| Number of dogs running at large complaints | 2,755 | 2,505 | 1,965 |
| Number of cats running at large complaints | 487 | 374 | 484 |
| Number of current dog licenses*** | 46,072 | 42,231 | 48,671 |
| Number of current cat licenses**** | n/a | n/a | 22,898 |
| Number of by-law charges laid | 1,283 | 795 | 1,206 |

* 311 reunites dogs and cats wearing licenses with their owners 24/7.

** Starting in 2014, biting dog complaints only include cases with human involvement.

*** 2013/2014 were restated to more accurately reflect the number of current dog licenses.

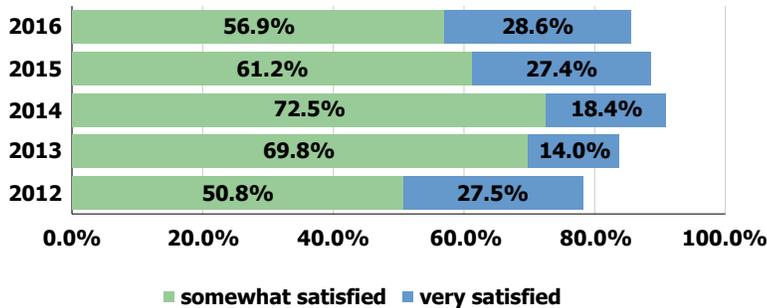
**** The Cat Licensing Program was implemented January 1, 2015.

Animal Services (SOA)

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Animal Services

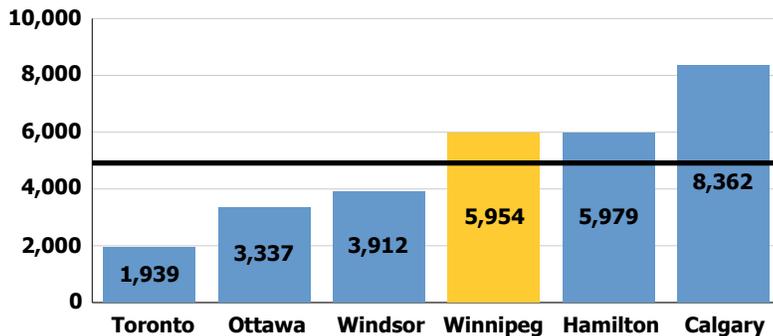


In 2016, 86% of respondents indicated they were satisfied with the provision of animal services.

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------|-------|-------|-------|-------|-------|
| Total Satisfied | 78.3% | 83.8% | 90.9% | 88.6% | 85.5% |

Source: City of Winnipeg Annual Citizen Survey

Number of Dog Licenses / Registrations Issued per 100,000 Population (2014)



The data reflects current licenses each year which have been paid for and have not expired.

The average of the comparable cities reported is 4,914.

| Wpg. Trend | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|
| | 6,405 | 6,588 | 5,954 |

Source: Municipal Benchmarking Network Canada (BYLW110)

Percentage of Dogs Returned to Owner

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | 53.7% | 51.2% | 52.5% | 60.6% | 59.3% |

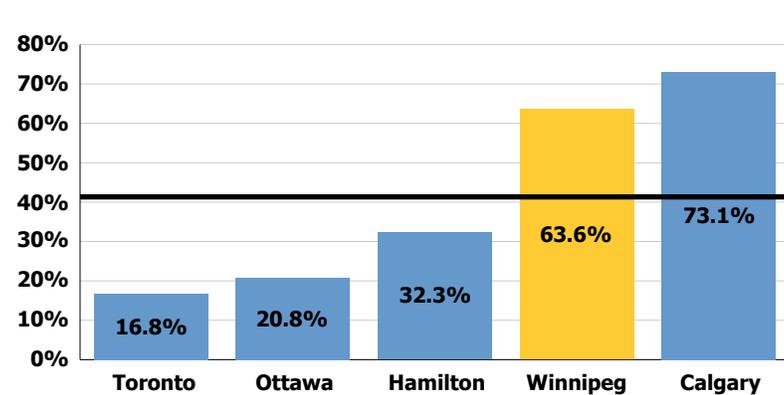
This measure reflects the number of dogs returned to owners as compared to the number of dogs impounded.

Many of the dogs that enter the Animal Services facility are not licensed, which makes it difficult to return them to their owner. Licensed dogs are often reunited with their owner by 311 without ever setting foot in the Animal Services facility.

Animal Services (SOA)

Efficiency Measurements

Percentage Recovery of Animal Control Costs (2014)

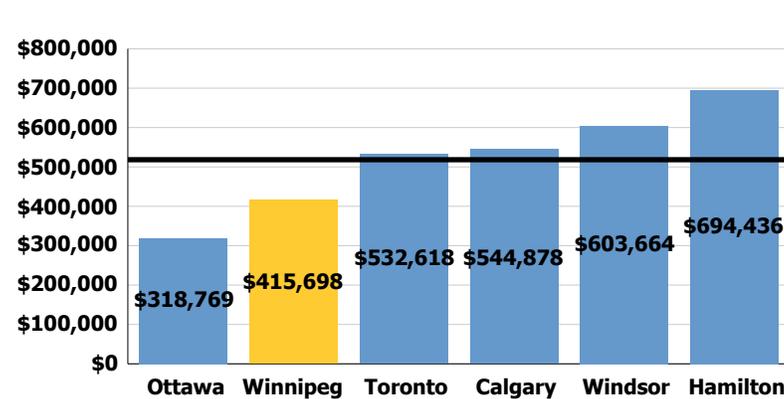


The average of the comparable cities reported is 41.3%.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|
| | 55.5% | 69.9% | 68.9% | 63.6% |

Source: Municipal Benchmarking Network Canada (BYLW318)

Enforcement Operating Cost for Animal Control By-laws per 100,000 Population (2014)



The average of the comparable cities reported is \$518,344.

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 |
|------------|-----------|-----------|-----------|-----------|
| | \$409,340 | \$419,808 | \$426,198 | \$415,698 |

Source: Municipal Benchmarking Network Canada (BYLW275)

Cost of Sheltered Animal

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$247 | \$227 | \$244 | \$242 | \$279 |

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

Animal Services (SOA)

Cost per Dog Adopted

| Wpg. Trend | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------|-------|-------|-------|-------|-------|
| | \$303 | \$341 | \$409 | \$424 | \$516 |

Adoption dogs are advertised on Winnipeg.ca and www.petfinder.com, and through dog sales, media coverage and the use of social media. The total number of dogs adopted in 2015 was 292, as compared to 371 in 2014.

Organizational Support Services

Includes:

- Chief Administrative Offices
- Communications
- Financial Management
- Human Resource Management
- Information Technology Management
- Legal Services
- Production 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 Information Technology, and provide innovative and cost effective IT shared services to departments.
5. To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.
6. To deliver effective and cost efficient printing, graphic design, translation and mail services to the civic public service and elected officials.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---|---------------|---------------|---------------|
| Tax Supported Operating Budget | \$923 million | \$969 million | \$994 million |
| Utility Operating Budget (expenditures) | \$490 million | \$511 million | \$534 million |
| Special Operating Agencies Operating Budget (expenditures) | \$66 million | \$69 million | \$75 million |
| Capital Budget | \$375 million | \$379 million | \$561 million |
| Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report) | 52.2% | 51.8% | 54.2% |
| Average Annual Headcount | 10,143 | 10,206 | 10,253 |
| Average Age of City Employees / Average Years of Service | 42 / 12.3 | 42 / 12.2 | 41.5 / 12.0 |
| Number of Workers Compensation Claims | 1,107 | 1,089 | 1,087 |
| Pieces of Mail Processed | 3.6 million | 3.8 million | 3.5 million |
| Number of News Releases | 424 | 489 | 387 |
| Translation - Words Translated | 160,027 | 219,049* | 193,216 |
| Website Visits | 19.5 million | 22.3 million | 26.8 million |
| E-mail Accounts | 7,146 | 7,352 | 7,667 |
| By-laws Passed | 149 | 140 | 114 |
| By-law Court Guilty Pleas and Default Convictions | 2,075 | 1,625 | 1,286 |

* Significant increase due to the civic election.

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.
- Unconditional 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 | 2013 | 2014 | 2015 |
|--|-----------------|-----------------|-----------------|
| Budgeted Revenue: | | | |
| Property tax | \$484.2 million | \$510.6 million | \$529.2 million |
| Business tax | \$58.3 million | \$59.7 million | \$58.4 million |
| Other taxation | \$20.3 million | \$25.4 million | \$24.3 million |
| Property Tax: | | | |
| Residential properties | 204,307 | 207,921 | 210,588 |
| Non-residential properties | 13,844 | 13,940 | 13,665 |
| % Residential | 93.7% | 93.7% | 93.9% |
| % Non-residential | 6.3% | 6.3% | 6.1% |
| Total market value assessment | \$69.1 billion | \$74.8 billion | \$76.1 billion |
| Total taxable portioned assessment | \$31.7 billion | \$36.2 billion | \$36.9 billion |
| % Residential | 73.2% | 73.8% | 73.9% |
| % Non-residential | 26.8% | 26.2% | 26.1% |
| Number of real and personal property assessment notices produced | 23,060 | 214,673* | 27,048 |
| Business tax: | | | |
| Number of businesses | 15,799 | 15,729 | 15,397 |
| Collections: | | | |
| Current | 97.2% | 97.5% | 97.2% |
| Arrears | 64.0% | 58.8% | 60.0% |

* General Reassessment

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 | 2013 | 2014* | 2015 |
|-------------------------------------|-----------|-----------|-----------|
| Total Calls Received | 1,867,322 | 1,510,348 | 1,287,592 |
| Total Calls Answered | 1,515,970 | 1,037,811 | 961,310 |
| Number of Service Requests | 436,115 | 419,080 | 396,267 |
| Number of Information Requests | 1,210,139 | 869,508 | 853,065 |
| Number of Emails | 74,275 | 105,471 | 92,983 |
| Average Talk Time (in minutes) | 3:48 | 3:32 | 3:52 |
| Average Wait Time (in minutes) | 2:02 | 4:19 | 5:22 |
| Number of Self Service Online | 1,321 | 2,869 | 1,627 |
| Number of Mobile App Interactions** | 646 | 1,343 | 851 |
| Number of In-person Interactions** | 10,688 | 29,081 | 21,393 |

Note: 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.

* The civic election in 2014 affected inbound calls, emails and online interactions.

** Mobile app and in-person counter services launched September 2013.

Council Services

Includes:

- *Auditing*
- *Mayor and Council*
- *Archives*
- *Elections*
- *Citizen Access and Appeals*
- *Council Support*
- *Executive Support*

Audit

Description

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 Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee). The value to Council is the ability to use credible information to support their decision-making efforts. Stakeholders are civic managers and citizens who are the recipients of our public reports.

Key Goals

1. To provide independent and objective assurance on the efficiency and effectiveness of City operations as well as timely, relevant and value-added recommendations for improvement.
2. To influence organizational outcomes and accountability by promoting good governance, effective risk management and controllership, and comprehensive and transparent performance information.
3. To deliver high quality, cost-effective audit services.

Service Level Statistics

| Description | 2013 | 2014 | 2015 |
|---------------------------------|------|------|------|
| Audit Committee Meetings | 3 | 3 | 6 |
| Audit Projects Completed | | | |
| Assurance Projects* | 6 | 6 | 21 |
| Advisory Projects* | 8 | 5 | 13 |
| Investigation Projects | 11** | 7** | 32 |
| Projects in Process | 10** | 11** | 14 |

* Quarterly Report Cards were recategorized from advisory to assurance in January 2015 for enhancements made to the reporting processes. The increase in number of projects is due to 2014 quarterly reports being released in 2015 and separate quarterly reports for three prior projects.

** Investigation Projects and Projects in Process have been restated for a change in methodology to include hotline reports received.

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. The City Clerk is also designated as the head of the public body under The Freedom of Information and Protection of Privacy Act (FIPPA). The Department leads the City-wide Records Management program and preserves civic history through the operation of the City Archives. The Department also undertakes all hearings related to assessment appeals through the Board of Revision.

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 | 2013 | 2014 | 2015 |
|---|------------|------------|------------|
| Total Committee meetings held | 381 | 369 | 337 |
| Public Council / Standing Committee meetings undertaken | 113 | 103 | 103 |
| Committee Meeting videos - live streamed & posted* | n/a | n/a | 194 |
| Board of Revision appeals filed | 4,880 | 496 | 6,527 |
| Board of Revision hearings | 292 | 155 | 265 |
| Board of Adjustment meetings | 23 | 21 | 25 |
| Board of Adjustment orders issued | 376 | 394 | 285 |
| Appeal Committee hearings | 100 | 84 | 117 |
| Decision Making Information System site visits | 65,092,422 | 69,123,471 | 57,309,462 |
| Decision Making Information System documents posted | 852 | 861 | 844 |
| FIPPA requests processed | 867 | 992** | 993 |
| Records requested from Records Centre | 1,232 | 1,257 | 1,184 |
| Records requested from Archives | 1,639*** | 1,465*** | 2,423 |
| In-person visits to Archives | 720*** | 277*** | 389 |
| Mail and phone inquiries processed by Archives | 587*** | 847*** | 1,021 |
| Public tours | 37*** | 25 | 22 |
| Archival exhibits | 2*** | 6*** | 3 |
| Records transferred to Archives/Records Centre | 1,704*** | 803*** | 1,319 |
| Records destroyed - By-law 86/2010 (Cu. Ft.) | 900*** | 940*** | 377 |
| Visits to Archives Website | 11,373 | 34,494 | 39,514 |

* Service started in 2015.

** Restated for 2014 to correct a reporting error.

*** The Archives building at 380 William Avenue was closed from June 2013 to June 10, 2014 and researcher services were limited.

Organizational Balanced Scorecard

| Citizen and Stakeholder Perspective | | | | | |
|---|---|---------|-----------|---------|--------|
| Corporate Objective | Performance Measurement | 2013 | 2014 | 2015 | |
| Improve Customer Service | Average 311 wait time (minutes) | 2:02 | 4:19 | 5:22 | |
| Corporate Objective | Performance Measurement | 2013 | 2014 | 2015 | 2016 |
| Maximize Customer Satisfaction | Citizen satisfaction with City services | 82% | 88% | 86% | 85% |
| | Citizen satisfaction with customer service | 77% | 95% | 72% | 79% |
| | Citizen satisfaction with value they receive for tax dollar | 67% | 36% | 62% | 68% |
| Financial Resource Perspective | | | | | |
| Corporate Objective | Performance Measurement | 2013 | 2014 | 2015 | |
| Deliver Cost-Effective Services | City's operating expenditures/capita (all services) | \$1,663 | \$1,780 | \$1,713 | |
| | Municipal property taxes on the average house | \$1,536 | \$1,581 | \$1,618 | |
| Strengthen Financial Performance | City credit rating | | | | |
| | - Moody's | Aa1 | Aa1 (neg) | Aa2 | |
| | - Standard & Poor's | AA | AA | Aa2 | |
| | Debt/capita: | | | | |
| | - Tax Supported and Other Funds | \$842 | \$886 | \$928 | |
| | - Utilities and Other | \$225 | \$210 | \$343 | |
| | - Total City | \$1,107 | \$1,313 | \$1,384 | |
| | Stabilization reserve balances as a % of tax supported operating expenditures | 9% | 8% | 8% | |
| | Tax collection rate for current taxes | 97.22% | 97.45% | 97.22% | |
| | Achieved the International Association of Assessing Officers (IAAO) Appraisal Quality Standards [A] | Yes | Yes | Yes | |
| International Organization for Standardization (ISO) 9001:2008 certified [B] for Assessment | Yes | Yes | Yes | | |
| Internal Business Process Perspective | | | | | |
| Corporate Objective | Performance Measurement | 2013 | 2014 | 2015 | |
| Increase Operational Efficiencies of Support Services | Internal audit costs as a percentage of operating expenditures | 0.07% | 0.12% | 0.06% | |
| | Assessment and Taxation costs as a percentage of operating expenditures | 1.28% | 1.38% | 0.93% | |
| | City Clerks costs as a percentage of operating expenditures | 0.43% | 0.46% | 0.47% | |
| | Legal costs as a percentage of operating expenditures | 0.20% | 0.19% | 0.22% | |
| | Corporate Support Services costs as a percentage of operating expenditures | 2.28% | 2.11% | 2.20% | |
| | Corporate Finance costs as percentage of operating expenditures | 0.69% | 0.65% | 0.68% | |
| | Cost per 311 interaction [C] | | \$2.62 | \$3.16 | \$3.65 |

| Internal Business Process Perspective | | | | |
|--|---|---------|---------|---------|
| Corporate Objective | Performance Measurement | 2013 | 2014 | 2015 |
| Optimize Business Processes | % of value-added audit recommendations implemented in the last five years | 71% | 78% | 79% |
| | % of property assessment roll value sustained after 1st level appeal | | | |
| | - Residential | 98.6% | 99.5% | 99.6% |
| | - Business | 98.0% | 99.1% | 96.9% |
| | Ratio of convictions to number of charges proceeded in By-law Court | 77.08% | 78.13% | 82.17% |
| | % of scheduled computer network available during business hours | 99.996% | 96.550% | 99.617% |
| | Average time per permanent hire (days) [D][E] | | | |
| | - External | 74 | 99.5 | 90.3 |
| - Internal | 58 | 76.5 | 67.8 | |
| Employee and Organizational Perspective | | | | |
| Corporate Objective | Performance Measurement | 2013 | 2014 | 2015 |
| Promote Learning & Growth | In-house training hours per annual average headcount [F] | 14.9 | 13.9 | 15.6 |
| Recruit & Retain Skilled & Diverse Workforce | Turnover rate of permanent employees (exclusive of retirements) | | | |
| | <2 years | 0.65% | 0.57% | 0.48% |
| | 2-10 years | 0.93% | 0.81% | 0.89% |
| | >10 years | 0.46% | 0.49% | 0.37% |
| | Workplace diversity by designated group | | | |
| | - Women | 37.3% | 39.6% | 30.5% |
| | - Indigenous Persons | 9.7% | 10.7% | 9.2% |
| | - Visible Minorities | 17.6% | 16.4% | 11.6% |
| - Persons with Disabilities | 2.1% | 2.1% | 5.0% | |
| Safe & Healthy Workforce | Sick time usage per annual average headcount (in hours) [G] | 69.96 | 73.76 | 71.95 |
| | Number of lost time injuries/100 workers/year | 7.6 | 6.7 | 6.7 |

[A] 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.

[B] 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.

[C] The addition of self-service, mobile, and in-person customer interaction types in 2013 in addition to telephone and e-mail interactions, has increased efficiency. A call-back feature was added in 2014 causing an increase in cost per interaction.

[D] Length of time is measured from job closing date to the date the person starts in the position.

[E] 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.

[F] "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.

[G] Sick time usage per annual average headcount in 2014 assumes all employees included in the annual average headcount are enrolled in a sick plan.

Organizational Performance Measurements

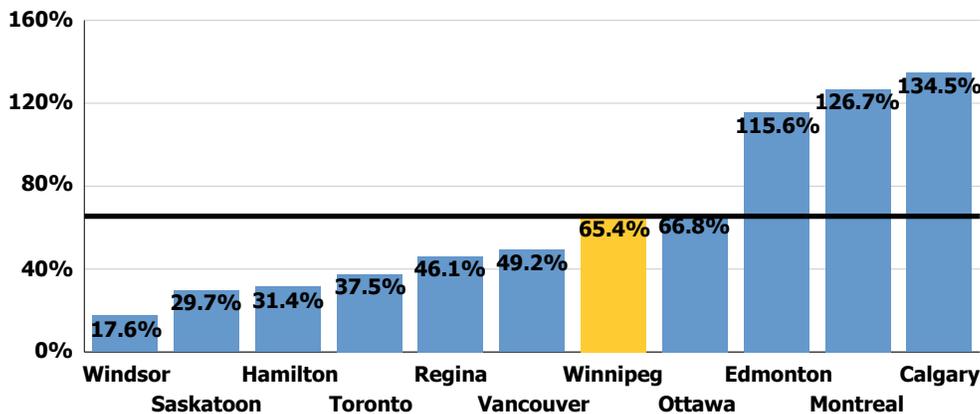
Benchmarking

Credit Ratings - City Comparison (2016)

| City | Moody's | Standard & Poor's |
|-----------|-----------|-------------------|
| Ottawa | Aaa | AA |
| Calgary | no rating | AA+ |
| Edmonton | no rating | AA+ (neg) |
| Vancouver | Aaa | AA+ (pos) |
| Toronto | Aa1 | AA |
| Winnipeg | Aa2 | AA |
| Hamilton | no rating | AA |
| Montreal | Aa2 | AA- |

Winnipeg's credit rating is similar to other Canadian cities.

Direct Debt as a Percent of Operating Revenues - City Comparison (2014)

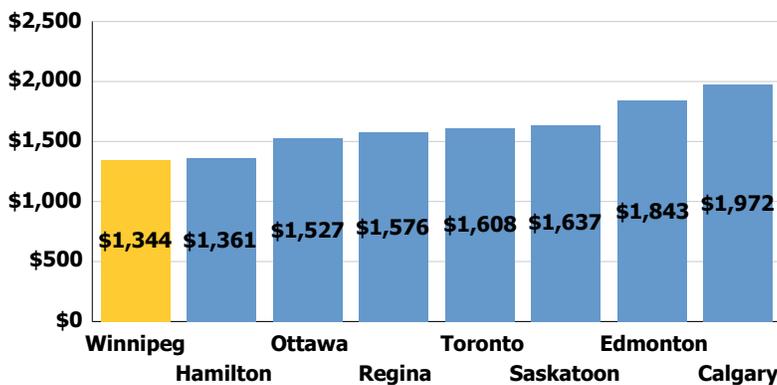


Winnipeg's direct debt as a percentage of operating revenues is approximately average when compared to other major Canadian cities.

| Wpg. Trend | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------|-------|-------|-------|-------|-------|
| | 41.2% | 43.9% | 60.0% | 56.6% | 65.4% |

Source: Standard & Poor's

Operating Expenditures per Capita - City Comparison (2013)



In 2013, Winnipeg had the lowest operating expenditures per capita from the eight cities selected. All of the other cities had higher operating costs per capita than Winnipeg, ranging from 1% higher in Hamilton to 47% 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.

| Wpg. Trend | 2009 | 2010 | 2011 | 2012 | 2013 |
|------------|-------|-------|-------|-------|-------|
| | 1,179 | 1,196 | 1,285 | 1,259 | 1,344 |

Source: Derived from Annual Financial Reports

Financial Overview

Past – Present – Future

Prepared by the City of Winnipeg
Corporate Finance

Preamble

This document was assembled to help explain and inform how the City of Winnipeg was able to carry out 14 years of property tax cuts and freezes between 1998 and 2011. This document will also outline some of the current financial challenges such as the operating budget's structural deficit and the need for additional revenue sources.

The current City funding model is unsustainable.

The City is challenged by a growing structural operating deficit in the tax-supported budget. Ongoing revenues are not enough to cover current expenditures levels. In the past, in order to keep City tax rates competitive and affordable, one-time revenue sources were used to balance the tax-supported operating budget. The operating budget shortfall is projected at \$52 million for 2017.

A new funding model is required.

Source: Compiled and derived by the City of Winnipeg.

Financial Overview – Past

Going back to 1997, the City had comparably high residential property taxes and a high debt level (\$1 billion) relative to other cities. In 1998, the City began freezing its property tax revenue. For 14 years, the City achieved property tax cuts / freezes: 3 years of 2% property tax cuts (2000, 2001 and 2002) and 11 years of property tax freezes; an overall 6% property tax revenue reduction. During this period, the property tax rate (mill rate) was reduced by 62%, from 33.479 in 1998 to 12.766 in 2016.

2015 Municipal Property Tax Comparison – Average House



Source: Compiled and derived by the City of Winnipeg.

Regina, Calgary, Quebec and Victoria are derived using 2014 average home property tax as the base to calculate 2015.

During this time, the City stopped borrowing, deferred infrastructure spending, and began reducing operating costs through computerization, process improvements and expenditure management (deferring costs, reducing non-frontline staff, and annually trimming non-essential expenses).

Over the last 18 years, other cities have continued to approve annual property tax increases for use in both their operating budgets and their capital / infrastructure budgets. Of the other five cities compared to below, over the 18 years, the average property tax increase was just under 4% per year – while Winnipeg averaged 0.5% per year. Cumulatively, these amount to large increases (53% to 81%) relative to Winnipeg's 9.0%.

Property Tax Increases in Western Cities

| | <u>1999 to 2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>1999 to 2016</u> |
|-----------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Vancouver | 43.7% | 2.0% | 2.0% | 2.8% | 2.0% | 1.9% | 2.4% | 2.3% | 59.1% |
| Edmonton | 50.1% | 5.0% | 3.9% | 5.4% | 3.3% | 4.9% | 5.7% | 3.4% | 81.7% |
| Calgary | 42.4% | 4.8% | 5.0% | 6.0% | 5.5% | 5.0% | 4.5% | 3.5% | 76.7% |
| Saskatoon | 37.1% | 3.9% | 4.0% | 4.0% | 5.0% | 7.43% | 5.34% | 3.96% | 70.7% |
| Regina | 23.6% | 4.0% | 4.0% | 3.9% | 4.5% | 5.9% | 3.9% | 3.3% | 53.1% |
| Winnipeg | -6.0% | 0.0% | 0.0% | 3.5% | 3.9% | 2.95% | 2.3% | 2.33% | 9.0% |

Source: Compiled and derived by the City of Winnipeg using cities' websites and budget books.

Quantifying the Savings and other Revenues

From 1997 to 2011, the tax-supported budget expenditures increased from approximately \$684 million to \$847 million – an overall increase of \$163 million. With such an increase in costs, how was the property tax freeze achieved?

The property tax cut / freeze was achieved by freeing up other funding, through cost reductions, that could then be used to pay for inflationary and volume cost increases:

- \$100 million in reduced debt payments
- \$12 million in reduced pension payments covered by the temporary pension surplus
- \$14 million in transferring land drainage costs to sewer utility
- \$20 million in a new water and sewer utility dividend
- \$14 million in a frontage levy increase
- \$55 million in sinking fund surplus withdrawals (amounts vary by year)
- \$10 to \$30 million annually in other various one-time revenues
- Capital closing process (\$11 million in 2011)
- Other costs / staff reductions throughout departments
- Including approximately \$16 million in targeted staff reduction

This resulted in approximately \$164 million in permanent cost reductions /additional revenues. (Does not include other reductions: process improvements and efficiencies etc.). This is equivalent to about a 40% property tax increase.

City of Winnipeg Staffing Changes Budgeted FTEs

Staffing has increased

Between 1999 and 2016 there has been a 11% increase in staff level with a corresponding population increase of nearly 100,000 people.

Police, Fire/Paramedic, Transit, Water and Sewer were the 4 service areas which saw staffing levels increase by 1,100 FTEs.

The remainder of City service areas had a combined reduction of 200 positions. Resources were shifted to high priority areas.

* 81 staff transferred to Assiniboine Park Conservancy

** 1999 figures are restated to be consistent with 2016 presentation / organizational structure

| Service Areas | 1999** | 2016 | # change | % change |
|---------------------------------|--------------|--------------|------------|------------|
| Police | 1,477 | 1,942 | 466 | 32% |
| Transit | 1,362 | 1,562 | 200 | 15% |
| Fire-Paramedics | 1,070 | 1,388 | 318 | 30% |
| Public Works (roads & parks) | 992 | 1,034 | 43 | 4% |
| Water, Sewer & Land Drainage | 731 | 848 | 116 | 16% |
| Community Services (restated) | 861 | 700* | -161 | -19% |
| Planning, Prop & Dev | 283 | 319 | 35 | 13% |
| Solid Waste Collection & Disp | 125 | 119 | -6 | -5% |
| Municipal Accommodations | 322 | 294 | -28 | -9% |
| Fleet Management Agency | 196 | 136 | -60 | -31% |
| Parking Authority | 25 | 59 | 34 | 135% |
| Animal Services | 20 | 28 | 8 | 39% |
| Golf | 28 | 24 | -5 | -17% |
| Glacial Sand & Gravel | 19 | - | -19 | -100% |
| Corporate Support Services | 203 | 211 | 9 | 4% |
| Contact Centre - 311 | - | 86 | 86 | n/a |
| Assessment & Taxation | 230 | 143 | -87 | -38% |
| Corporate Finance | 129 | 103 | -26 | -20% |
| Legal Services | 24 | 29 | 5 | 22% |
| Office of the CAO | 29 | 29 | 0 | -1% |
| City Clerks | 71 | 44 | -27 | -38% |
| Audit | 10 | 7 | -3 | -33% |
| Mayor's Office/Policy Dev & Com | 13 | 16 | 3 | 23% |
| Council | 15 | 15 | 0 | 0% |
| TOTAL | 8,235 | 9,135 | 900 | 11% |

On a per citizen perspective from 1994 there has been a staff reduction of 9%.

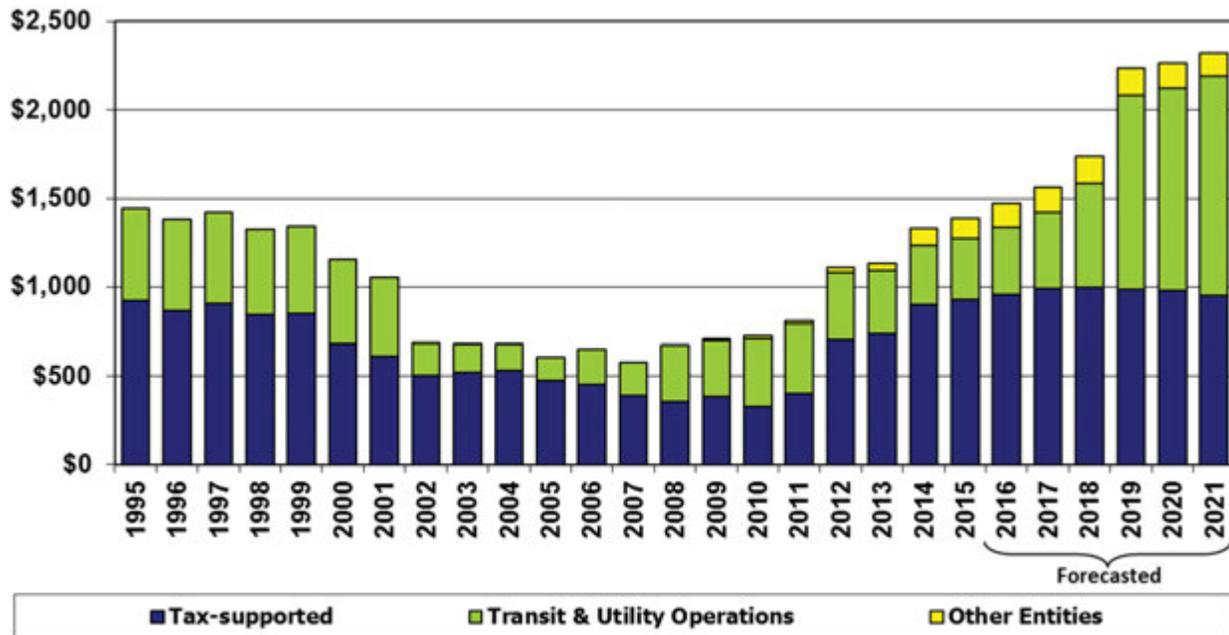
Number of City Staff Per 1,000 Citizens (Budgeted FTE's)



Changes in Debt Levels

Winnipeg’s debt level went from just below \$1,500 per capita in the late 1990s to a low of \$577 per capita in 2007. When all of the current borrowing commitments are factored in, the debt is projected to reach just over \$2,300 per capita by 2021. (Includes the Southwest Rapid Transitway and the Waverley Underpass)

City of Winnipeg – Net Debt Per Capita as at December 31



- Debenture debt and P3 obligations included

Future Budget Challenges

Today we have service cost increases and requirements, including deferred operating and maintenance costs, increased staffing levels in public safety and strategic areas, as well as infrastructure investment requirements.

Most of the City’s previous high interest debt is paid off. But the City has recently taken on new debt which requires new interest and debt repayment costs.

Our past reliance on non-recurring, one-time revenues and deferral of operating and maintenance costs is not sustainable. These factors have resulted in the City’s tax supported budget having a growing structural deficit: sustainable revenue streams do not cover ongoing operating expenditures.

In order to keep tax rates competitive and affordable, one-time revenue sources have been used to balance the tax-supported budget. The operating budget shortfall is projected at \$52 million for 2017. New long-term growth revenue sources will be required in the future to address the growing operating structural deficit.

Future Budget Challenges – Operating Budget

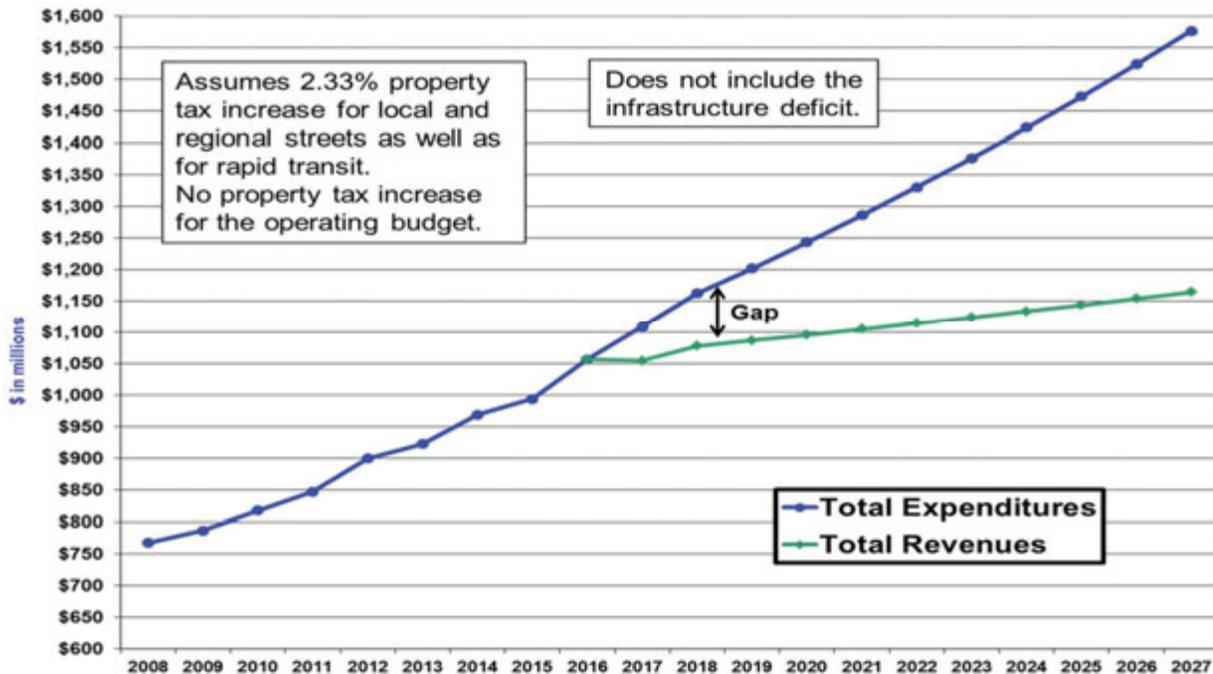
Below is a multi-year graphical depiction of the City’s tax-supported operating expenditures and revenues. The underpinning assumptions are hypothetical and are presented for discussion purposes only.

Overall operating spending is forecast to increase at 3.4% per year based on current trends.

Assuming no additional property tax increase for the operating budget, overall total operating revenue is projected to increase at 0.9% per year. The non-property tax revenues (e.g. frontage levy, user fees, regulatory fees, provincial grants) are forecasted to grow at 0.7% to 2.0% per year depending on the revenue source, based on current trends and volume growth.

The gap between forecasted spending and revenues, is estimated to grow at approximately \$35 million per year. By 2027, without other revenue increases or other new revenues, the funding gap grows to over \$400 million per year.

Tax Supported Operating Budget - Forecast



As part of the budget process, Council has committed to an annual 2.0% property tax increase for local and regional street renewal and also a 0.33% increase beginning in 2016 for rapid transit – for a total property tax increase of 2.33%. These funds are dedicated for infrastructure projects and cannot be used for operating expenditures.

Future Budget Challenges – Capital Budget

In addition, there are also significant challenges relating to the capital budget. For example, below is a listing of major projects being contemplated in the Transportation Master Plan and/or included on Departments' listing of unfunded projects which are to be renewed or constructed over the next 10 years but currently do not have funding sources:

Major Road / Bridge Renewals

- Marion Underpass, realignment and widening
- St James Bridges
- Kenaston roadway widening (Ness to Taylor)
- Louise Bridge
- Arlington Bridge or alternative
- St Mary's widening (St Anne to Marion)
- Osborne Underpass - widening
- Fermor (Lagimodiere to Plessis)
- Pembina Overpass - rehabilitation
- St Vital Bridge – rehabilitation

Major Road -- Growth Related

- Chief Peguis Trail (Main to Route 90)
- Clement Parkway (Grant to Wilkes)
- Bishop Grandin (Lagimodiere to Fermor)
- Schreyer Parkway (Plessis to Peguis)

To construct these unfunded road projects over the next 10 years, the total cost is estimated to be in the range of \$2.5 billion.

There are also expectations to expand the Rapid Transit network and construct additional corridors.

Council recently passed an Active Transportation Strategy which outlines \$330 million of projects over 20 years. The current funding level is about \$5.4 million per year.

In addition there are unfunded City public use infrastructure needs such as for libraries, recreational facilities, pools, and parks.

Thus the City will be facing 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 Spending on Infrastructure

“Although the negative impacts of inadequate public infrastructure are only starting to mount – and become visible to Canadians on a day-to-day basis – we believe that ongoing neglect of the nation’s capital stock presents one of the greatest risks to the country’s overall quality of life.”

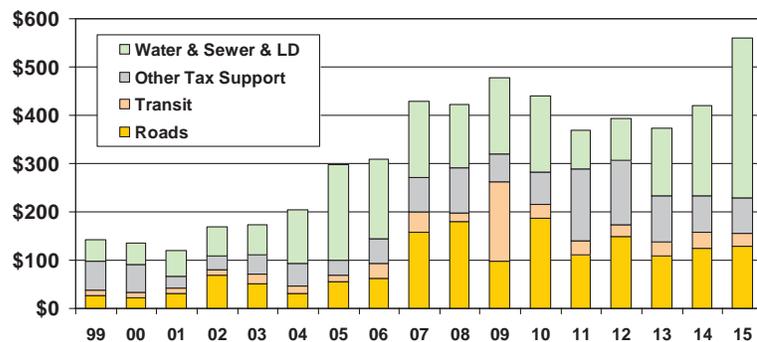
TD Bank, May 2004

Increased capital spending –

After reductions in capital spending in the late 1990s, the City has, over the last several years, significantly increased its capital budget. This is partly due to:

- Major Wastewater upgrades;
- Use of debt financing for rapid transit, police headquarters and other large projects;
- Use of P3s for the Disraeli Bridge and the Chief Peguis Trail extension;
- Increasing Infrastructure funding from the Federal and Provincial governments;
- More recently, dedicated property tax increases for local and regional road renewal.

City’s Capital Budgets, 1999 to 2015
(in millions \$)



Source: Annual Capital Budget documents

Factors increasing the need for Infrastructure Spending

- **Capital spending has been deferred** – During the 1990s, the City was borrowing sums annually to build new infrastructure and renew existing infrastructure. With no population growth and with the City’s debt having grown to nearly \$1 billion, the City stopped borrowing in 1998.
- **Asset management practices implemented** – City Departments have set up asset management units and are implementing leading practices to manage the City’s infrastructure. This more detailed and sophisticated examination will result in additional infrastructure deficit items being identified.
- **Construction inflation** – From 2000 to 2014, Winnipeg’s overall construction inflation is estimated at about 90%. Thus, even if the City infrastructure deficit inventory backlog was not growing, it would still cost 90% more to repair today than it did in the year 2000.
- **Population Growth** – The most recent population forecast was developed by the Conference Board of Canada in 2012. The City of Winnipeg is forecasted to grow by 189,800 people over the next 21 years with a corresponding need for 95,000 more dwelling units, of which nearly half will be multiple units. As comparison, once completed, all of Waverley West is expected to have approximately 11,000 dwelling units. Thus the City’s growth will necessitate additional capital projects for roads, bridges, rapid transit, water and sewer extensions, and facilities such as libraries, fire, police, recreation, etc.
- **Changing Provincial and Federal Legislation** – Wastewater Treatment – Due to provincial environmental and operating license legislation, the service must invest \$1.2 to \$1.8 billion to upgrade its wastewater treatment plants.

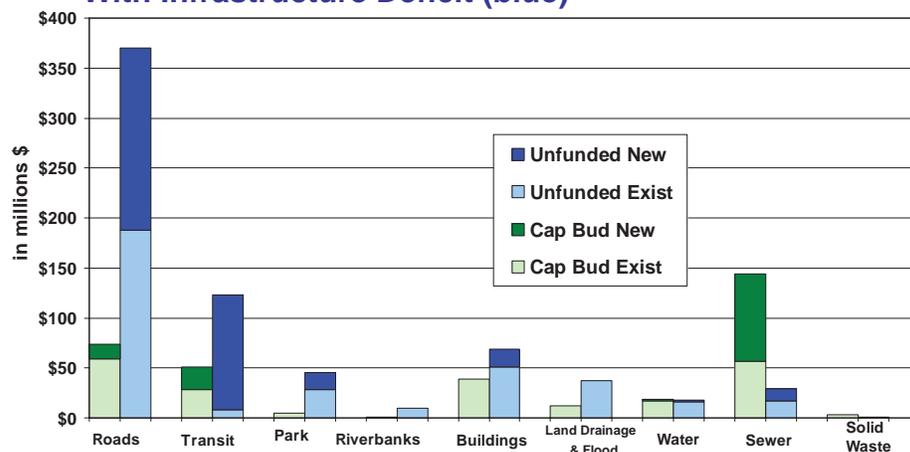
Infrastructure Deficit

“For the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate, with the cost of fixing it climbing five-fold from an estimated \$12 billion in 1985 to \$60 billion in 2003. This cost is the municipal infrastructure deficit, and today it has reached \$123 billion.” Dr Mirza, McGill University, Nov 2007

In 2009, the City of Winnipeg Infrastructure Deficit was estimated at \$3.5 billion and is expected to grow by \$3.9 billion over the next 10 years resulting in an expected funding shortfall of \$7.4 billion by the year 2018. The \$7.4 billion Infrastructure Deficit is made up of two parts: \$3.8 billion relating to existing/current infrastructure and \$3.6 billion related to new growth infrastructure.

**2009 Average Annual Capital Budget (green)
With Infrastructure Deficit (blue)**

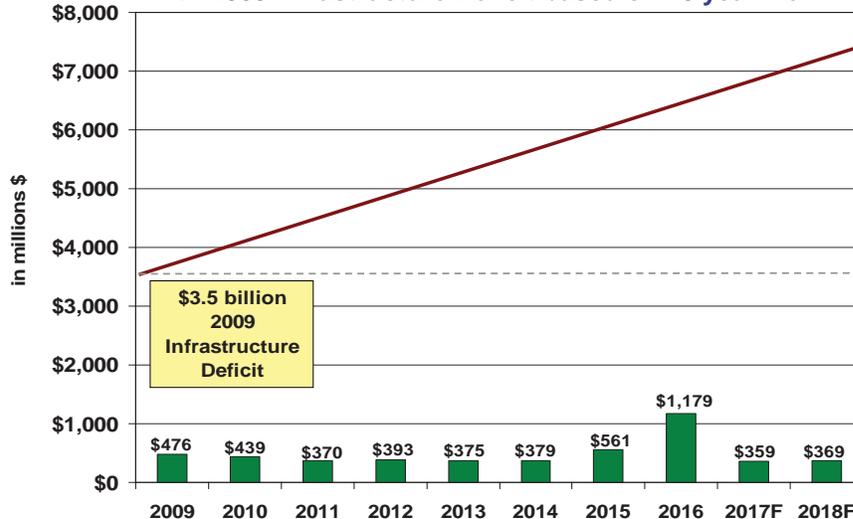
The chart shows the annual spending on infrastructure in green and the needed but unfunded projects in blue.



Source: City of Winnipeg, Information from 2009 Infrastructure Deficit report to Council

About 80% of the required growth infrastructure is related to transportation: roads, bridges, buses and rapid transit. By far the greatest gap between funded and unfunded need is for transportation (roads and transit). However, parks and City buildings (libraries, pool, arenas and other public building) require significant funding as well.

**Annual Capital Budgets (2009 to 2015)
With 2009 Infrastructure Deficit based on 10 year view**



**\$7.4 billion
Cumulative
Infrastructure
Deficit
in 10 Years**

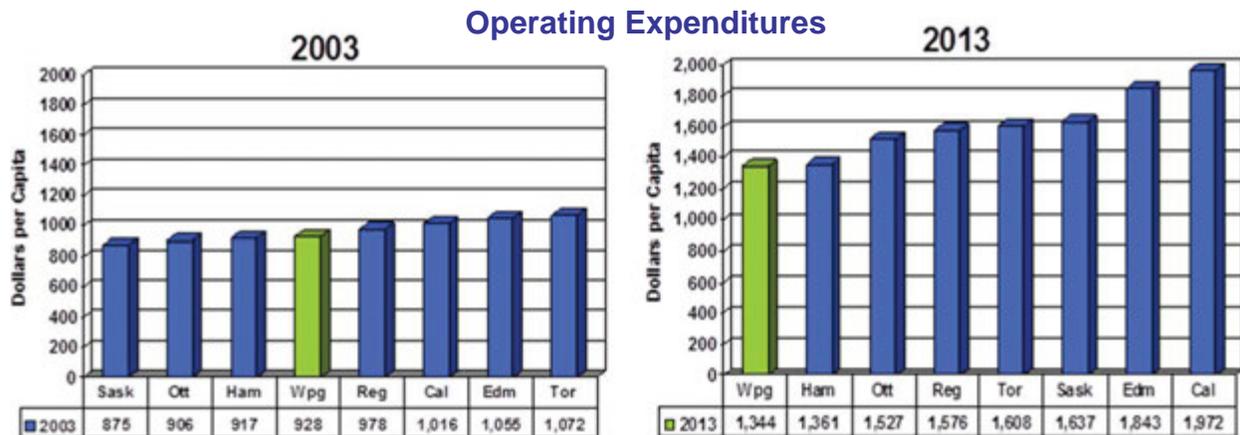
**\$3.9 billion
Growth in
Infrastructure
Deficit
over 10 Years**

**\$3.5 billion
2009
Infrastructure
Deficit**

Source: City of Winnipeg
Information from 2009
Infrastructure Deficit report
to Council
Annual Capital Budget Books

Inter-City Comparison: Operating Spending

Winnipeg now has the lowest operating costs per capita when compared to other large Canadian cities. In 2003 the average operating operating expenditures per capita of the other 7 cities was just above Winnipeg's spending. Thus Winnipeg was just below the average spending level of larger cities. Between 2003 and 2013, Winnipeg increased its operating spending by 45%, while the average of the other 7 cities resulted in an increase of 69%.



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 (Edmonton also excludes Water.) Does not include: Ambulance, Assessment, Cemeteries, Public Health, Social Services, Housing, and Electric Utility, Transit and Interest.

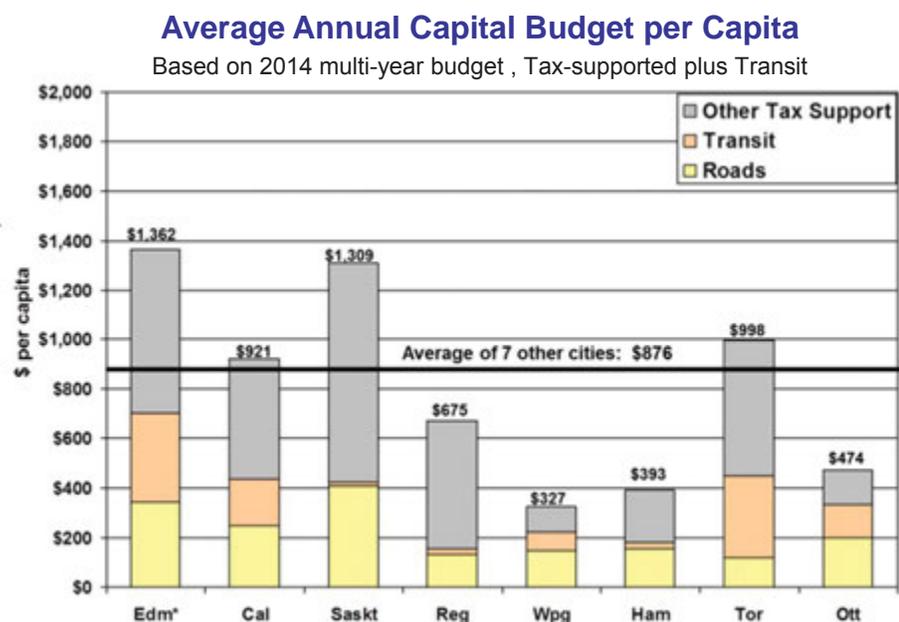
Source: Annual Financial Reports of various cities. Prepared by The City of Winnipeg

NOTE: Since the Transit service varies significantly between cities and debt financing costs vary as well, due to past borrowing decisions, the chart excludes these costs.

In 2013, Winnipeg had the lowest operating costs of these large Canadian cities. The average of the other 7 cities was 23% more than Winnipeg; and at the high end, Calgary spent 47% more than Winnipeg. To put it in perspective, if Winnipeg spending level was the same as the average of the other 7 cities, Winnipeg would have an additional \$216 million to spend.

Inter-City Comparison: Infrastructure Spending

When comparing the average annual Capital Budgets of eight cities (tax-supported plus Transit), Winnipeg spends the least at \$327 per capita. Levels of capital spending vary significantly between cities. Winnipeg would need to almost triple its tax-supported capital budget to spend the average of what other cities are currently spending



Source: Compiled and derived by the City of Winnipeg

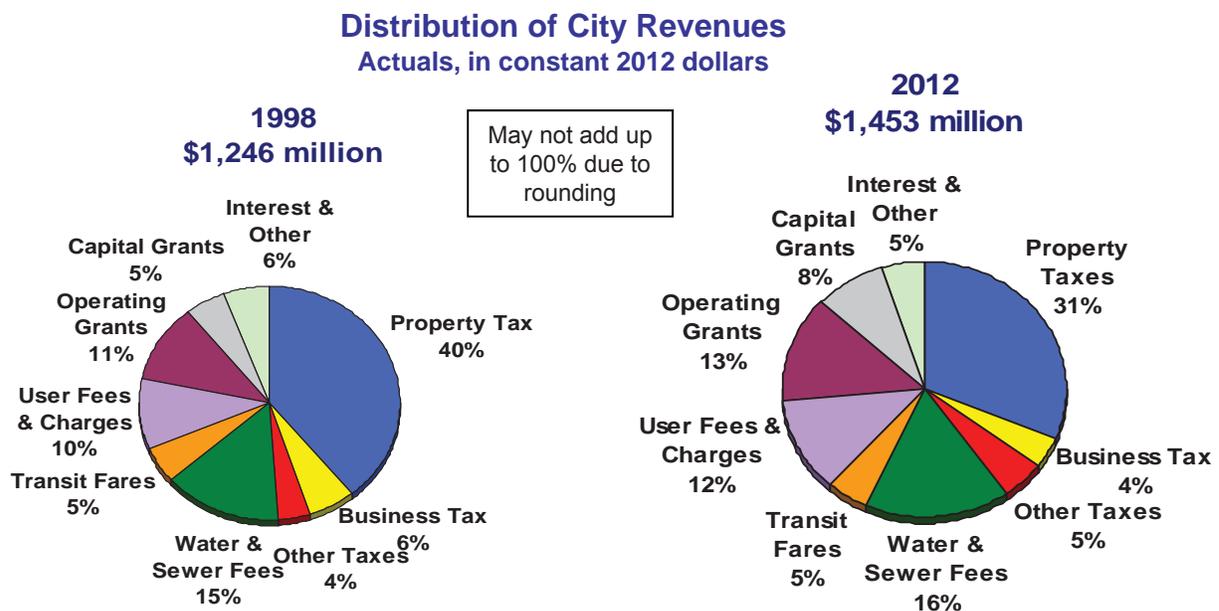
City Government Revenues

Even with the spending restraint and property tax revenue freezes and cuts, the overall City of Winnipeg government revenue measured in constant dollars increased by over \$200 million from 1998 to 2012 (adjusted for inflation). But during this period the City government became a smaller government relative to the size of the economy.

The City of Winnipeg government total revenues has grown by 16% over the last 14 years, when adjusted to factor out inflation.

When benchmarked against the economy, City total revenues have decreased from 4.1% of Winnipeg's GDP in 1998 to 3.6% of GDP in 2012.

Property Tax revenue had seen the largest change, going from 1.7% of GDP in 1998, down to 1.1% of GDP in 2012.



Along with the overall size of the City revenue pie increasing by over \$200 million (in constant dollars), there has also been a shift within the pie: taxation revenues have decreased and fees & charges along with government grants have increased.

- Property & business taxes together made up nearly half (46%) of the City's revenues in 1998. While in 2012 these same revenues accounted for just over a third, at 35% – a net reduction of \$65 million.
- During the same period, user fees & charges increased from 30% to 33% of total revenues – a net increase of \$124 million.
- Provincial and Federal government grants combined increased from 16% to 21% of total revenues – a net increase of \$115 million. The majority of the increase was in capital grants.

City Revenues – Compare to other Cities

Other prairie cities collect greater amounts of total property tax and business tax revenues than Winnipeg on a per capita basis. As well, other cities have access to additional and different revenues.

2010 Revenues - Actuals

\$ per capita

| \$ per capita | Removed Housing and Ambulance | | | | |
|--------------------------------------|-------------------------------|----------------|----------------|----------------|----------------|
| | population | 797,320 | 1,071,500 | 224,300 | 197,900 |
| | Edm | Cal | Sask | Reg | Wpg |
| Residential Property Tax | \$540 | \$440 | \$469 | \$486 | \$454 |
| Non-Residential Property Tax | \$512 | \$500 | \$191 | \$286 | \$174 |
| Total Property Taxes | \$1,052 | \$940 | \$660 | \$773 | \$628 |
| Business Tax | \$42 | \$188 | \$0 | \$0 | \$86 |
| Other Taxes (incl Frontage Levy) | \$14 | \$23 | \$1 | \$9 | \$63 |
| Elec/NG Franchise Fees/ Utility Tax | \$130 | \$91 | \$154 | \$179 | \$35 |
| Total Taxation | \$1,237 | \$1,242 | \$815 | \$961 | \$812 |
| User Fees and Charges | \$342 | \$373 | \$144 | \$182 | \$181 |
| Solid Waste User Fees | \$148 | \$78 | \$21 | \$32 | \$15 |
| Transit Fares | \$131 | \$140 | \$52 | \$37 | \$98 |
| Grants - Operating | \$117 | \$112 | \$196 | \$179 | \$193 |
| Grants - Capital | \$489 | \$447 | \$243 | \$295 | \$160 |
| Development Cost Charges | \$43 | \$34 | \$250 | \$63 | \$0 |
| Dividend Transfer | \$170 | \$58 | \$97 | \$0 | \$30 |
| Interest & Other | \$119 | \$160 | \$206 | \$99 | \$94 |
| Total Tax Supported Revenues | \$2,796 | \$2,643 | \$2,024 | \$1,847 | \$1,582 |
| water and sewer | 77% | 67% | 28% | 17% | 0% |
| Total Revenue (\$ per capita) | \$3,159 | \$2,989 | \$2,356 | \$2,242 | \$1,888 |
| more relative to Winnipeg | 67% | 58% | 25% | 19% | 0% |

How are the revenues of other cities different from that of Winnipeg's revenue?

More:

- Commercial Property Tax Revenue
- Franchise Fee/ Utility Tax
- Higher User Fees
- More User Fees: Garbage fee, libraries fee, land drainage fee
- Capital Grants
- Developer Cost Charges

Note: In order to compare between cities, all information on this page is based on dollars per capita.

Source: City of Winnipeg, cities' 2010 annual financial reports

On a per capita basis Winnipeg collects the least total property taxes of the five prairie cities.

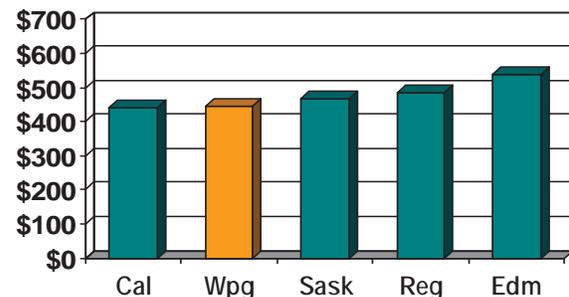
Even though Calgary and Winnipeg have low residential property taxes. Calgary collects significantly greater amounts of total taxes than Winnipeg – 53% more on a per capita basis. The result being that Winnipeg has lower commercial taxation.

In general, other prairie cities collect more revenues from:

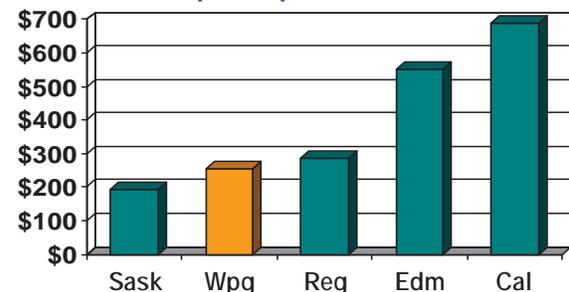
- commercial property taxation
- fees on natural gas and electricity utilities (franchise fees)
- user fees (garbage, land drainage)
- developer cost charges (contributions from growth development), and
- capital grants

Overall, on a per capita basis, both Edmonton and Calgary are collecting significantly more revenues relative to Winnipeg – 67% more and 58% more.

Residential Property Tax Revenues 2010 – Dollars per Capita



Non-Residential Property Tax & Business Tax Revenues 2010 – Dollars per Capita

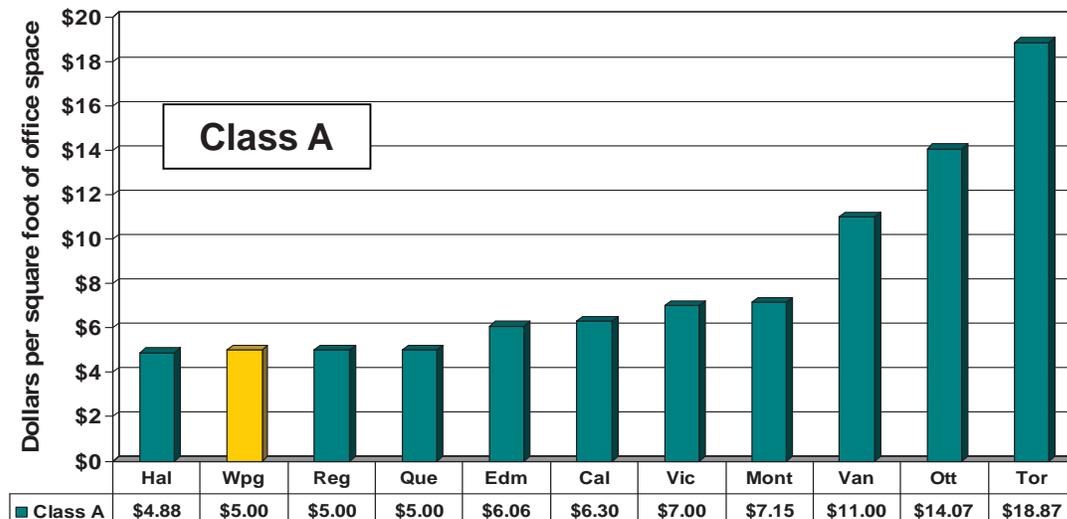


Source: City of Winnipeg, cities' 2010 annual financial reports

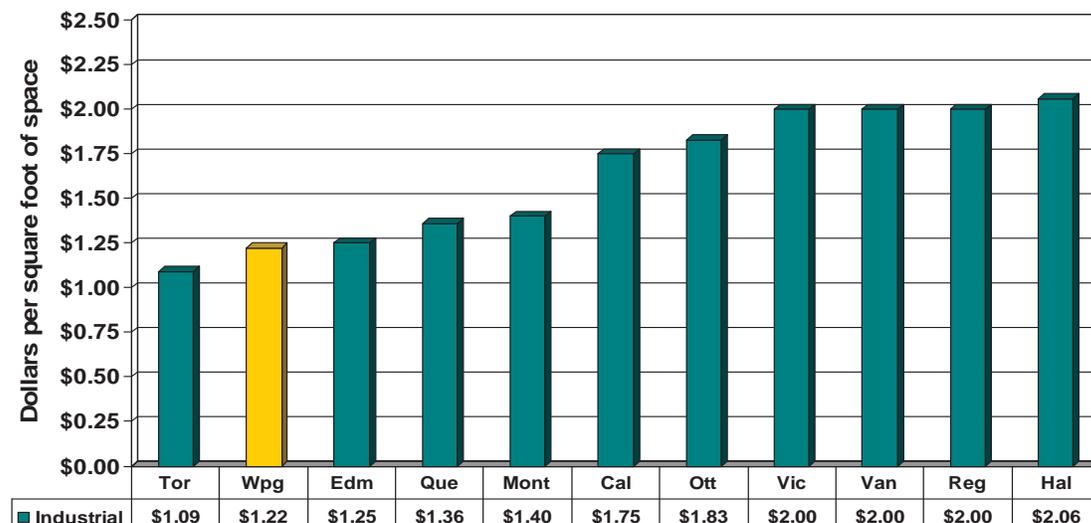
Commercial Property Tax Ranking

The City of Halifax commissioned Colliers International to carry out a property tax comparison for commercial type properties. The following were the 2011 findings for a downtown office space and for an industrial property.

Downtown Office Space – Property Tax Paid

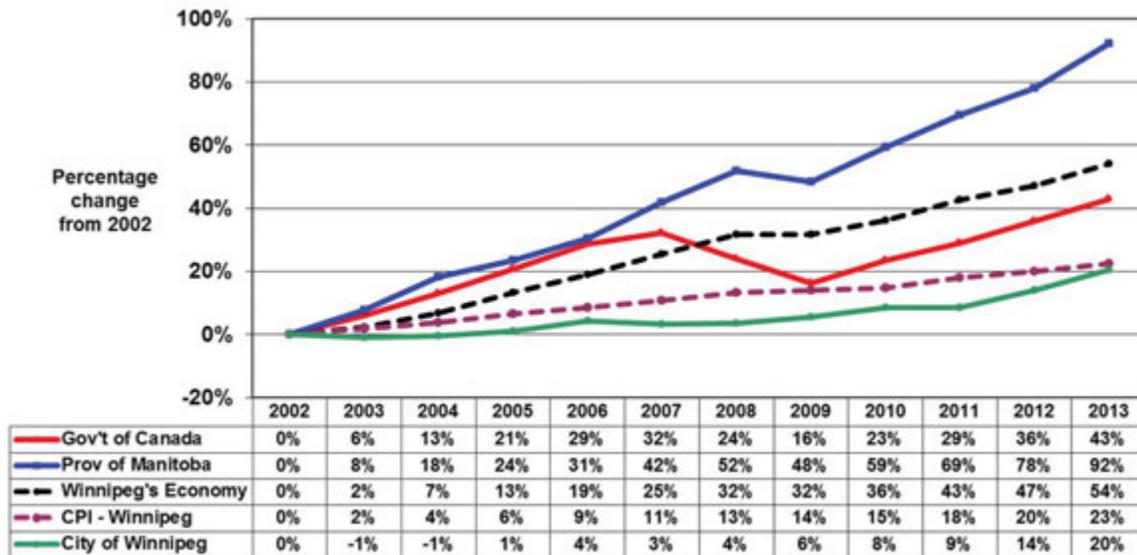


Industrial Properties – Property Tax Paid



Source: Colliers International, January 2011. Study commissioned by Halifax Regional Municipality.
Class 'A' is the newest, highest-quality office space

Changes in Government Taxation Revenues

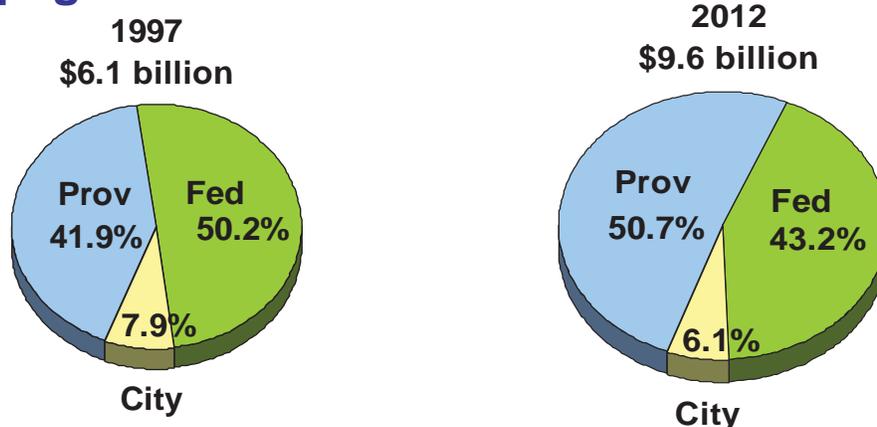


Even with tax rate reductions, the Provincial government tax revenues have increased the most and well above that of economic growth.

The Federal Government has seen their tax revenues increase by 43% over an 11 year period, while the Provincial Government tax revenues have increased by 92% -- the benefits of revenue sources which are linked to economic growth.

During this same period of time, the City's tax revenues have only increased by 20% over the last 11 years which is below the rate of inflation and well below economic growth. This is the result of the property tax revenue freezes. From 1998 to 2014, the property tax rate was reduced by 60%.

Winnipeg's Tax Pie – Who collects the taxes?



In 1997, 7.9% of all the taxes Winnipeggers paid went to the City of Winnipeg; while 41.9% went to the Province, and 50.2% went to the Federal Government.

By 2012, the City government's portion of the tax pie has decreased; and so has Federal Government's portion. While the Province's portion of the pie has increased.

In 2012, the City of Winnipeg collected only 6.1% of the total taxation paid by Winnipeggers, down from 7.9% in 1997.

Source: Derived by the City of Winnipeg Revenue Canada Agency taxation data and annual financial reports. Does not include inter-government transfers

2016 - Basket of Tax-Supported City Services

Amount average homeowner's tax bill contributes to each City service

| | Average Home Owner 2016 | | |
|---|----------------------------|--------------|---------------|
| | Per Year | Per Month | % of Total |
| Police Service | \$495 | \$41 | 29.9 |
| Fire Service | 249 | 21 | 15.0 |
| Public Transit | 149 | 12 | 9.0 |
| Street Maintenance | 103 | 9 | 6.2 |
| Organizational Support Service | 92 | 8 | 5.6 |
| Recreation | 83 | 7 | 5.0 |
| Parks and Urban Forestry | 81 | 7 | 4.9 |
| Roadway Snow Removal and Ice Control | 71 | 6 | 4.3 |
| Libraries | 60 | 5 | 3.6 |
| Solid Waste Collection | 40 | 3 | 2.4 |
| Assiniboine Park Conservancy | 39 | 3 | 2.3 |
| City Beautification | 36 | 3 | 2.2 |
| Council Services | 31 | 3 | 1.9 |
| Medical Response | 29 | 2 | 1.8 |
| Street Lighting* | 27 | 2 | 1.7 |
| Arts, Entertainment & Culture | 17 | 1 | 1.0 |
| Insect Control | 15 | 1 | 0.9 |
| 311 Contact Centre | 10 | 1 | 0.6 |
| Community Liveability | 9 | 1 | 0.5 |
| City Planning, Inspection & Housing | 7 | 1 | 0.4 |
| Assessment & Taxation | 6 | 0.47 | 0.3 |
| Animal Services | 3 | 0.24 | 0.2 |
| Cemeteries | 2 | 0.19 | 0.1 |
| Golf Services | 1 | 0.13 | 0.1 |
| Economic Development | 1 | 0.10 | 0.1 |
| City Property Tax Bill for Average House** | \$1,656 | \$138 | 100.0% |
| Street Maintenance Frontage Levy*** | \$273 | \$23 | |
| Total City Property Tax Bill for Average House | \$1,929 | \$161 | |
| <p><i>*Street lighting originally included in Police Service is now disclosed separately.</i></p> <p><i>**Based on average home assessed at \$288,190 in 2016.</i></p> <p><i>***Based on \$5.45 per frontage, on a 50 foot lot.</i></p> | | | |

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. & Maintenance | Bridge Constr & Maint Regl Streets Constr & Maint Local Streets Constr & Maint Regl Sidewalk Constr & Maint Local Sidewalk Constr & Maint | Police Response | Police Response Contract Policing Crime Investigation Police Training |
| Transp. Planning & Traffic Mgmt | Transportation Plan & Design Traffic/Right of Way Mgt | Crime Prevention | Community Policing Street Lighting Park Patrol Crime Prevention Initiatives |
| Roadway Snow Rmvl & Ice Control | Regl Streets Snow & Ice Removal Local Streets Snow & Ice Removal Sidewalk Snow & Ice Removal Parks & Facility Snow & Ice Removal Snow Disposal Sites | Traffic Safety & Enforcement | Traffic Safety-Automated Traffic Safety-Officer Traffic Safety-Division |
| Public Transit | Regular Transit Handi-Transit Chartered & Special Events Transit | Fire and Rescue Response | Fire & Rescue Response Fire Investigation |
| City Beautification | Litter Collection Public Gardens/Landscaping OrnLight/Flags,Banners/PubArt Graffiti Control Regional Street Cleaning Local Street Cleaning | Fire and Injury Prevention | Fire & Injury Prev Education Fire Inspection |
| Fleet Management SOA | Fleet Management | Medical Response | Medical Response Medical Transfers |
| Parking Authority SOA | Parking Facilities On Street Parking Enfrmt On-Street Parking | Disaster Preparedness & Response | Disaster Preparedness & Response |
| Water and Waste, Riverbank Management and the Environment | | Recreation | Arenas Aquatics Programs Ice Skating Recreation Programs Casual Facility Use Community Centres |
| Water | Water Supply & Treatment Water Distribution | Parks & Urban Forestry | Park Grass Maintenance Park Amenity Maintenance Athletic Field Maintenance Park Pathway Maintenance Park Planning/Development Tree Planting Tree Pruning & Removal Dutch Elm Disease Control Weed Control Natural Areas Management Playground Management Winter Amenity Maintenance Boulevard Maintenance |
| Wastewater | Wastewater Collection Wastewater Treatment | Community Liveability | Community Health Inspection Community By-law Enforcement Bicycle Recovery Citizen Crisis Response Social Grants |
| Land Drainage & Flood Control | Flood Control Land Drainage | Libraries | Library Circulation Library Information Children's Library |
| Solid Waste Collection & Disposal | Solid Waste Collection Solid Waste Disposal | Arts, Entertainment & Culture | Arts, Ent & Culture Grants Arts, Ent & Culture Events Museums Assiniboine Park Conservancy |
| Recycling & Waste Diversion | Recycling Waste Diversion | Insect Control | Insect Control |
| Property and Development, Heritage and Downtown Development | | Golf Services SOA | Golf Courses |
| City Planning | Area Dev & Renewal Planning City-wide Long Range Planning | Animal Services SOA | Animal Control & Care |
| Neighbourhood Revitalization | Community Development Housing Initiatives | Executive Policy | |
| Dev Approvals, Bldg Permits & Inspections | Res Dev Approvals & Inspection Com Dev Approvals & Inspection | Organizational Support Services | Chief Administrative Offices Communications Financial Management Human Resource Management Info Technology Management Legal Services Production Services |
| Economic Development | Economic Development | Assessment, Taxation & Corporate | Assessment and Taxation Corporate |
| Heritage Conservation | Heritage Conservation | Contact Centre - 311 | Contact Centre - 311 |
| Property Asset Management | Municipal Accommodations Pool Facilities Arena Facilities Recreation Centres Community Centre Facilities Land and Property | Council Services | Auditing Mayor and Council Archives-City Clerks Elections-City Clerks Citizen Access and Appeals Council Support-City Clerks Executive Support |
| Cemeteries | Cemeteries | | |



Community Trends & Performance Report