



# Community Trends and Performance Report

Volume 1 for 2022 Budget



Photo: Tyler Walsh, courtesy Tourism Winnipeg

July 2021





# City of Winnipeg

## Community Trends and Performance Report

**Volume 1 for 2022 Budget**

Winnipeg, Manitoba, Canada

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

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Winnipeg lies within Treaty No. 1 territory and the traditional homeland of the Métis Nation. The water we drink comes from Shoal Lake 40 First Nation in Treaty No. 3 territory.

The City of Winnipeg recognizes the importance of First Nations, Inuit, and Métis Peoples connected to Winnipeg's history, and the vibrant, diverse people who make up Indigenous communities today.

The City of Winnipeg acknowledges the harms and mistakes of the past, and is dedicated to upholding Indigenous rights, and to moving forward in partnership with Indigenous communities in a spirit of truth, reconciliation and collaboration.



Photo Credit: City of Winnipeg

# Vision

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

# Corporate Mission

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



# Table of Contents

## Overview

- Reader's Guide ..... 11
- Organizational Structure ..... 12
- Executive Summary ..... 17
- Budget Process ..... 19
- Fund Structure ..... 21
- Strategic Framework ..... 22
- Policies, Strategies and Plans ..... 28
- Financial Management Plan Update ..... 32

## Community and Financial Trends

- Preface ..... 45
- Community Trends
  - Population ..... 49
  - Residential Housing and Commercial Market ..... 60
  - Economic Trends ..... 67
- Financial Trends
  - Multi-year Budget ..... 71
  - Revenue ..... 74
  - Expenditure ..... 83
  - City of Winnipeg Debt ..... 91

## Performance Measures and Citizen Survey Results

- Performance Measurement ..... 95
- Citizen Survey ..... 101
- City Services by Committee / Board ..... 105
  - Infrastructure Renewal and Public Works ..... 107
  - Water and Waste, Riverbank Management and the Environment ..... 123
  - Property and Development, Heritage and Downtown Development ..... 143
  - Protection, Community Services and Parks ..... 161
  - Winnipeg Police Board ..... 195
  - Innovation and Economic Development ..... 209
  - Executive Policy ..... 229

## Appendix

- Appendix 1 – Service Based Budget – Services by Policy Area ..... 245





Photo Credit: Lily Castillo

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## Overview

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# Reader's Guide

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

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

This volume includes the following information:

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

# City of Winnipeg Council



**Mayor Brian Bowman**



**Matt Allard**  
ST. BONIFACE



**Jeff Browaty**  
NORTH KILDONAN



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



**Ross Eadie**  
MYNARSKI



**Scott Gillingham**  
ST. JAMES



**Cindy Gilroy**  
DANIEL MCINTYRE



**Kevin Klein**  
CHARLESWOOD -  
TUXEDO - WESTWOOD



**Janice Lukes**  
WAVERLEY WEST



**Brian Mayes**  
ST. VITAL



**Shawn Nason**  
TRANSCONA



**John Orlikow**  
RIVER HEIGHTS-FORT  
GARRY



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



**Vivian Santos**  
POINT DOUGLAS

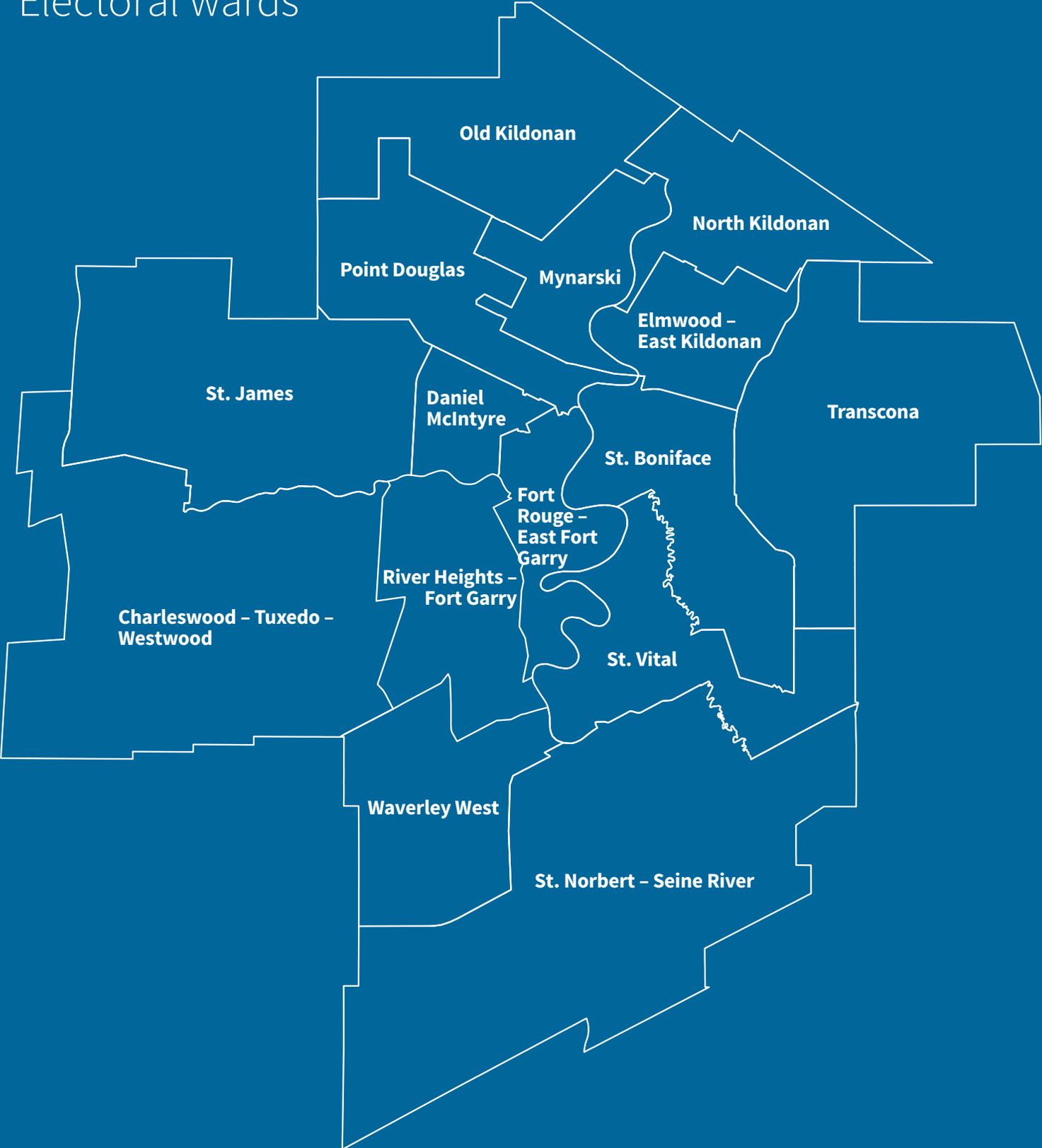


**Jason Schreyer**  
ELMWOOD-EAST  
KILDONAN



**Devi Sharma**  
OLD KILDONAN

# Electoral wards



# City of Winnipeg Organization

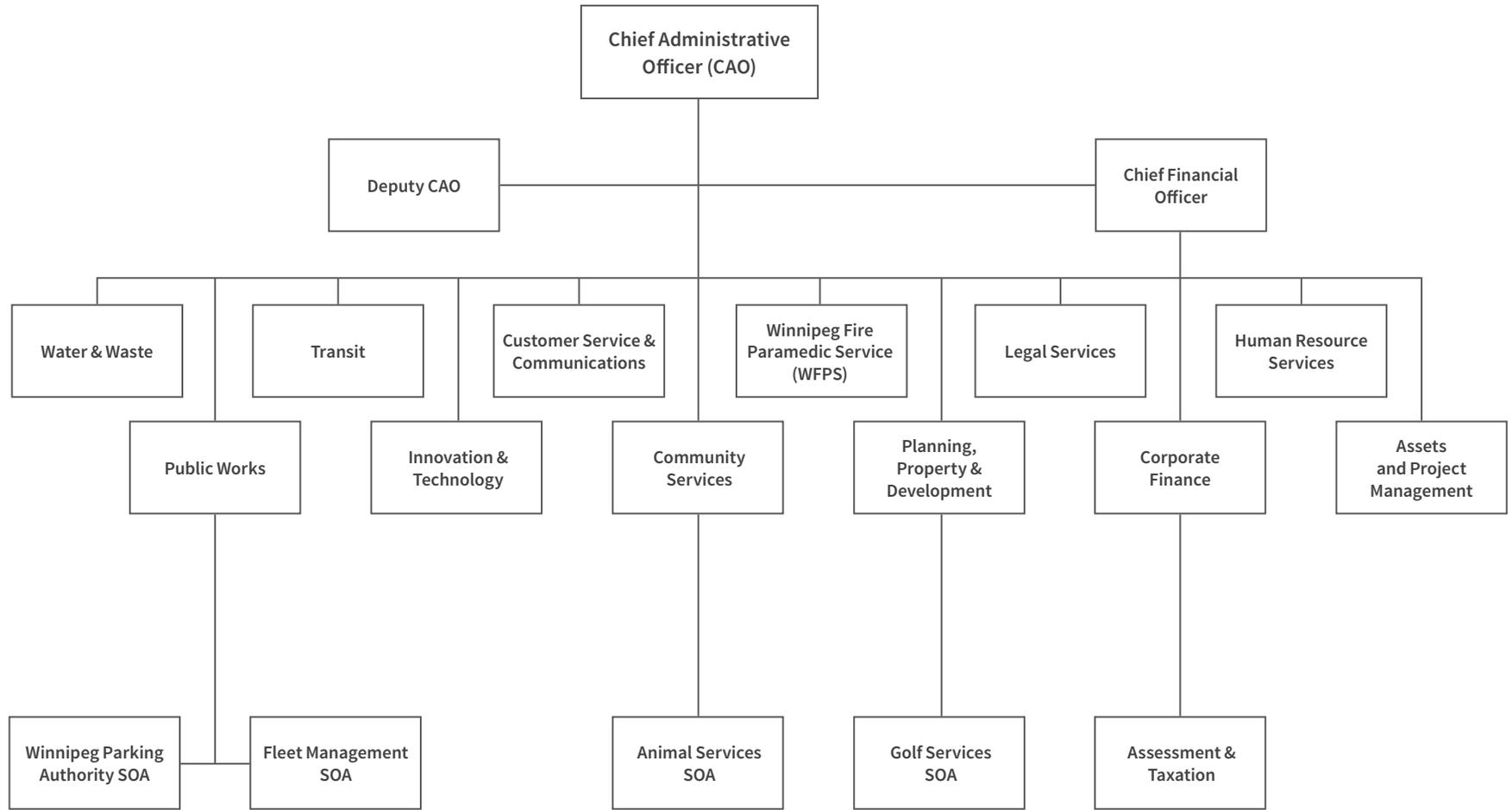
## APPENDIX “A” to By-law No. 7100/97

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



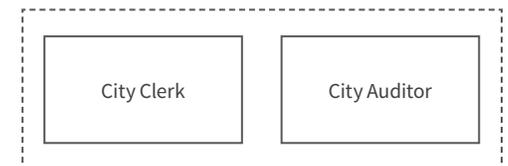
\* CFO, City Auditor and City Clerk have statutory reporting relationships to City Council

# Winnipeg Public Service



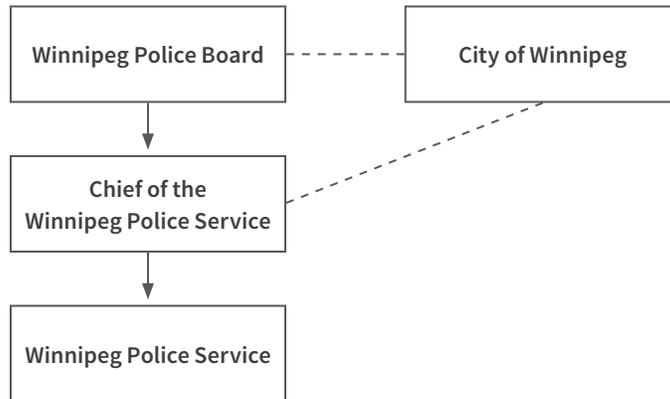
**Notes:**

1. Museums is managed by City Clerks.
2. Street Lighting is included in Public Works.
3. Office of Policy and Strategic Initiatives supports the Executive Policy Committee.
4. Mayor's Office and Council are reflected in the organizational chart consistent with By-law 7100/97.
5. Police Service is noted on the next page.
6. Up to date as at June 29, 2021.



Do not have a reporting relationship to the Chief Administrative Officer

# Winnipeg Police Service



## Notes:

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

# Executive Summary

2020 was a challenging year for the City of Winnipeg. For 2021, the COVID-19 pandemic continues to cause significant disruptions to livelihoods, health, and financial situations of Winnipeggers. As the City prepares to tackle the challenges of the second balanced budget update, this performance report will highlight successes as well as areas for improvement for the services delivered to citizens.

On March 20, 2020 Winnipeg Council adopted a multi-year budget policy and on December 16, 2020, the City's first budget update. Alignment of *OurWinnipeg* policy directions with departmental goals, services, and the multi-year budget has been initiated through the 2020 Multi-Year Budget Policy clause 4.2a which states:

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

The alignment of strategic goals to service-based budget and performance data is demonstrated in a few ways:

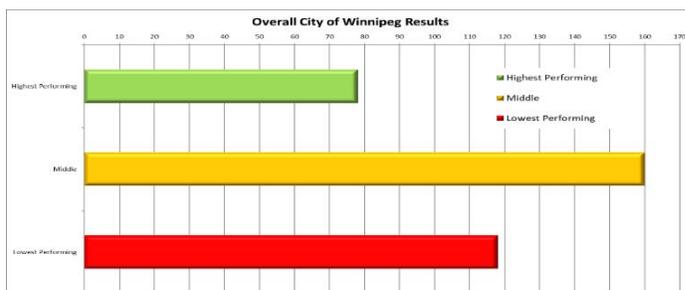
- Strategic framework – *OurWinnipeg* review section
- Service-based budget alignment to *OurWinnipeg* policy directions
- Financial Management Plan
- Individual service-based performance report

Building on the work done by service areas for this report, work is underway to develop a revised format for presentation of key goals and measures to better demonstrate this alignment.

The impact of the pandemic on municipal finances and performance in 2020 was significant. The City of Winnipeg was able to mitigate the short-term impact through the use of numerous levers identified in the COVID-19 Crisis Cash Flow Management Plan; the long-term impact to the financial position cannot be determined at this time. City Council adapted to this new reality by including the estimated impact of this pandemic in the City's first (2021) balanced budget update. As those estimated impacts become clearer, some of the assumptions underlying budget projections may require adjustment by Council.

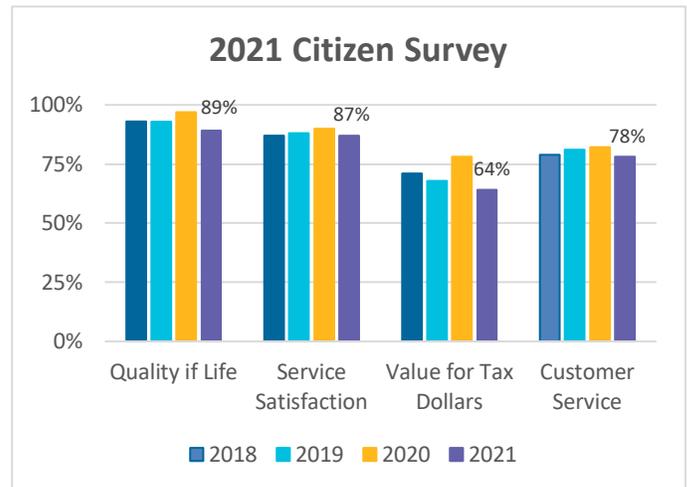
Performance measurement provides the necessary data to identify needs and improve processes and priorities as well as highlight some of the city's accomplishments. As the performance measurement results presented are drawn from 2019 data for Municipal Benchmarking Network Canada (MBNC) measures and from 2020 for other measures, for the most part they do not reflect the impact of COVID-19 on city services.

As part of its participation in MBNC, the City of Winnipeg reports data on 364 publicly reportable measures across 30 service areas. This allows comparison to other participating municipalities.



Overall, the external results for 2019 are in line with the commonly accepted perception that the City does some things well (highest performing), some things not so well (lowest performing) and is in 'the middle of the pack' on most services delivered.

While the level of satisfaction has declined from the previous year, the impact of the pandemic is likely partially influencing the survey result. Future year results will indicate whether the pandemic impacted satisfaction in the short-term or if trends are beginning to form. Public safety is the most important service followed by infrastructure. Overall, the citizen survey results are positive, indicating comprehensive service management and service delivery to Winnipeggers. The citizen survey was conducted by Prairie Research Associates; the survey methodology is described on the Citizen Survey section. The detailed annual survey results are available on the City’s website at [Public opinion surveys](#).



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

As vaccination uptake increases and public health restrictions loosen, Winnipeg’s Council and Public Service can now tackle the challenges of the upcoming budget including:

- Finding new long-term growth revenue sources to address operational deficits beyond the 2020 to 2023 multi-year budget;
- Funding a significant infrastructure deficit estimated at \$6.9 billion from 2018 to 2027;
- Capping of provincial capital and operating funding levels;
- Anticipated increases in demand for City services due to population growth;
- External factors that could influence city operations such as borrowing rates, regulatory requirements, the inflation rate, results of collective bargaining; and
- Economic and financial impacts of the COVID-19 pandemic.

To be in the best position to meet citizens’ needs, the influencing factors for the development of 2022 budget update are:

- *OurWinnipeg* 2045 plan with second reading of the by-law pending;
- Development of a city-wide strategic plan;
- Continuous monitoring of the City’s fiscal and policy framework, including the Financial Management Plan, Investment Policy, Transit Master Plan, Winnipeg Fire Paramedic Service Strategic Direction, and other planning documents.

Despite all of the challenges, Winnipeg’s future is promising.

# Budget Process

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

## Performance Measurement (May to July 2021)

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

## Public Consultation (May to December 2021)

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

## Budget Guidelines (May 2021)

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

## Budget Development (May to November 2021)

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

## Table Preliminary Budgets (November 2021)

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

**Committee  
Review  
(November to  
December)**

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

**Council  
Approval  
(December  
2021)**

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

## **Budget Amendments**

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

From time to time during the year, it may be necessary to amend the operating budget to accommodate new or existing programming. New programming must be approved by Council. The Standing Policy Committee on Finance is the body authorized to approve the addition of budgeted amounts to existing programming so long as the net operating budget amount is not increased. The Public Service has some authority.

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

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

# Fund Structure

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

# Strategic Framework

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

## **Vision**

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

## **Corporate Mission**

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

## *OurWinnipeg*

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

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

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

*OurWinnipeg* guides and informs more detailed city-wide plans and strategies. As part of the *OurWinnipeg* initiative, the City of Winnipeg has developed detailed Direction Strategies (Complete Communities, Sustainable Transportation, Sustainable Water and Waste, and A Sustainable Winnipeg). *OurWinnipeg* and Complete Communities have by-law status and *OurWinnipeg* requires Provincial approval.

*OurWinnipeg* and Complete Communities Direction Strategy adopted in 2011 are the by-laws in force until such time that the updated plans (*OurWinnipeg* 2045 and Complete Communities Direction Strategy 2.0) are adopted as by-laws.

## *OurWinnipeg* Review

The Charter requires that a comprehensive review commence at least once within five-years after its adoption. The most recent review was initiated in 2016. At the time of writing this report, Executive Policy Committee has held a Public Hearing on *OurWinnipeg* 2045 and Council reviewed and amended their recommendation on June 24, 2021 with Second Reading of the by-law pending. It was for this reason that an extensive update wasn't included in this Community Trends and Performance Report.

It should be recognized that *OurWinnipeg* 2045 was conceived under the framework provided by the City of Winnipeg Charter Act as it existed at the time of writing. Enactment of Provincial Bill 37 will require that all development plans, secondary plans and zoning by-laws of the Capital Planning Region member municipalities, including the City of Winnipeg, must be consistent with Plan 20-50 within three years of being adopted by the Capital Planning Region.

Alignment of *OurWinnipeg* policy with departmental goals, services, and the multi-year budget has been initiated through the 2020 Multi-Year Budget Policy clause 4.2a which states:

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

Over time, the intention is to evolve the Community Trends and Performance report to include a more comprehensive set of data and evidence, recognition of trends and highlight changes. The report will also identify if priority shifts are needed based on desired community outcomes over which the City has control or influence. It is essential that the City’s budget reflect investments that are aligned with guiding goals, policy direction and priority actions. This work will demonstrate progress toward the *OurWinnipeg* 2045 sustainable development outcomes of Leadership and Good Governance, Environmental Resilience, Economic Prosperity, Good Health and Well-being, Social Equity and City Building.

Throughout the review, collaboration has taken place to align subordinate plans with *OurWinnipeg* 2045 including Winnipeg’s Climate Action Plan (2018), Transit Master Plan (2021) and forthcoming strategic plans including the Corporate Strategic Plan, Transportation Master Plans, Poverty Reduction Strategy, Recreation and Parks Strategies and others. Development of a Strategic Priorities Action Plan has also been proposed post adoption to further focus City efforts and collaboration.

For more information on *OurWinnipeg*, please visit:

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

## OurWinnipeg (2011) Vision and Structure



### A City that Works

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

### A Sustainable City

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

### Quality of Life

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

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

## *OurWinnipeg* Direction Strategies

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

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

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

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

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

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

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

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

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

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

Committee / Board		OurWinnipeg Policy Direction																	
		A City that Works - City Building		A City that Works - Safety and Security						A Sustainable City			Quality of Life			Direction Strategies			
		Key Directions for Entire City	Key Directions for Areas	Collaborate to Make Safe Communities	Emergency Preparedness, Response & Recovery	Prosperity	Housing	Recreation	Libraries	Sustainability	Environment	Heritage	Opportunity	Vitality	Creativity	A Sustainable Winnipeg	Complete Communities	Sustainable Water and Waste	Sustainable Transportation
Service Area																			
<b>Innovation and Economic Development</b>	Innovation, Transformation and Technology	●			●	●		●				●						●	
	Economic Development	●	●			●			●		●	●		●	●	●			
	Animal Services (SOA)			●									●						
	Golf Services (SOA)							●				●	●		●				
	Winnipeg Fleet Management (SOA)					●				●					●		●		
	Winnipeg Parking Authority (SOA)	●	●			●									●	●			
<b>Executive Policy Committee</b>	Organizational Support Services	●	●		●	●		●			●								
	Assessment, Taxation & Corporate		●			●	●												
	Contact Centre - 311					●		●											
	Council Services					●							●						

Notes:

The *OurWinnipeg* policy directions noted above are consistent with the development plan approved by Council in 2011.

As noted above, services could be aligned to multiple *OurWinnipeg* policy directions, however the most relevant goal is noted on individual service-based budgets.

# Policies, Strategies and Plans

The City of Winnipeg undertakes a host of strategic planning activities and has adopted a number of different strategic plans and policies such as OurWinnipeg, Multi-year Budget Policy, and Corporate/departmental strategic and master plans.

Generally, strategic plans are used to:

- Set policy & direction
- Prioritize & align resource allocation
- Educate & inform

## Multi-year Budget Policy

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

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

On December 16, 2020 Council removed the obligation to approve budget projections for years beyond the four-year budget cycle. City Council is responsible for overall budgetary policy and direction, strategic considerations as well as amendment of this Policy. Only City Council has authority to approve the annual operating and capital budgets as well as operating budget projections and capital budget forecasts.

## Financial Management Plan

The Financial Management Plan is the City of Winnipeg's strategy for guiding financial decision-making, meeting long-term obligations, and improving its economic position and financial stability. The Plan sets forth the guidelines against which current and future financial performance can be measured, and assists the City in planning fiscal strategy with a sustainable, long-term approach (<http://winnipeg.ca/finance/files/fmp.pdf>). The following section provides an assessment of progress against the Financial Management Plan goals.

## Debt Strategy

Leading practices incorporate the following concepts:

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

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

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

## Debt Management Policy

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

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

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

The Debt Management Policy brings together in one document the existing rules, regulations, and current practices relating to external debt. The policy summarizes the City's legal authority, restrictions, and responsibilities relating to external debt, which flow from The City of Winnipeg Charter, and addresses other areas related to debt management. The Debt Management Policy undergoes periodic review with updates submitted to Council for adoption.

[http://winnipeg.ca/finance/files/approved\\_debt\\_management\\_policy.pdf](http://winnipeg.ca/finance/files/approved_debt_management_policy.pdf)

## Investment Policy

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

- A definition of short, medium and long-term investments;
- Legal Authorization and delegated authority for investment of funds;
- Types of investments;

- Performance measurement;
- Reporting requirements for the investment portfolios; and,
- Credit risk and liquidity requirements.

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

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

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

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

## Loan Guarantee Policy

On September 28, 2016, Council adopted a renewed Loan Guarantee policy. The main objectives of this policy revision were to ensure that loan guarantees are only provided to organizations that assist the City in achieving its goals while minimizing the financial risk associated with the guarantee. Other revisions include application and standby fees, a cap on the amount of loan guarantees to non-consolidated entities and a minimum threshold for loan guarantee applications. COVID-19 has financially impacted most businesses and organizations, including those for which the City has provided a loan guarantee. The City is in regular contact with these organizations and is monitoring the status of its loan guarantees.

As of December 31, 2020, the City has unconditionally guaranteed the payment of principal and interest on capital improvement loans for several organizations. The City does not anticipate incurring future payments on these guarantees.

<https://www.winnipeg.ca/finance/files/LoanGuaranteePolicy.pdf>

## Materials Management Policy

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

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

## Asset Management Policy

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

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

## City Asset Management Plan

The City Asset Management Plan summarizes the inventory, overall replacement value, age, and condition of all the City’s major asset groups and presents this information in a format that compares the data across

various service areas. It also outlines the funding deficit and strategies associated with meeting level of service targets for existing and new infrastructure.

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

## State of the Infrastructure Report

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

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

## 2020 Infrastructure Plan

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

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

## Corporate Strategic Plan

The corporate strategic plan outlines key administrative directions, goals, and priorities for the City of Winnipeg public service. It establishes a roadmap for the public service to become more responsive to the needs of Council and residents.

It sets four strategic directions for the public service. These strategic directions focus on **culture, continuous improvement & innovation, communication & engagement, and customer service**. It also establishes outcome-based, key performance indicators to drive accountability and measure progress against its directions and many of its goals.

[https://www.winnipeg.ca/cao/pdfs/CW\\_Corporate-Strategic-Plan.pdf](https://www.winnipeg.ca/cao/pdfs/CW_Corporate-Strategic-Plan.pdf)

For more information on strategic plans and policies including links to:

- City planning
- Financial plans
- Open government
- Public safety
- Recreation and parks
- Special Operating Agencies annual business plans
- Streets and transportation
- Water, waste and climate

visit <https://winnipeg.ca/interhom/cityhall/strategic-plans-policies.stm>

# Financial Management Plan Update

City Council adopted the Financial Management Plan on March 20, 2020. The Plan sets forth the guidelines against which current and future financial performance will be measured, and provides a sustainable long-term approach for the City's fiscal strategy.

*OurWinnipeg* requires periodic review and reporting on the Financial Management Plan. The following provides a progress report on the Financial Management Plan goals. The measures reported against the financial management plan goals include the financial implications of the COVID-19 pandemic.

The following is a summary of the goals and results for both the 2020 and 2019 Financial Management Plan Adopted on March 20, 2020.

#	Goal	2020 Status	2019 Status
1	<b>Ensure a sustainable revenue structure:</b> <b>Target:</b> A revenue structure that keeps pace with inflation adjusted for growth	✗ *	✓
2	<b>Support a sustainable and competitive tax environment:</b> <b>Target:</b> A stable and competitive taxation system	✓	✓
3	<b>Support Economic Growth:</b> <b>Target:</b> Increase assessment base	✓	✓
4	<b>Support long-term financial planning:</b> <b>Target:</b> Transition to multi-year balanced tax supported operating budgets	✓	✓
5	<b>Build, maintain and enhance infrastructure:</b> <b>Target:</b> Continue to implement leading practices for asset management	✓	✓
6	<b>Manage expenditures:</b> <b>Target:</b> Operating expenditure increases should not exceed inflation adjusted for population growth	✗ *	✓
7	<b>Manage debt:</b> <b>Target:</b> That debt issuance and outstanding debt is in accordance with the debt management policy and debt strategy	✓	✓
8	<b>Ensure adequate reserves and liquidity:</b> <b>Target/Measure:</b> Reserve balances maintained at Council approved levels	✓	✓

\* Primarily due to financial impacts of the COVID-19 pandemic.

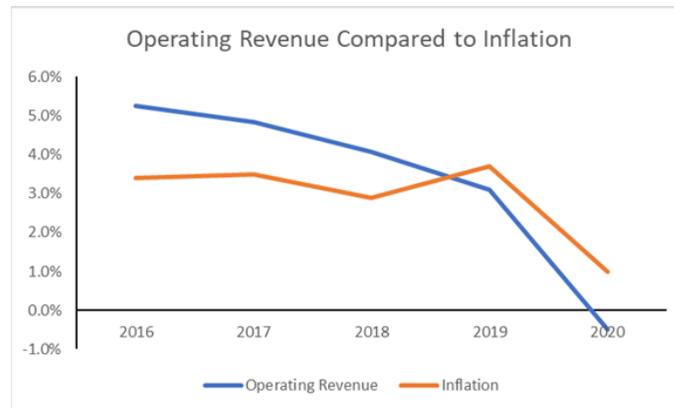
## Goal #1: Ensure a sustainable revenue structure

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

**Measure:** Increase in operating revenue should be, at a minimum, inflation adjusted for population growth.

Between 2019 and 2020 inflation adjusted for population growth, was 1.0%. Operating revenues for the City for this same period decreased by 0.5% while total consolidated revenues decreased by 14.0%.

During this period municipal taxes grew at a rate of 2.33% for increases for improvements to local and regional streets and bridges, as well as payments for Stage 2 of the Southwest Rapid Transitway plus there was assessment roll growth.



However, other City revenues such as accommodation taxes, transit ridership, recreational, parking and other fees were negatively impacted by the COVID-19 pandemic resulting in an overall growth rate that is 50% below the target. These revenue losses were partially covered by the Federal Safe Restart funding received in 2020.

These impacts are temporary and once normal operations resume it is expected that revenues should increase to be within the target range. For more information on revenue variances refer to the City's 2020 Audited Consolidated Financial Statements: [2020 Annual Report](#)

The City recognizes the need for new long-term growth revenue sources to be able to continue providing the level of services its citizens expect and to maintain a sustainable revenue structure to avoid future years' operational deficits (refer to Community and Financial Trends section).

Recommendations such as the establishment of a Transformative Fund are examples of how the City is identifying new ways to fund infrastructure and operations. The Transformative Fund, approved by Council in the 2020 budget will look at new ways of funding City projects through innovative ideas such as repurposing golf courses and the sale of under-utilized assets.

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

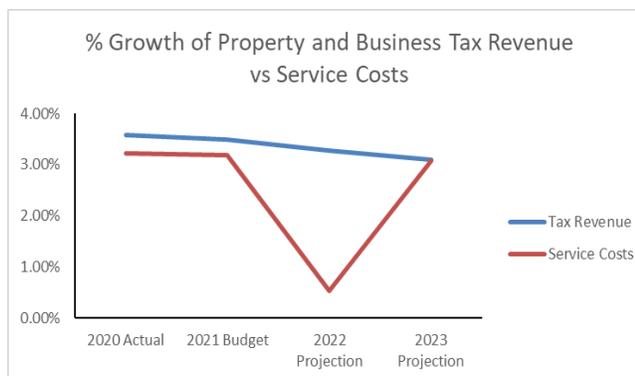
## Goal #2 Support a sustainable and competitive tax environment

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

**Measure:** Assessing that taxation levels adopted through multi-year budgets meet service requirements.

In 2020, the City approved a 4-year balanced multi-year operating budget and a 6-year balanced capital budget with tax increases of 2.33% dedicated to infrastructure funding. The balancing of both the operating and capital budgets over four years indicates that taxation levels are sufficient to meet current operating service requirements.

This chart shows the relationship between the percentage growth in property and business tax revenue compared to tax supported service costs. Based on dedicated tax increases for infrastructure and projected growth in the tax base, current taxation levels are expected to grow at an average of 3.3% from 2021 to 2023, in comparison to 2.3% for current service costs for the same period. Overall tax revenues are projected to exceed service costs within the multi-year budget cycle.

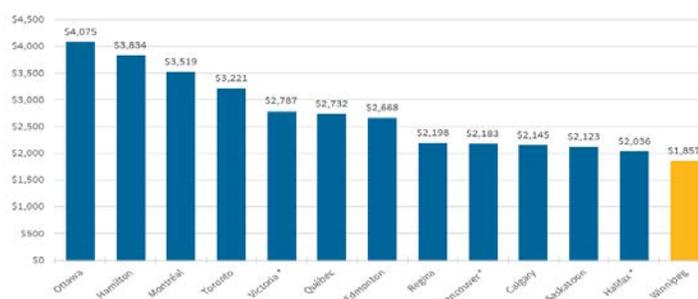


\*2021 Budget includes COVID-19 expenditures

The City continues to enhance the City's competitive position to attract investment. Business taxes continue to be reduced with the business tax rate now reduced from 4.97% in 2019 to 4.84% in 2020.

The City works with its partners, CentreVenture and Economic Development Winnipeg to encourage development in the City. The City established a new Economic Development Office in the 2021 budget. As well, the following table illustrates that the City continues to have the lowest property taxes compared with other Municipalities.

Average Residential Municipal Property Tax Across Major Canadian Cities in 2021



Sources: Various municipal government websites and media outlets  
\* 2021 estimates based on preliminary information

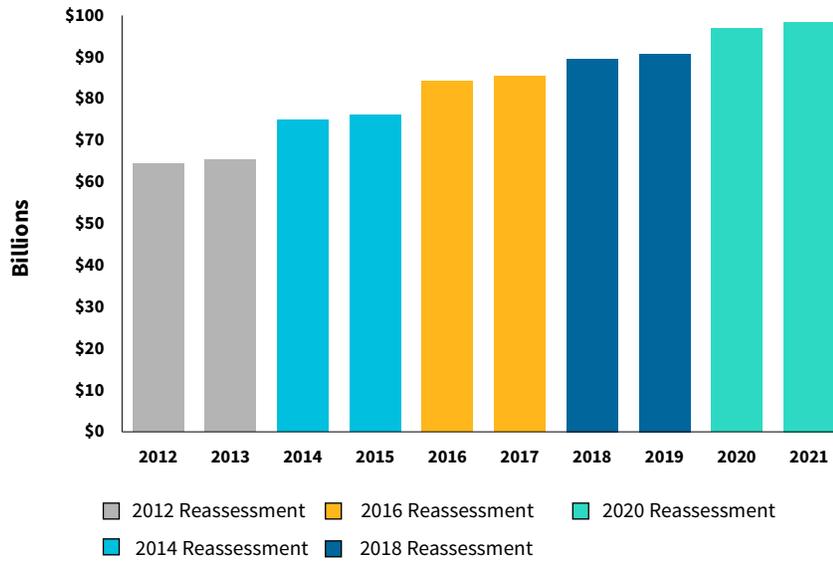
The above data does not consider infrastructure. The 2018 State of the Infrastructure Report identifies an infrastructure deficit of \$6.9 billion for infrastructure needs over a 10-year period ending in 2027. These projections reflect additional service requirements in future years and the City will consider other funding sources for these projects in future years' budgets, if current taxation levels are to be maintained.

### Goal #3: Support Economic Growth

**Target:** Increase assessment base

**Measure:** Growth in the assessment base.

Based on the data below, the City’s property assessment base has been growing annually from 2012 to 2021.

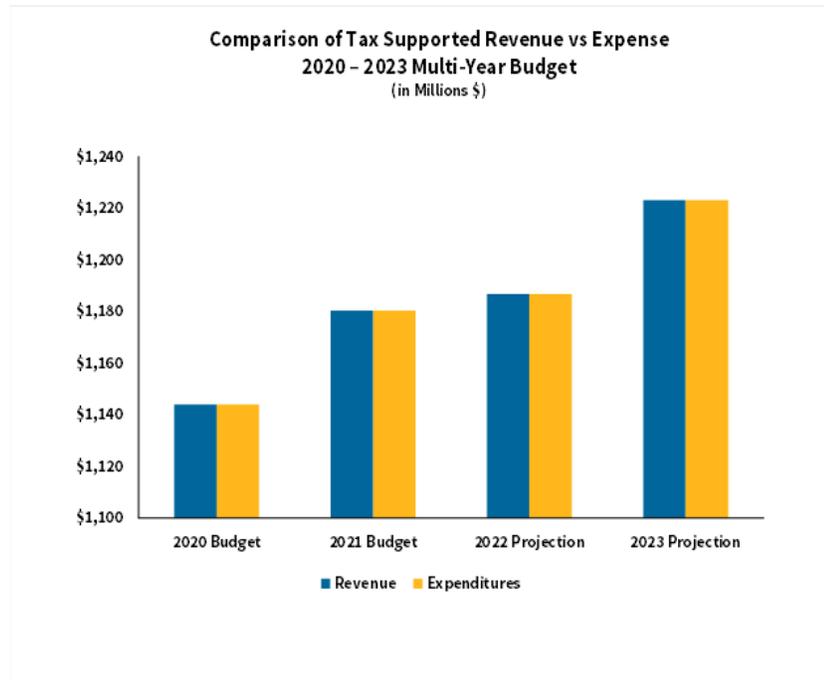


## Goal #4: Support long-term financial planning

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

**Measure:** Successful adoption of a multi-year balanced budget

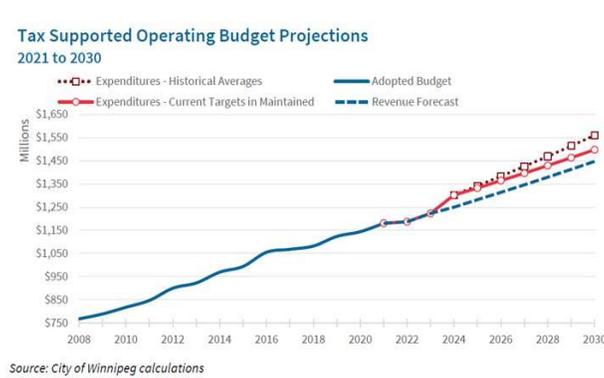
On June 21, 2018 Council directed the Public Service to start a process to implement a multi-year budget approach effective for the 2020 budget year, with a focus on addressing the structural deficit in tax-supported City operations. On March 20, 2020, Council adopted the 2020 – 2023 Operating and Capital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



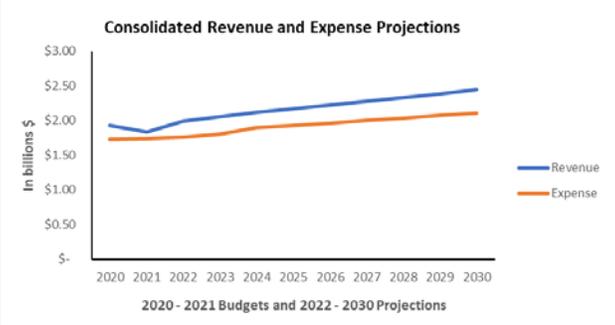
On December 15, 2020 Council presented their first-year update, approving a balanced 2021 Budget and 2022 and 2023 projections.

Prior to the City of Winnipeg’s 2020 multi-year budget process, the City had a structural deficit in its Tax supported operating budget. A structural deficit is a deficit that results from a persistent and underlying imbalance between budgetary revenues and expenditures. The 2020 multi-year budget process eliminated these deficits and balanced the budget such that operating expenditures would equal operating revenues for 2020 through to 2023.

The long-term budget outlook for Tax Supported Departments, depicted below, projects a \$112.8 million shortfall by 2030 based on historic expenditures.



The table below shows the long-term budget projection for consolidated revenues and expenses. This chart assumes revenue growth is consistent with the multi-year budget and expenditure growth is consistent with historical growth. The consolidated projections have been prepared in a similar basis to the year-end financial statements and reflect the results of reporting entities and include all inter-company eliminations and year-end accruals and adjustments.



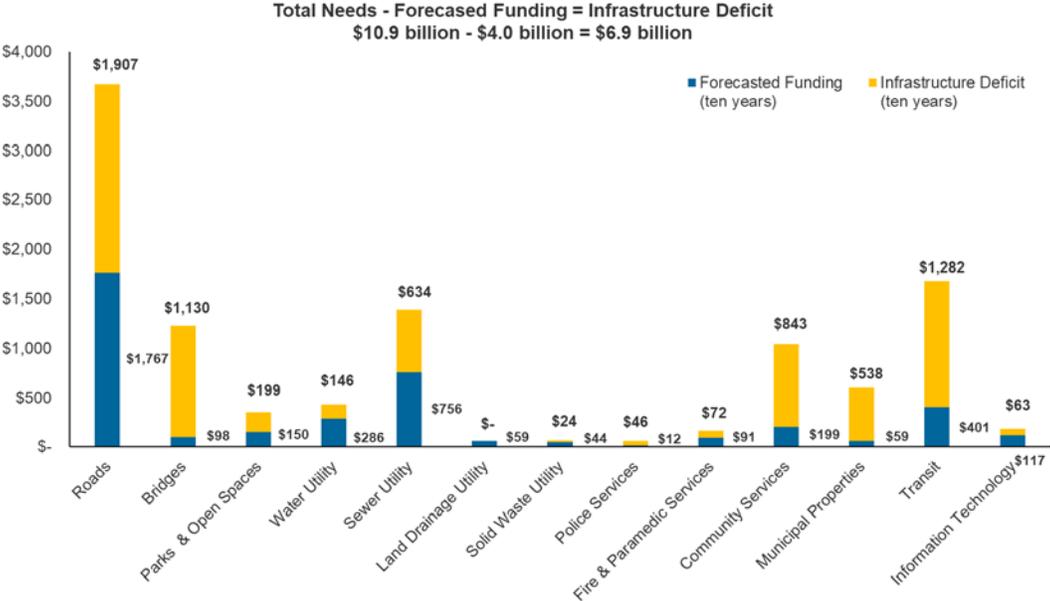
The City’s budget reflects investments aligned with the guiding policy directions from *OurWinnipeg* (refer to Service Based Budget Alignment to *OurWinnipeg* Policy Directions in the Overview section). The long-term projections were prepared on a consolidated basis and have not considered: significant economic recession or changes to services provided to citizens. Revenue is projected to increase at a consistent rate with expenditures. However, tax supported services are expected to be in a shortfall position starting in 2024 (see Tax Supported Operating Budget Projections above) . New long-term growth revenue sources are required to address the future years tax supported operational deficit and unfunded capital projects.

# Goal #5: Build, maintain and enhance infrastructure

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

**Measure:** How effective budget decisions are on impacting the infrastructure deficit

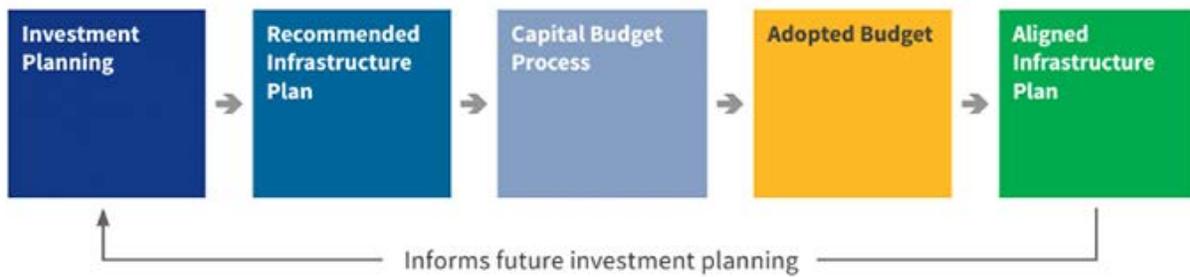
According to the City’s 2018 State of the Infrastructure Report, Winnipeg’s capital infrastructure deficit over 10 years (2018 to 2027) was estimated at \$6.9 billion.



The City averaged an annual capital budget for the reporting period 2012-2021 of \$480 million per year for both tax-supported and utilities, excluding any in-year approvals. These investments include investment in road and transit infrastructure through a dedicated tax increase of 2.33% and significant investments in Water and Waste infrastructure with major projects at the south end sewage treatment plant and annual investments of \$30 million per year in its combined sewer and basement flood management strategy. Details on the all the City’s open capital projects with budgets of \$5 million or more are located at: [Open Capital Projects Dashboard](#). Details on the City’s average \$480 million level of funding is short of what is needed to be sustainable. To eliminate the infrastructure deficit within 10 years an additional annual budget of \$690 million would be required.

The Public Service is advancing the City’s Asset Management Program by enhancing the tools available for departments to use, such as lifecycle costing, when considering capital investments. The 2020 Infrastructure Plan is a key tool to better inform decision-making during the multi-year budget process. The 2020 Infrastructure Plan captures the City’s 10-year capital investment priorities. Details are located at: [City of Winnipeg 2020 Infrastructure Plan](#).

Continuing to provide detailed information about the City’s infrastructure as a whole and understanding the total cost of owning and operating an asset offers a holistic overview of the City’s infrastructure needs.



As part of the Public Service’s on-going continuous improvement efforts, quality reviews and training for both the Investment Planning and Project Management processes have been incorporated into the asset management strategic roadmap. A review of the Asset Management Policy and the associated administrative standard is underway to ensure alignment with *OurWinnipeg* and other City strategies.

One of the fundamental elements needed to complete the City’s Asset Management Framework is to establish well-defined Risk and Level of Service models for effective planning and prioritization of infrastructure investments. This will provide a better understanding of the services that are most important to residents and balance the expected level of service with affordability.

## Goal #6: Manage expenditures

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

**Measure:** Increases in operating expenditures over the prior year do not exceed inflation adjusted for population growth

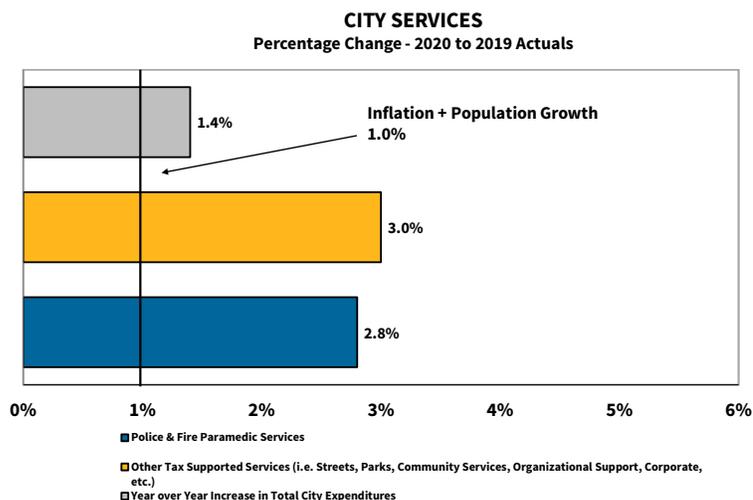
Operating expenditure increases from 2019 for police, fire and emergency medical services were 2.8% and for other tax supported services were 3.0%. Total consolidated expenditures increased by \$23 million or 1.4%, which comparable with the inflation adjusted for population growth for this period of 1.0%. The 2020 consolidated expenditures include impact fee refunds of \$37 million.

This year's measure is impacted by the significant reduction on the inflation rate as a result of the COVID-19 pandemic. According to the Statistics Canada Report - *The Consumer Price Index and COVID-19: A One-Year Retrospective*, the outbreak resulted in economic disruptions that continue to affect markets across the globe. As a result of the pandemic, prices have shifted significantly as Canadians entered a sustained period of physical distancing and business closures. As Canadians adapted to staying home and travelling less, demand for a number of consumer goods and services shifted, contributing to the first year-over-year decline in the Consumer Price Index (CPI) since 2009.

The average inflation rate plus population growth from 2016 – 2019 was 3.4%. Without the impact of the pandemic, the City's financial metrics would have been within this target. As with the revenue impacts noted earlier, the actual expenditure results are considered temporary and once normal operations resume it is expected that inflation adjusted for growth will be more consistent with City expenditures.

To manage the financial impacts of the pandemic the City put in a number of measures:

- Restrictions on discretionary spending
- Some temporary and non-permanent staff within the Community Services and Transit departments were subject to lay-off resulting from service changes
- Freeze on vehicle purchases, hiring, and senior management salary increases



## Goal #7: Manage debt

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

**Measure:** Net Debt as a percentage of revenue, debt servicing as a % of revenue and debt per capita remains with the Debt Strategy Limits

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

To manage debt responsibly and transparently, on October 28, 2015, City Council approved the Debt Strategy. The following table provides the City Council approved limits and debt metrics as at December 31, 2020. 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, 2020
Debt as a % of revenue		
City	90.0%	71.5%
Tax-supported and other funds	80.0%	57.3%
Utilities and Other	220.0%	90.8%
Debt-servicing as a % of revenue		
City	11.0%	5.7%
Tax-supported and other funds	10.0%	4.1%
Utilities and Other	20.0%	8.5%
Debt per capita		
City	\$2,800	\$1,855
Tax-supported and other funds	\$1,500	\$1,007
Utilities and Other	\$1,500	\$743

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.

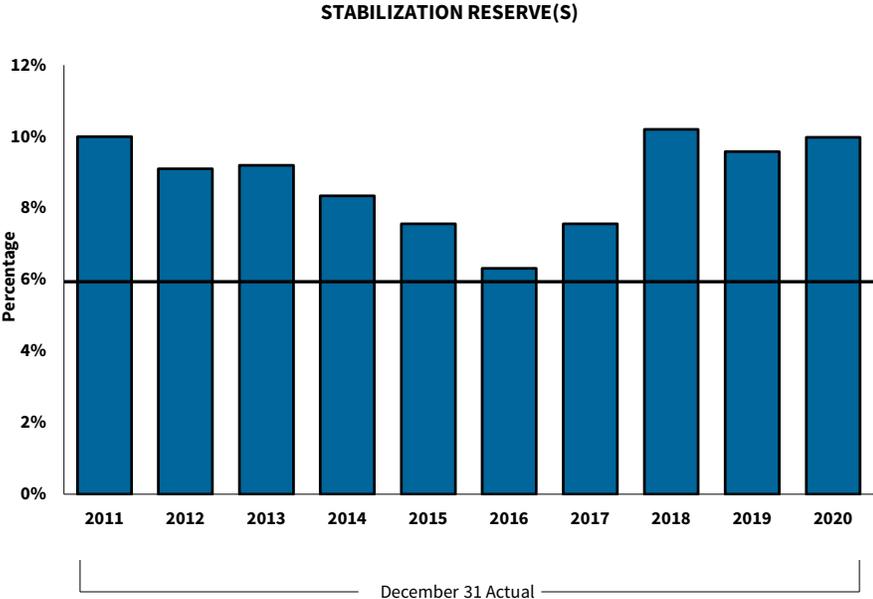
Source: City of Winnipeg 2020 Annual Financial Report

# Goal #8 Ensure adequate reserves and liquidity

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

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

On March 23, 2015, Council approved a change in the level for the Financial Stabilization Reserve Fund (FSR) from 8% to 6% of tax supported expenditures. The ending balance in the FSR in 2020 is above target level at 9.98% of tax supported expenditures.



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

In addition to reserves, liquid assets and the City’s uncommitted credit facilities are both contributing factors towards liquidity. As of December 31, 2020, City liquidity is above its target of 30% (See Executive Policy - organization performance measures section). The City will continue to monitor its reserve and liquidity positions against future requirements to ensure adequate balances are maintained.



Photo Credit: Dan Harper

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# Community and Financial Trends

Selected Statistics on Local Demography, Development, and Municipal Finance

Economic Research - June 2021

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# Community and Financial Trends Preface

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

For 2021, the world is into its second year of the global COVID-19 pandemic with over 144 million confirmed cases to date, which continues to cause significant disruptions to livelihoods, health, and financial situations of people everywhere.<sup>1</sup> As of the writing of this report, over 1,000 people have lost their lives to COVID-19 in Manitoba, over 25,000 in Canada, and over 3.4 million globally.<sup>2,3</sup>

The effects of the pandemic have been felt by everyone across every sector. Locally in Manitoba, lockdown restrictions that were implemented in spring 2020 around the first wave of infections were eased into the summer months as new infections decreased. However, strict lockdowns began again in fall of 2020 as a second wave of infections hit the province and strained the capacity of the healthcare system, and in particular, the resources of intensive care units (ICU) at hospitals. As caseloads declined into February and March of 2021, some restrictions were eased but the Provincial Pandemic Response Level remained at "critical", with significant limitations still imposed on business operations and social gathering sizes. A third wave of infections began in early May 2021 resulting in additional lockdown measures being re-implemented.

While various lockdown interventions locally, nationally, and globally have been credited with reducing the spread of COVID-19, there have been economic and social costs associated with these measures.<sup>4</sup> There are concerns that adverse outcomes brought about by isolation, quarantine, job or financial loss, stress, and anxiety may lead to issues such as deteriorating mental health and an increase substance abuse, domestic violence, or cybercrime.<sup>5,6</sup>

With respect to the local economic effects of the pandemic, the Conference Board of Canada estimates that the Winnipeg Census Metropolitan area's (CMA) real GDP contracted by 4.3 per cent in 2020 and at a provincial level, Statistics Canada indicates that provincial GDP contracted by 4.8 per cent. On the subject of labour, the Winnipeg CMA's employment rate bottomed out at 57.6 per cent in June 2020, down 6.8 percentage points from the pre-COVID employment rate of 64.4 per cent in

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<sup>1</sup> World Health Organization. (2021). WHO Coronavirus (COVID-19) Dashboard. Accessed May 26, 2021.

<sup>2</sup> Ibid.

<sup>3</sup> Province of Manitoba. (2021). COVID-19 Dashboard. Accessed May 26, 2021.

<sup>4</sup> Haug, N. et al. (2020). Ranking the Effectiveness of Worldwide COVID-19 Government Interventions. *Nature Human Behavior*, 4, 1303-1312.

<sup>5</sup> Pfefferbaum, B. and North, C. S. (2020). Mental Health and the COVID-19 Pandemic. *New England Journal of Medicine*, 383, 510-512.

<sup>6</sup> Ravindran, S. and Shah, M. (2020). Unintended Consequences of Lockdowns: COVID-19 and the Shadow Pandemic. *NBER Working Paper Series*, Working Paper 27562.

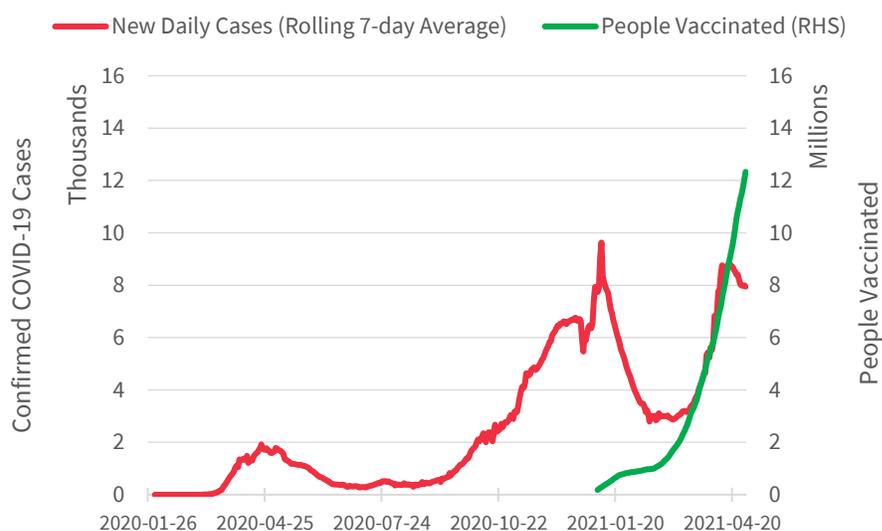
February 2020, reflecting the adverse effects the pandemic and lockdowns had on economic activity.<sup>7</sup> Nationally, Canada's real GDP contracted 5.3 per cent and global GDP dropped 3.3 per cent in 2020.<sup>8,9</sup>

Further, the financial and labour market impacts from the pandemic have not affected all demographics the same. In Canada, Indigenous people experienced an employment rate that was 6.1 percentage points lower than non-Indigenous people from June to August 2020, whereas before the pandemic, the Indigenous employment rate was only 2.4 percentage points lower than the non-Indigenous rate.<sup>10</sup> This suggests that the pandemic had a more adverse effect on the Indigenous labour force. Moreover, survey data from Statistics Canada indicates that both visible minorities and persons with disabilities were more likely to report that the pandemic had moderate or major impacts on their ability to work or meet financial obligations.<sup>11,12</sup>

When looking at labour impacts by education level, those with higher levels of educational attainment have fared better during the pandemic. As of March 2021, those with a university degree (bachelor's degree or above) had an employment rate that was 0.6 percentage points higher than their pre-pandemic employment rate of 73.6 per cent in February 2020, whereas the employment rate for those with only a high school diploma was still 4.6 percentage points below their February 2020 rate of 55.4 per cent.<sup>13</sup>

While 2020 was a dismal year, there is hope that the deployment of vaccines to combat COVID-19 across the world will result in better outcomes in 2021 and 2022.

### Canada: Confirmed Daily COVID-19 Cases and Vaccinations (January 2020 to April 2021)



Source: Hannah Ritchie, Esteban Ortiz-Ospina, Diana Beltekian, Edouard Mathieu, Joe Hasell, Bobbie Macdonald, Charlie Giattino, Cameron Appel, Lucas Rodés-Guirao and Max Roser (2020) - "Coronavirus Pandemic (COVID-19)". Published online at [OurWorldInData.org](https://ourworldindata.org). Retrieved from: '<https://ourworldindata.org/coronavirus>' [Online Resource]

<sup>7</sup> Statistics Canada. Table 14-10-0380-01. Labour Force Characteristics, Three-month Moving Average, Seasonally Adjusted

<sup>8</sup> Statistics Canada. Table 36-10-0434-03. Gross Domestic Product (GDP) at basic prices, by industry, annual average.

<sup>9</sup> International Monetary Fund (IMF). (2021). World Economic Outlook (April 2021). Accessed April 23, 2021.

<sup>10</sup> Bleakney, A., Masoud, H. and Robertson, H. (2020). Labour Market Impacts of COVID-19 on Indigenous People: March to August 2020, Statistics Canada.

<sup>11</sup> Hou, F. Frank, K. and Schimmele, C. (2020). Economic Impact of COVID-19 Among Visible Minority Groups. Statistics Canada.

<sup>12</sup> Statistics Canada. (2020). Impacts of COVID-19 on Persons with Disabilities.

<sup>13</sup> Statistics Canada. Table 14-10-0019-01 Labour force characteristics by educational attainment, monthly, unadjusted for seasonality. For individuals aged 25 years and over. Accessed April 26, 2021.

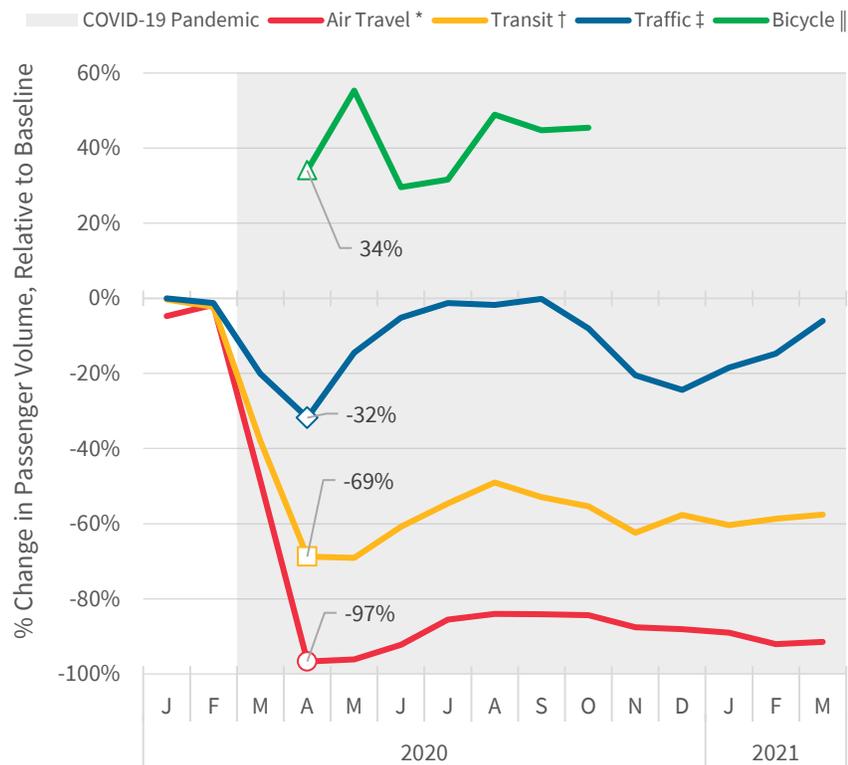
As of early May 2021, over 1.2 billion vaccines doses have been administered globally, with over one quarter of Canadians having received at least one dose.<sup>14,15</sup> Global efforts to develop and distribute vaccines have caused many to become more optimistic about the future of our health and economic recovery in the short-term. But this positivity does not come without a caution, as the emergence and spread of new COVID-19 variants are putting pressure on local governments to implement new lockdown measures while simultaneously working to get as many vaccines administered as possible.

Like most organizations, the pandemic has affected day-to-day operations and services. The most notable impacts of the pandemic on city services can be seen in transportation and recreation.

Traffic volumes are directly correlated with lockdowns, with sharp decreases observed in the first and second waves of the pandemic where lockdown measures were implemented, but on aggregate, is the least-affected transportation mode when measured by volume.

Transit boarding's have declined much more severely, with ridership bottoming out at roughly 30 per cent of baseline in April 2020 and increases in ridership have not been as strong as those seen in general traffic volumes. Part of this is likely due to post-secondary institutions only offering online courses throughout the pandemic and many office-based employers allowing employees to work from home.

## The COVID-19 Pandemic's Impact on Transportation and Travel in Winnipeg



\* Source: Winnipeg Airports Authority, Historical Passenger Statistics. Measurement represents relative change in monthly passengers enplaned + deplaned compared to the same month in 2019 (City of Winnipeg calculations)

† Source: City of Winnipeg. Measurement represents relative change in weekly transit boardings compared to the same week in 2019, averaged over the given month.

‡ Source: City of Winnipeg. Measurement represents relative change in weekly traffic volume compared to a February/March of 2020 baseline, averaged over the given month.

|| Source: City of Winnipeg. Measurement represents relative change in monthly average daily bicycle traffic volume compared to same month in 2019. Bicycle traffic is low between October and March (incl.) and results are too volatile to report.

<sup>14</sup> World Health Organization. (2021). WHO Coronavirus (COVID-19) Dashboard. Accessed April 23, 2021.

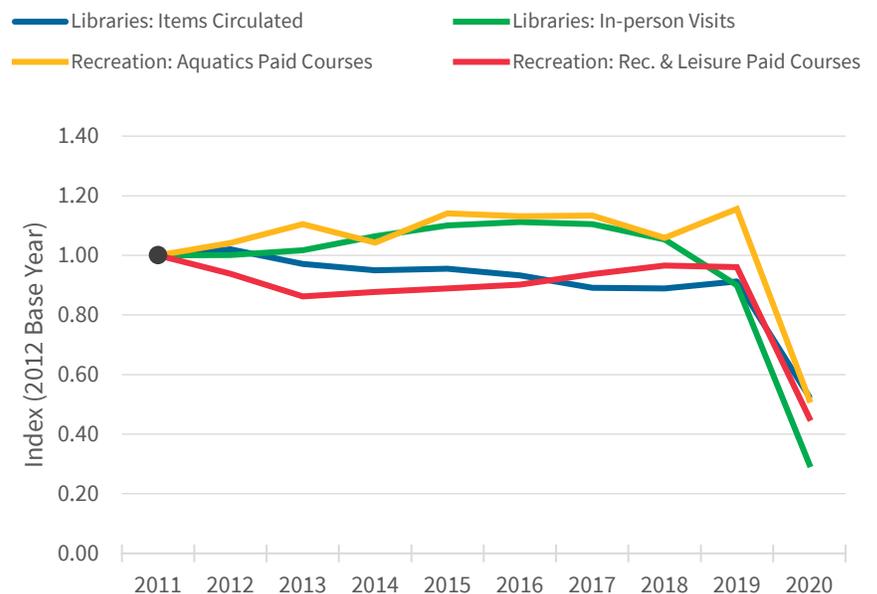
<sup>15</sup> Our World in Data. (2021). Share of People Who Received At least One Dose of COVID-19 Vaccine. Accessed April 23, 2021.

The hardest hit transportation sector has been air travel. At Winnipeg’s James Armstrong Richardson International Airport, enplaned and deplaned passengers fell by 97 per cent at the initial outbreak of the pandemic in April 2020 – in April 2019, the airport saw 334,000 passengers throughout the month whereas in April 2020 it only saw 11,000 passengers.

Finally, unlike the other three transportation methods, bicycle traffic volume was up in the spring and summer months of 2020 relative to the same months in 2019, perhaps reflecting an increase in local recreational activities and/or a mode shift to more people biking to their workplaces. Overall, bicycle traffic volumes at the City’s eight permanent bicycle count sites were up an average of 41 per cent between April to October 2020.

With respect to recreation and leisure, the public health measures employed to combat the pandemic had a significant impact on recreation opportunities offered by the City of Winnipeg. Relative to 2019, the number of library programs attendees declined by 72 per cent, library in-person visits declined by 67 per cent, aquatics paid courses declined by 55 per cent, and recreation and leisure paid courses declined by 53 per cent. The chart on the right shows how service statistics for libraries and recreation have changed relative to 2012, with these services all showing significant declines in 2020 due to the pandemic.

### The COVID-19 Pandemic's Impact on Recreation and Leisure in Winnipeg (Index: 2012 = 1)



Source: City of Winnipeg.

The health, social, and economic effects of the COVID-19 pandemic have been far-ranging both here in Winnipeg and across the world. Employees working from home, a shift to e-commerce, lower interest rates, and elevated housing prices are just some of the significant shifts that have occurred in response to or during the pandemic; whether these shifts will remain after the pandemic is resolved, or how they will shape the landscape of our City remains to be seen. Regardless of these effects, 2020 and 2021 thus far have proven to be a challenging time for people and organizations everywhere, and these experiences will leave a lasting impression.

# Community Trends

## Population

### Population Growth

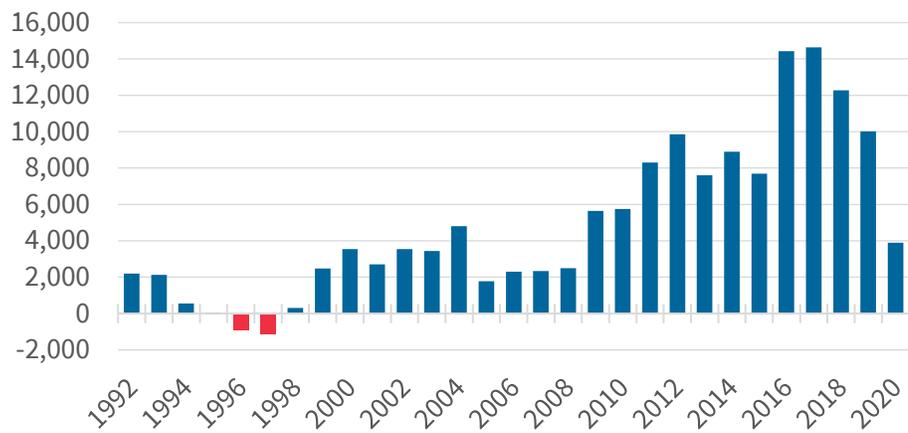
Prior to the 1990s, Winnipeg had historically seen strong population growth in most decades following the Second World War. However, the growth in population from 1989 to 1999 slowed down significantly to the point where Winnipeg was growing by an average of only 1,000 people per year, while the City even lost population in 1996 and 1997. Historically, the 1990s represented one of the slowest-growth decades in the City's history.

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

However, population growth significantly declined from 2019 to 2020, with the City growing by approximately 3,900 people. This was the smallest growth in population since 2008 and was primarily due to the COVID-19 pandemic impacting international migration for both permanent and non-permanent residents, along with strong and continued migration of Winnipeggers to other provinces in Canada. Annual population change since 1992 is shown in the graph above.

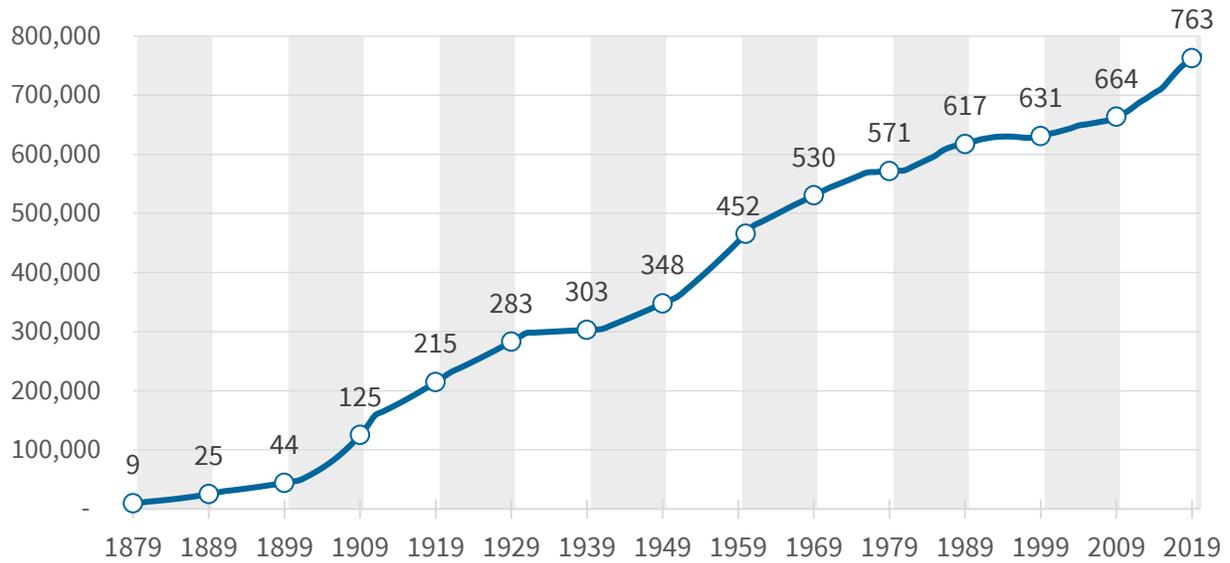
The figure on the following page shows the estimated growth of Winnipeg's population beginning in 1879. The estimated population at the end of each decade is reported in the data labels (in thousands). Based on this data, it is estimated that the City of Winnipeg experienced the largest decade of growth from 1949 to 1959, growing by an estimated 105,000 people over the course of 10 years. By comparison, Winnipeg grew by an estimated 99,500 people from 2010 to 2019, representing the second largest decade of growth in Winnipeg's history.

**City of Winnipeg Annual Population Change  
1992 to 2020**



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

## City of Winnipeg Population Estimates - 1879 to 2020

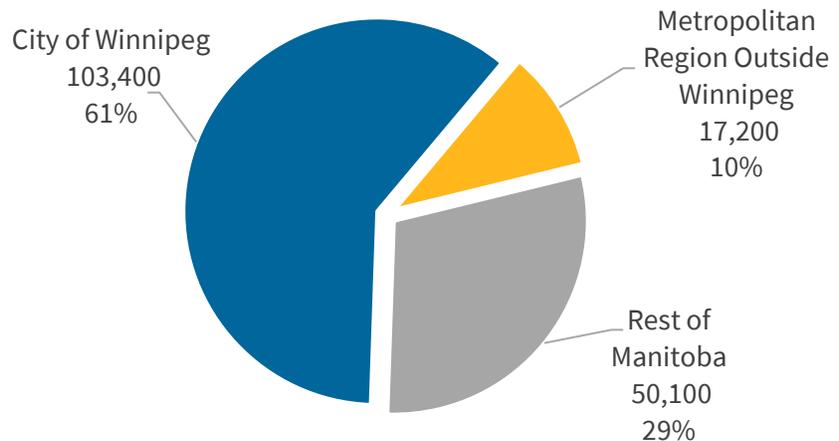


Source: Statistics Canada, Table 17-10-0142-01, Population Estimates, July 1, by census subdivisions, 2016 boundaries; Manitoba Bureau of Statistics; City of Winnipeg Calculations.

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

The chart on the right shows that while Manitoba grew by around 170,700 people from 2009 to 2020, the majority of this growth (61 per cent) was concentrated within the City of Winnipeg. Another 10 per cent of this growth occurred within the metropolitan area surrounding Winnipeg, and the remaining 29 per cent of growth occurred across the rest of the province.

## Distribution of Manitoba's Population Growth 2009 to 2020

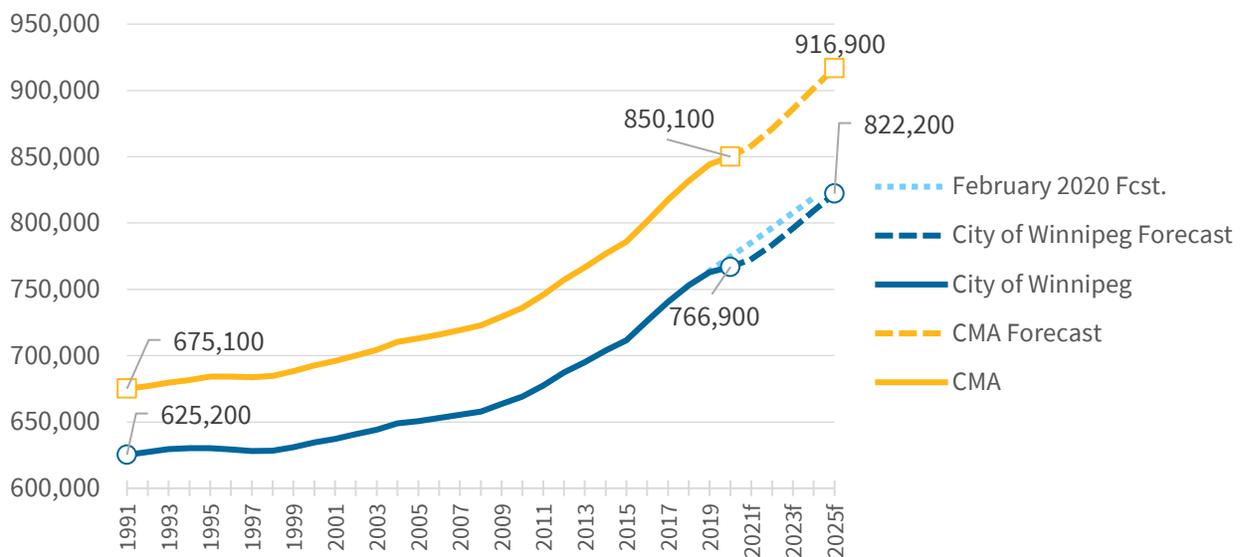


Source: Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries; Statistics Canada, Table 17-10-0005-01, Population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

While population growth has been negatively impacted by the COVID-19 pandemic with net growth expected to be marginal over the short term, the Conference Board of Canada expects growth to resume pre-pandemic levels into 2022 and beyond in their most recent Spring 2021 forecast. The chart below includes the pre-COVID-19 City of Winnipeg population forecast that was produced in February 2020 for reference.

Overall, current forecasts suggest that the City of Winnipeg is expected to grow by 55,300 people from 2020 to 2025. The Winnipeg CMA expected to grow by 66,800 and the Province by 89,200 over the same time period.

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



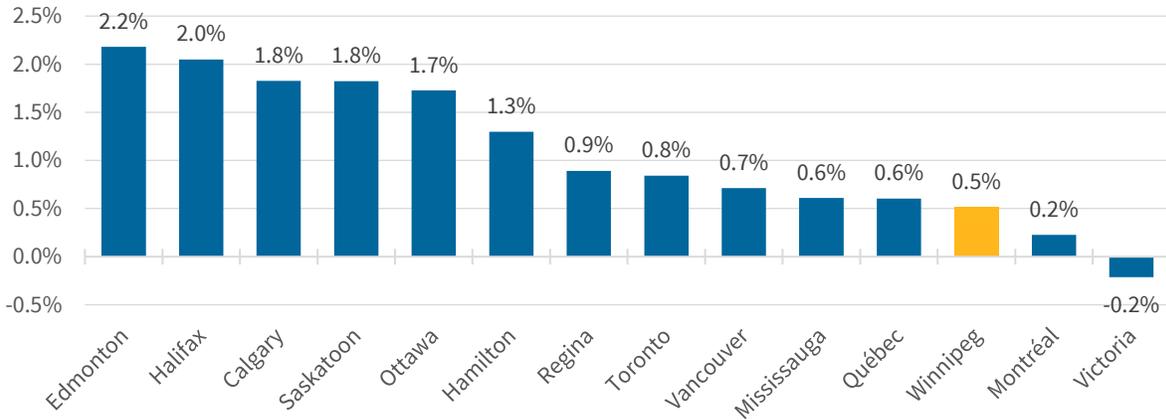
Source: Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries; Conference Board of Canada, Metropolitan Outlook 1 Data – Spring 2021; City of Winnipeg calculations.

### Population Growth Summary by Region

Region	2020 Population	2025f Population	Average Annual Growth	Compounded Annual Growth Rate
City of Winnipeg	766,900	822,200	11,060	1.4%
Winnipeg Census Metropolitan Area (CMA)	850,100	916,900	13,360	1.5%
Manitoba	1,379,300	1,468,500	17,840	1.3%

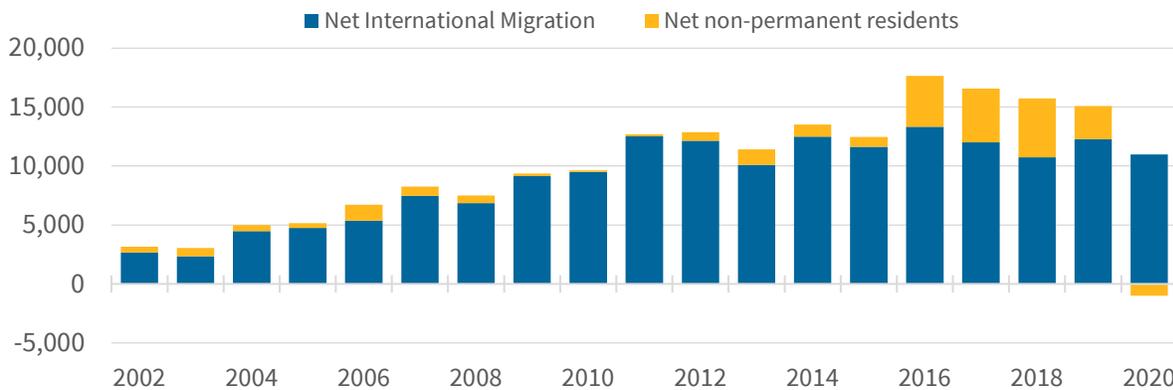
While Winnipeg has shown strong population growth over the previous decade, much of this growth has been reliant on international migration of permanent and non-permanent residents to the City which has also offset significant losses from interprovincial outmigration. However, boarder closures and international travel restrictions have temporarily reduced international migration, and as such, Winnipeg’s population growth rate of 0.5 per cent from 2019 to 2020 was among the lowest in Canada.

### 2019 to 2020 Population Growth Rate Across Major Canadian Cities



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

### International Migration by Year for the Winnipeg CMA



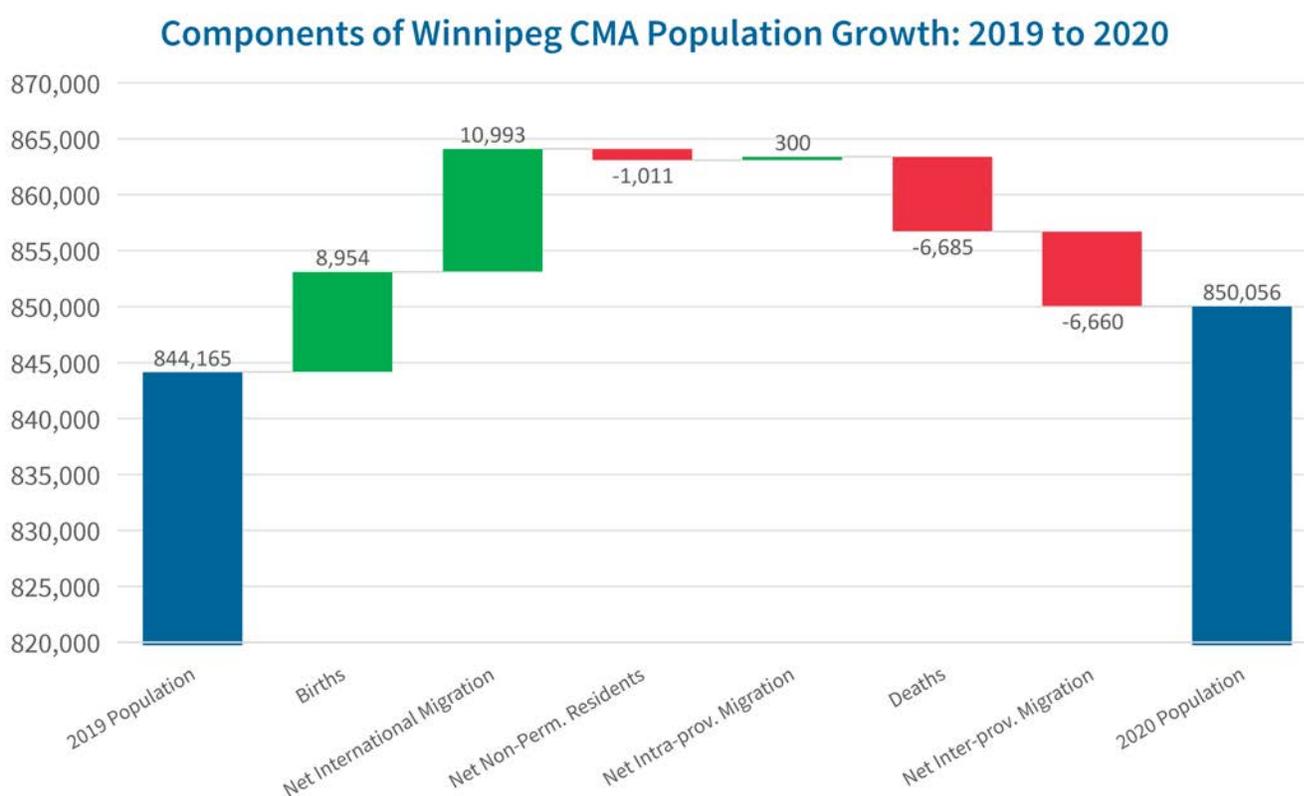
Source: Statistics Canada, Table 17-10-0079-01, Components of population growth by census metropolitan area, age group and sex, annual, based on the SGC 2011 (inactive); Statistics Canada, Table 17-10-0136-01, Components of population change by census metropolitan area and census agglomeration, 2016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

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

in Winnipeg.<sup>16</sup> As international immigration drives population growth, this in turn, has an influence on major trends.

What stands out in the above figure for 2020 is the negative value for net non-permanent residents. Non-permanent residents include foreign workers, foreign students, humanitarian populations, and other temporary residents. In Manitoba, the majority of non-permanent residents are foreign students studying at post-secondary institutions. The COVID-19 pandemic, which has limited international travel and caused post-secondary institutions to switch to remote online learning, has likely resulted in a temporary decline in the number of students physically living and studying in Winnipeg.

Another important trend to highlight is how Winnipeg’s population grows on a yearly basis. The waterfall chart below shows how the Winnipeg CMA grew from 2019 to 2020. Overall, 44 per cent of the growth in population came from births and 58 per cent came from net international migrants. With respect to population loss, 47 per cent was due to deaths and 46 per cent was due to people leaving Winnipeg for other provinces.



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

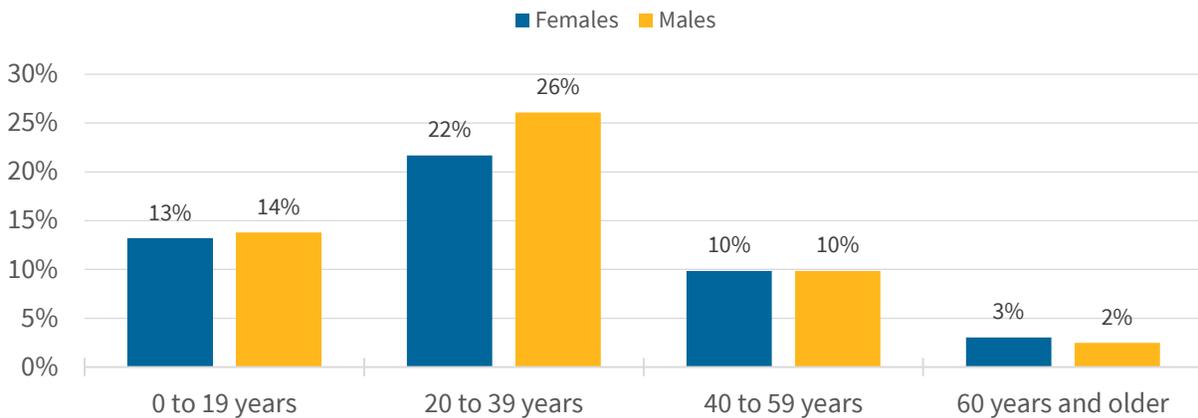
The above chart demonstrates that Winnipeg experiences significant net population loss from individuals moving to other provinces in Canada (net interprovincial migration). In fact, from 2019 to

<sup>16</sup> Province of Manitoba, Immigrate Manitoba. 2018. MPNP Annual Report – 2018. *Intended Destination in Manitoba*. Accessed April 28, 2020.

2020, Winnipeg had the largest net loss in population from interprovincial migration out of all 35 Census Metropolitan Areas in Canada.<sup>17</sup>

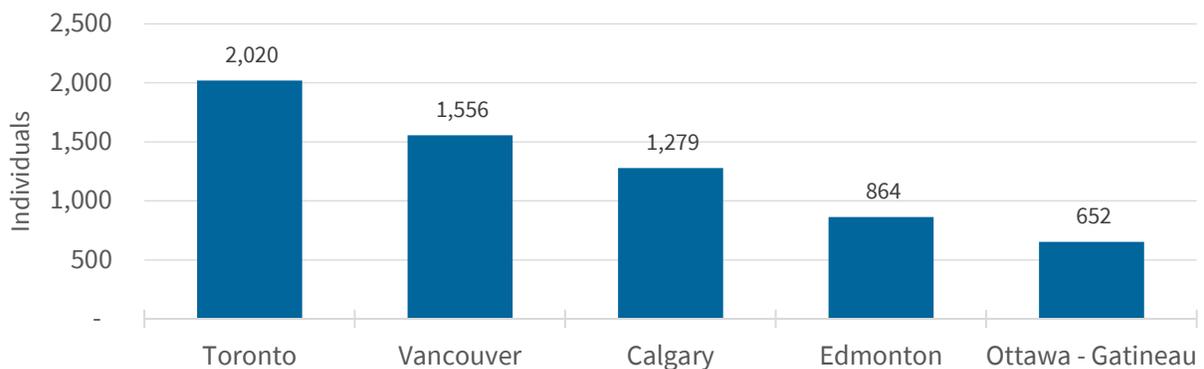
Further analysis shown in the following figures illustrates that largest group of individuals leaving Winnipeg for other provinces are those aged 20 to 39, and the split across genders is roughly the same. Further, the primary cities that Winnipeggers move to outside of Manitoba are Toronto, Vancouver,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

### Age and Gender Distribution of Individuals Migrating from Winnipeg to Other Provinces, 2019 to 2020



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

### Top 5 Census Metropolitan Areas for Interprovincial Out-migrants leaving Winnipeg for other provinces, 2018 to 2019



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

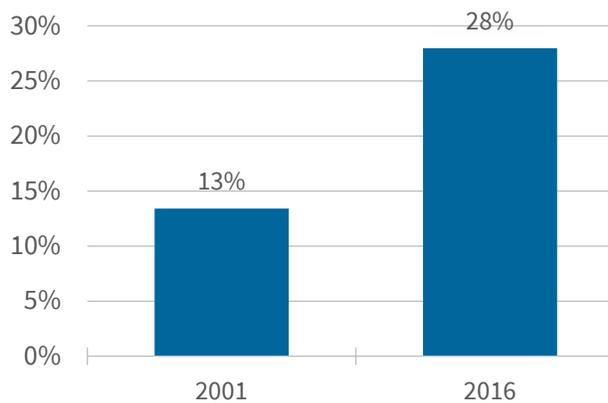
Note: 2018/2019 is the latest data available for this table at this time.

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

## Demographics

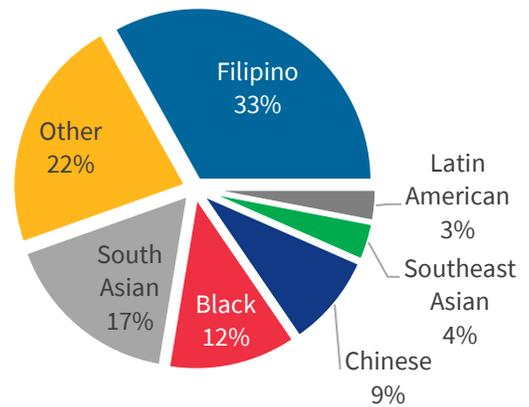
One of the results of international migration is that the proportion of Winnipeg's population that is composed of visible minorities has risen significantly. In 2001, 13 per cent of Winnipeg's population belonged to a visible minority group and by 2016, this value had risen to 28 per cent, now representing over 193,000 people.<sup>18</sup> The largest group of visible minorities in Winnipeg is the Filipino community, which totaled over 73,000 people in 2016.

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



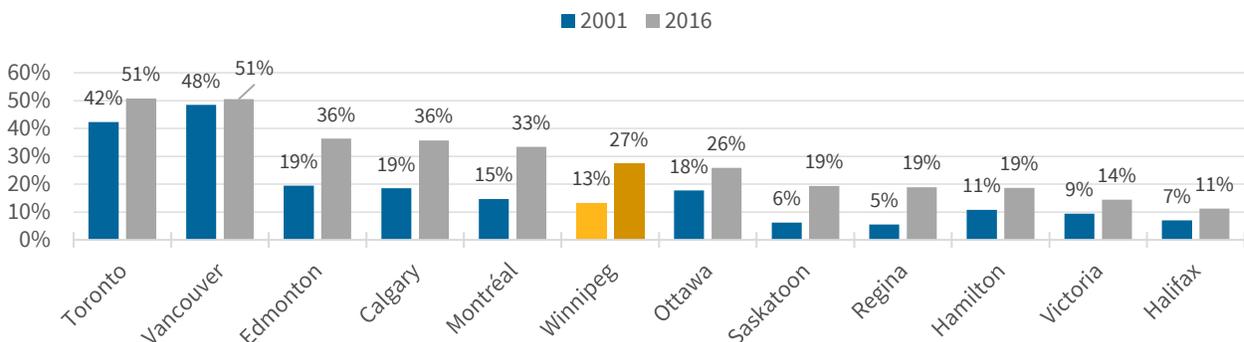
Source: Statistics Canada, 2001 and 2016 Census of Population.  
 Note: Data is representative of city (CY) municipal boundaries.

### Distribution of Visible Minorities - 2016



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

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

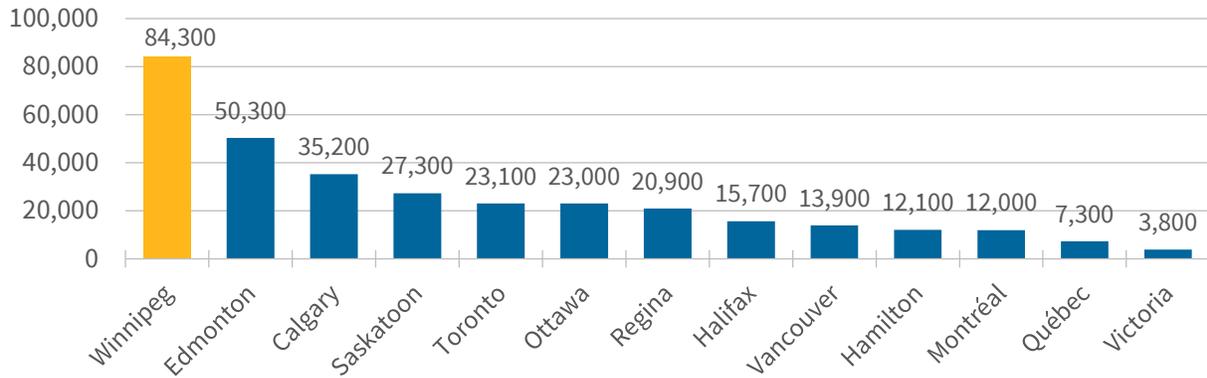


Source: Statistics Canada, 2001 and 2016 Census of Population.

<sup>18</sup> Source: Statistics Canada 2001 and 2016 Census of Population. Data representative of city (CY) municipal boundaries.

With respect to Indigenous peoples, Winnipeg has the largest Indigenous population in Canada out of all major cities. In 2016, over 84,000 people identified as Indigenous representing over 12 per cent of Winnipeg’s overall population.<sup>19</sup>

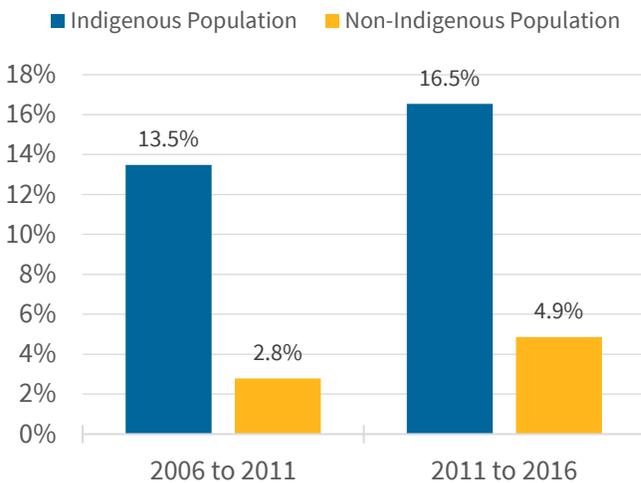
### Indigenous Populations across Canada - 2016



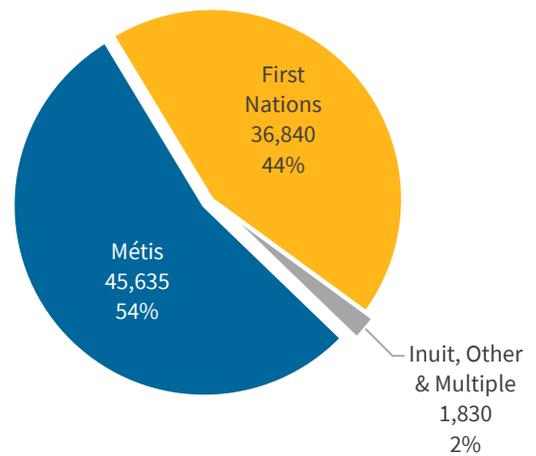
Source: Statistics Canada, 2016 Census of Population.

Furthermore, the Indigenous population in Winnipeg is growing significantly faster than the non-Indigenous population, and this is illustrated in the chart below on the left. For example, between 2011 and 2016, the Indigenous population grew by 16.5 per cent while the non-Indigenous population grew by 4.9 per cent.<sup>20</sup> In terms of their identity, as at the 2016 census, 54 per cent of Winnipeg’s Indigenous population identified as Métis, 44 per cent identified as First Nations, and 2 per cent identified as Inuk (Inuit) or other/multiple.<sup>21</sup>

### Winnipeg Population Change by Group



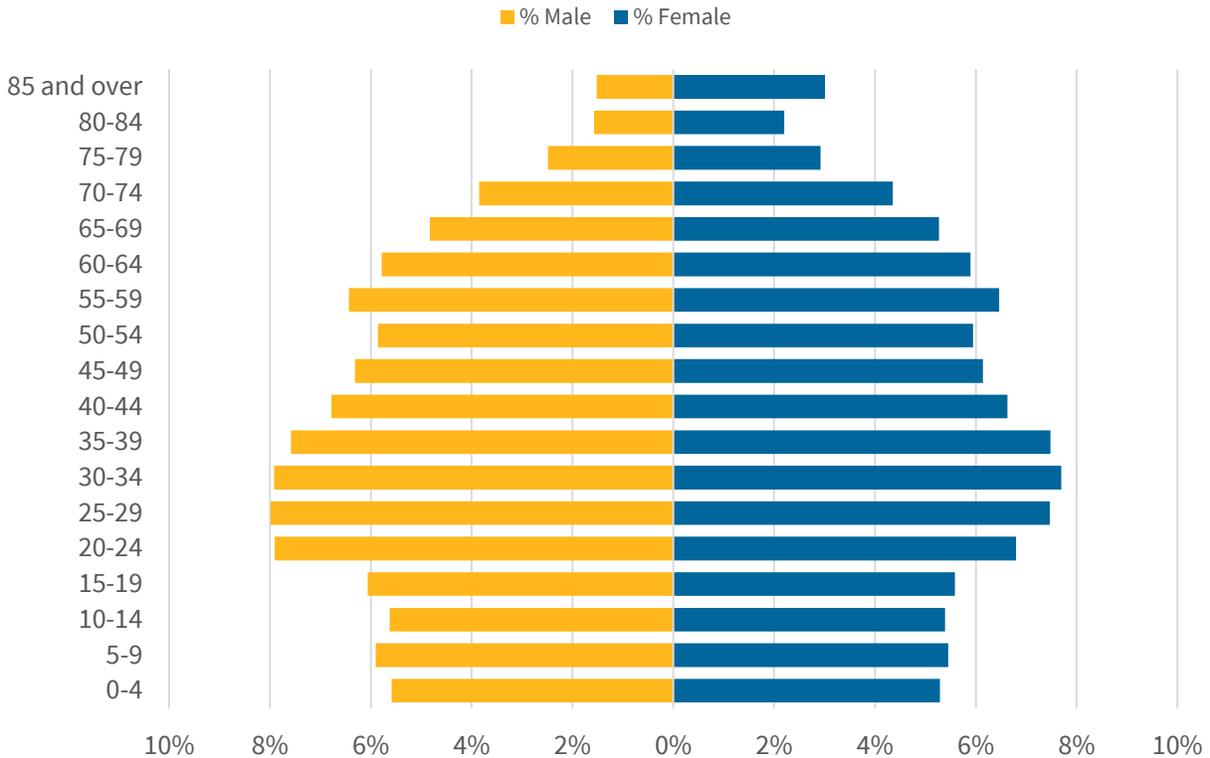
### Distribution of Indigenous Population by Identity - 2016



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

<sup>19</sup> Source: Statistics Canada 2016 Census of Population  
<sup>20</sup> Source: Statistics Canada 2006, 2011, and 2016 Census of Population  
<sup>21</sup> Source: Statistics Canada 2016 Census of Population

## City of Winnipeg Population Pyramid - 2020



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

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

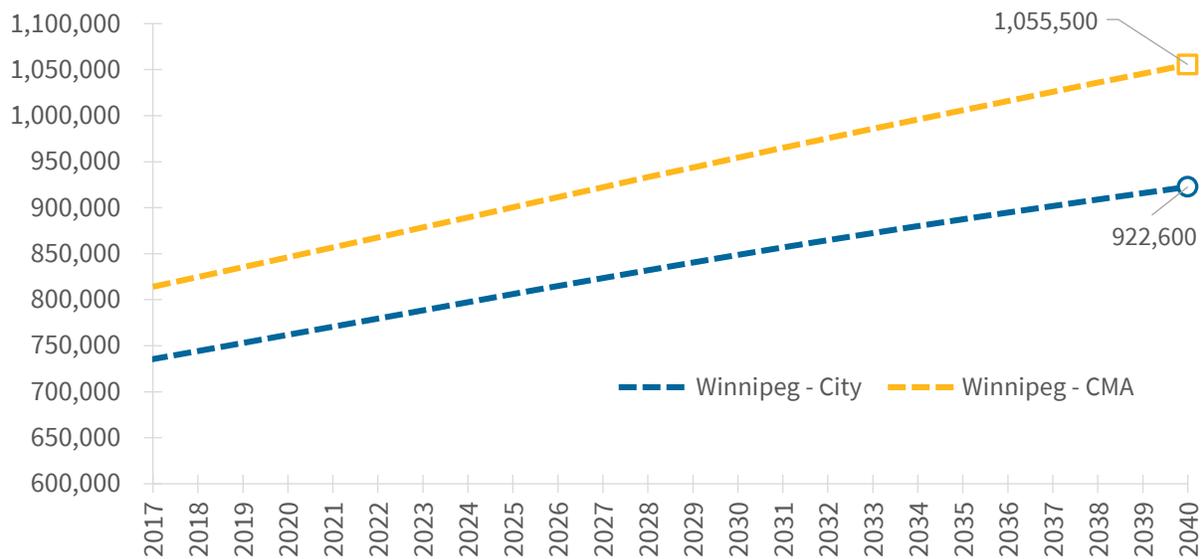
Indeed, the largest share of population is now those between the ages 30 to 34 at 7.8 per cent which currently reflects nearly 60,000 individuals.<sup>22</sup> The table on the following page provides a detailed breakdown on the distribution of Winnipeg’s population by age and gender in 2020.

<sup>22</sup> Source: Statistics Canada, Demography Division, customized for City data

### Expected Population Growth over the next: <sup>23</sup>

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

### City of Winnipeg – Long Run Population Forecast



Source: City of Winnipeg 2016 Population Forecast

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

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

<sup>23</sup> Source: City of Winnipeg 2016 Population Forecast

## City of Winnipeg Population by Age – 2020 <sup>24</sup>

Age	Total	Females	Males
0-4	41,698	20,504	21,194
5-9	43,521	21,151	22,370
10-14	42,216	20,892	21,324
15-19	44,624	21,655	22,969
20-24	56,358	26,377	29,981
25-29	59,245	28,959	30,286
30-34	59,857	29,837	30,020
35-39	57,752	29,015	28,737
40-44	51,417	25,712	25,705
45-49	47,766	23,831	23,935
50-54	45,274	23,054	22,220
55-59	49,469	25,075	24,394
60-64	44,798	22,876	21,922
65-69	38,748	20,450	18,298
70-74	31,483	16,893	14,590
75-79	20,757	11,331	9,426
80-84	14,471	8,528	5,943
85 and over	17,440	11,670	5,770
<b>Total</b>	<b>766,894</b>	<b>387,810</b>	<b>379,084</b>

<sup>24</sup> Source: Statistics Canada, Demography Division, customized for City data

# Residential Housing and Commercial Market

## Investment Across Canada in 2020

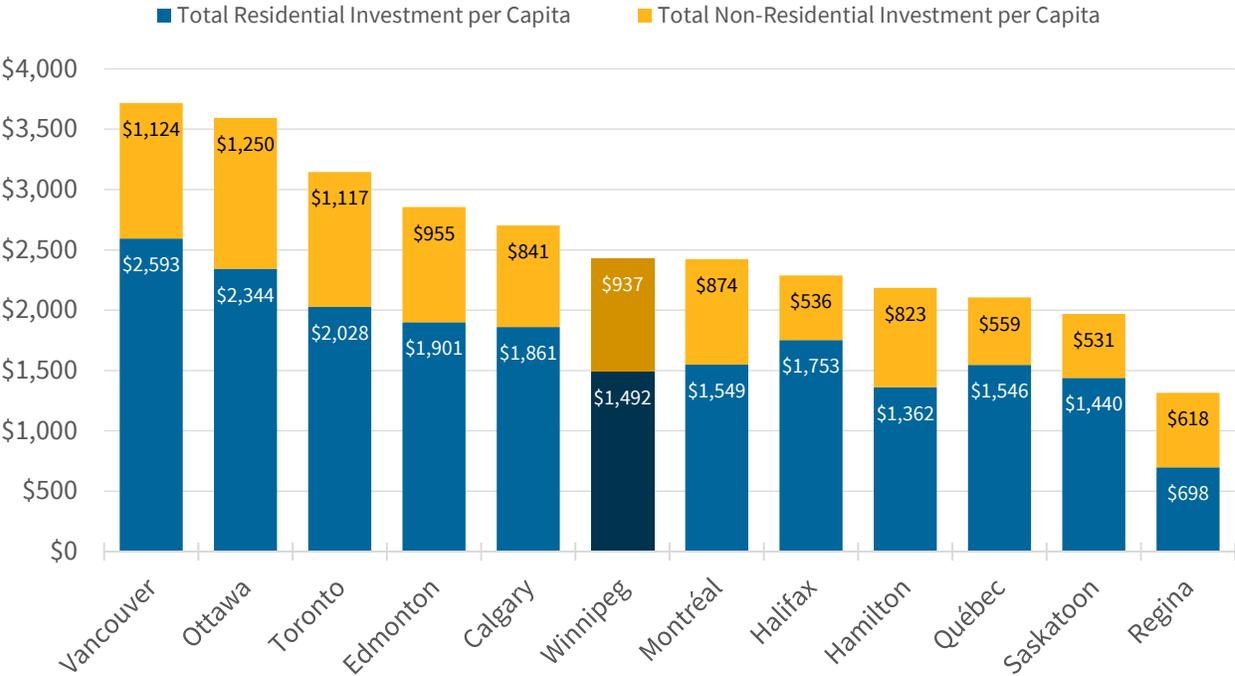
For Winnipeg, 2019 was a record year in terms of permit values, with construction valued at over \$2.17 billion. However, the COVID-19 pandemic slowed building investment with 2020's permit values falling by almost 24 per cent to \$1.65 billion.<sup>25</sup>

While comparative data for other municipalities is not available, comparisons can be made at the Census Metropolitan Area (CMA) level. Per-capita analysis in the graph below shows that for 2020, the Winnipeg CMA ranked in the middle for total building investment per capita at \$2,429 per person.

In more detail, Winnipeg ranked 9 out of 12 on residential investment at \$1,492 per person, and was ranked 5 out of 12 for non-residential investment at \$937 per person.

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

### Per-Capita Investment in Building Construction by CMA - 2020



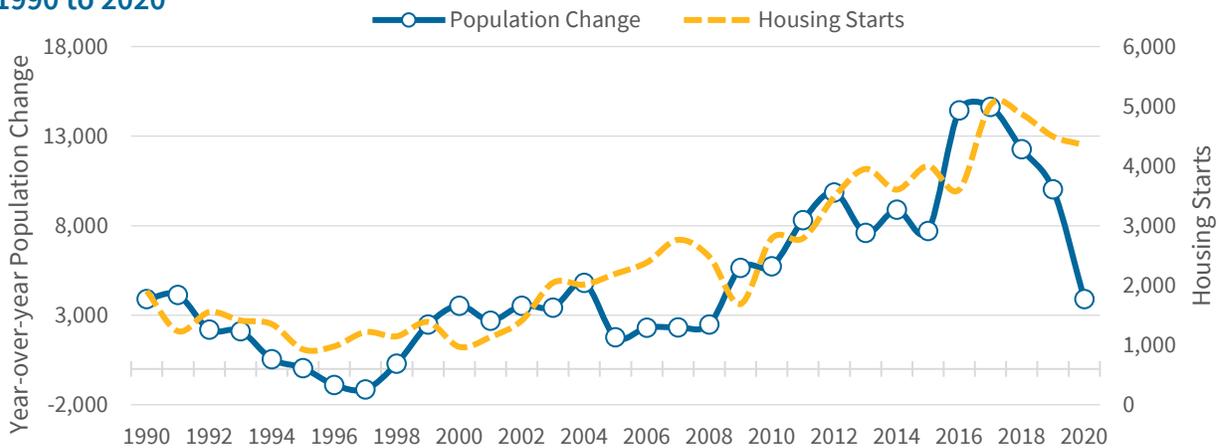
Source: Statistics Canada, Table 34-10-0066-01, Building permits, by type of structure and type of work; Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census metropolitan area and census agglomeration, 2016 boundaries

<sup>25</sup> Source: City of Winnipeg Property, Planning, and Development Department

## Housing Starts

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

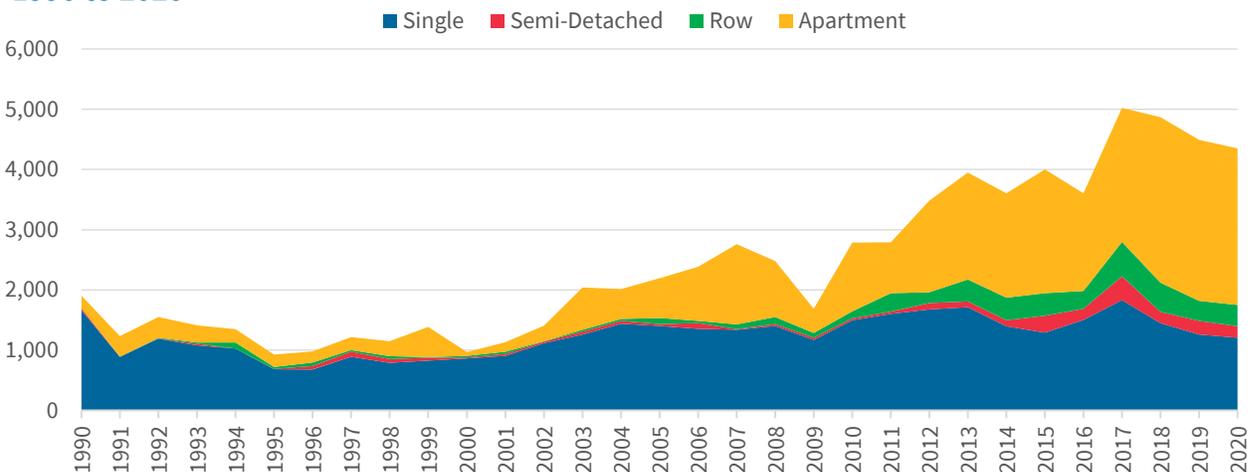
### Winnipeg Population Growth versus Housing Starts 1990 to 2020



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

It's also important to note that while the volume of housing starts has been increasing to meet the growth in population, the type of dwellings constructed has also changed. Compared to the early 1990s, the proportion of multi-residential units has significantly increased; in 1990, multi-residential units accounted for 13 per cent of housing starts and in 2020, they accounted for 72 per cent.

### Winnipeg Housing Starts by Type 1990 to 2020



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

## Housing Characteristics

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

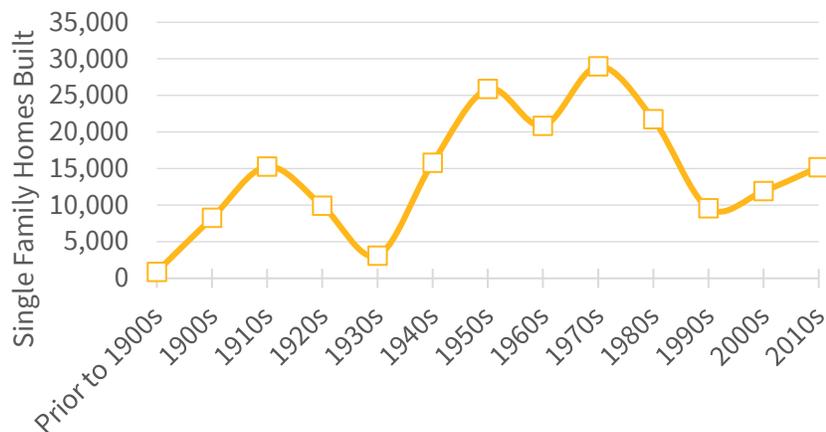
Generations influence not only the number of homes, but also the type – in other words, their household preference. Societies’ preferences are influenced by prevailing tastes and affordability, and this can be seen by studying living area size over Winnipeg’s past. For example, for homes in Winnipeg’s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

### Average Single Family House Size by Decade Built



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

### Single Family House Construction by Decade Built

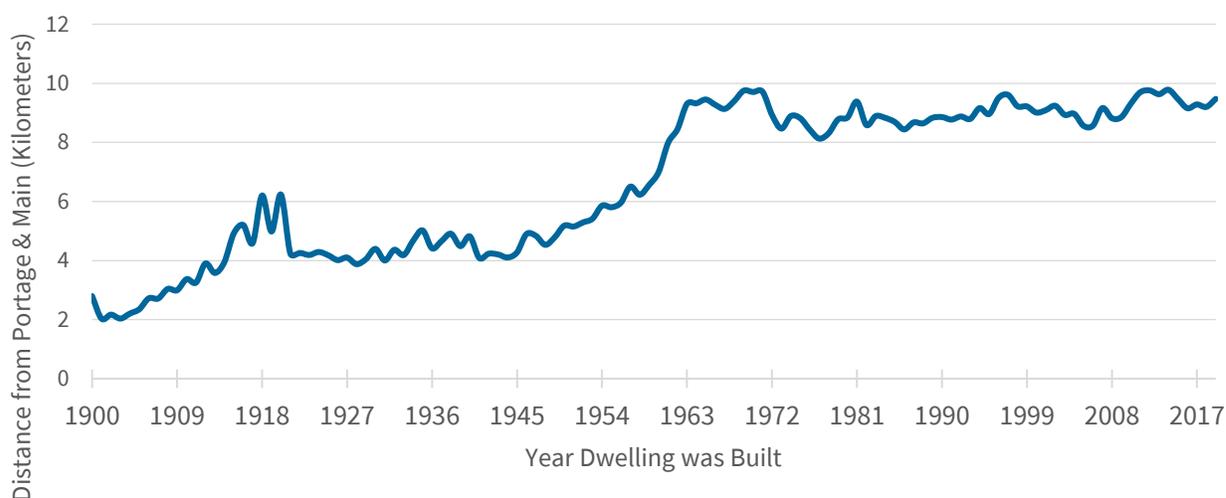


Source: City of Winnipeg Assessment Parcels via Open Data Portal; City of Winnipeg Calculations

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

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

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



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

## Housing Prices

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

According to RBC Economic Research’s March 2021 Housing Trends and Affordability report, as of the fourth quarter of 2020 Winnipeg was ranked as the fifth most affordable housing market in Canada, and the third most affordable major city housing market.<sup>26</sup> In the table below, RBC’s Q4 2020 housing affordability measure provided for various dwelling categories. This measurement shows the proportion of median pre-tax household income required to service the cost of mortgage payments, utilities, and property taxes based on the average market price of a home in that city. It illustrates that in Winnipeg, it would take approximately 31.4 per cent of a median household’s pre-tax income to service an average single-family detached home’s mortgage payment, property tax payment, and utility bill.

<sup>26</sup> Source: Royal Bank of Canada (RBC) Economics. March 2021. *Housing Trends and Affordability, March 2021*.

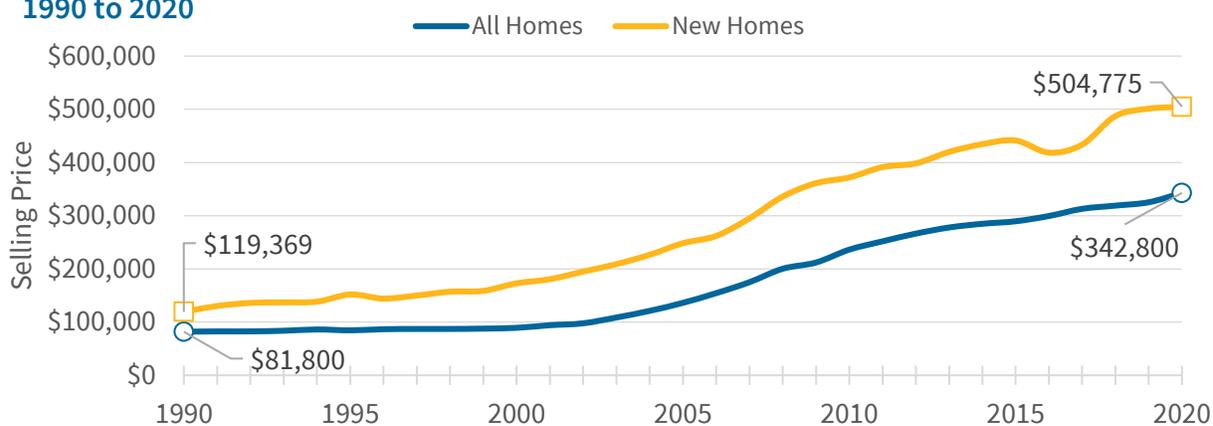
## RBC Housing Affordability (Q4, 2020) <sup>27</sup>

Market	Aggregate of all categories	Single-family Detached	Condominium Apartment
Saint John	23.1%	25.0%	n/a
St. John's	24.2%	25.6%	21.8%
Regina	26.1%	27.4%	18.7%
Québec	28.4%	30.6%	19.8%
<b>Winnipeg</b>	<b>29.7%</b>	<b>31.4%</b>	<b>21.3%</b>
Saskatoon	30.3%	32.5%	18.5%
Edmonton	30.4%	32.8%	19.3%
Halifax	32.0%	34.1%	27.4%
Calgary	37.2%	40.8%	21.9%
Ottawa	40.0%	44.5%	25.7%
Montréal area	43.5%	45.8%	33.3%
Victoria	55.3%	61.5%	35.2%
Toronto Area	67.6%	81.2%	42.1%
Vancouver Area	78.8%	104.2%	46.4%

While Winnipeg's housing market continues to remain stable and affordable, like most other cities in Canada, Winnipeg experienced significant housing price increases throughout the mid-2000s and 2010s. The chart below shows how the average selling price of homes (excluding condos and apartment dwellings) has changed in Winnipeg from 1990 to 2020. <sup>28</sup> Compared to 1990, in 2020 the average selling price of a home in Winnipeg has increased 319 per cent, and for new homes, it has increased 323 per cent.

### Winnipeg Average Home Selling Price

1990 to 2020



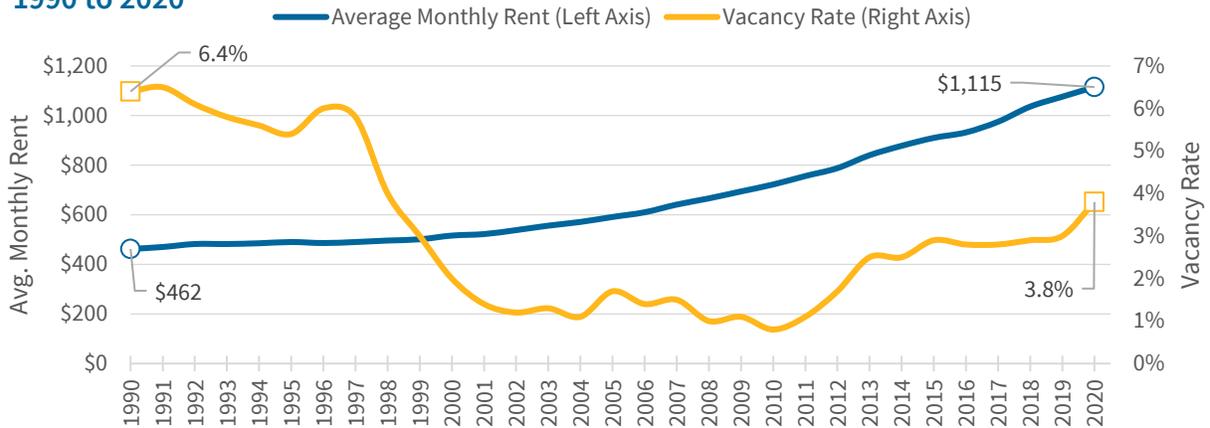
Source: Winnipeg Realtors and the Canadian Real Estate Association; CMHC Market Absorption Survey; City of Winnipeg calculations

Note: New homes only includes absorbed single family detached homes. All data excludes condo sales.

<sup>27</sup> Source: Royal Bank of Canada (RBC) Economics. March 2021. *Housing Trends and Affordability, March 2021*.

<sup>28</sup> Source: Winnipeg Realtors, the Canadian Real Estate Association, and City of Winnipeg calculations Note: Includes single family (attached and detached), mobile, duplex, and townhouse dwellings.

## Winnipeg's Rental market: Average Rent and Vacancies 1990 to 2020

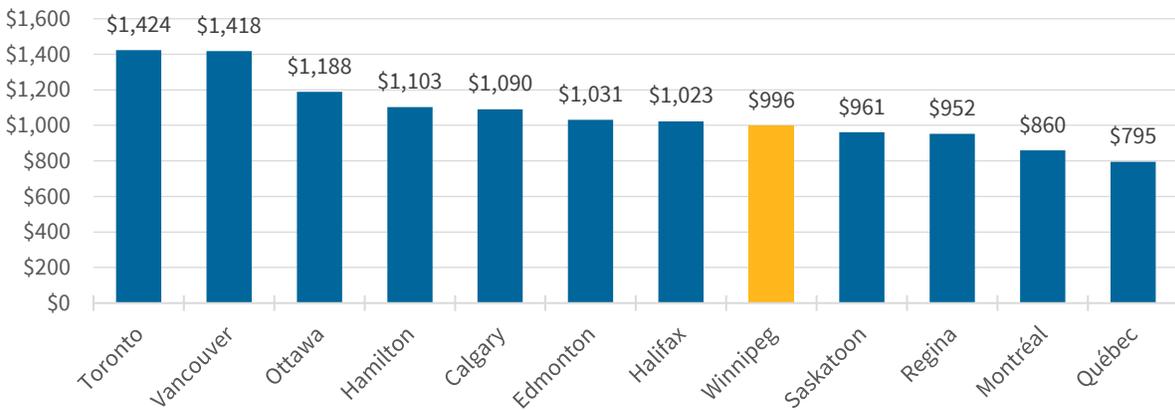


Source: Canada Mortgage and Housing Corporation (CMHC) Rental Market Survey. Data is representative of total units.

On the subject of residential rental units, vacancy rates in Winnipeg remain low at 3.8 per cent and average monthly rent was \$1,115 in 2020. Trends in Winnipeg's rental prices and vacancy rates are shown in the graph above.

When comparing Winnipeg's rental market at a national level, the average rents of one-bedroom apartments in Winnipeg ranked in the lower half in 2020 and was comparable to most cities across Canada excluding Toronto, Vancouver, and cities in Quebec.<sup>29</sup>

## Average Monthly Rent Across Canada One Bedroom Units, 2020



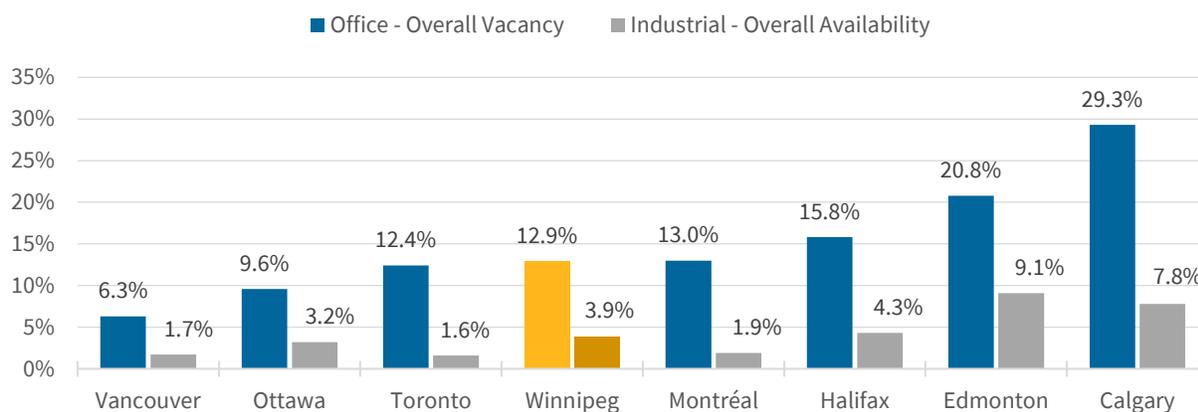
Source: Statistics Canada, Table 34-10-0133-01, Canada Mortgage and Housing Corporation, average rents for areas with a population of 10,000 and over.

<sup>29</sup> Source: Statistics Canada, Canada Mortgage and Housing Corporation, average rents for areas with a population of 10,000 and over. Values represent the combined average rent of one-bedroom apartments in apartment structures of six units and over, for Census Metropolitan Areas.

## Commercial Market

Concerning commercial vacancy rates, Winnipeg has office vacancy rates and industrial space availability rates comparable most cities in Canada, aside from those in Alberta.<sup>30</sup> Compared to a Canadian average office vacancy rate of 14.6 per cent and industrial availability rate of 2.9 per cent, Winnipeg's overall office vacancy and industrial availability rates in the first quarter of 2021 were 12.9 per cent and 3.9 per cent, respectively. The graph below compares Winnipeg to other major office and industrial markets in Canada.

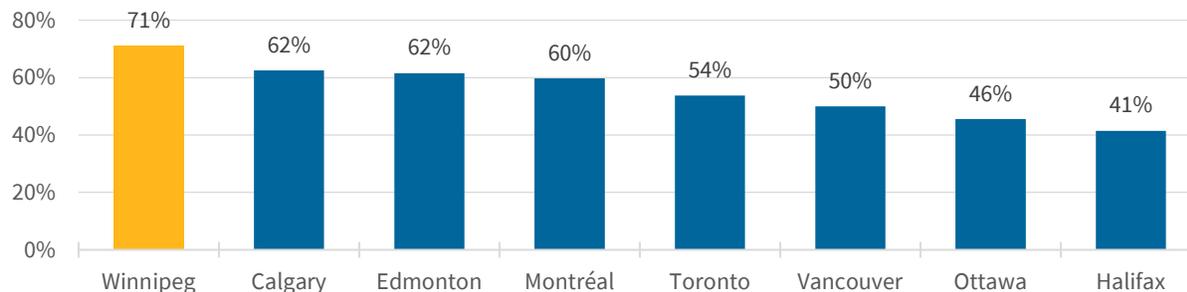
### Office and Industrial Vacancy Rates across Canada Q1 2021



Source: CBRE, Canada Q1 2021 Quarterly Statistics

One interesting feature of Winnipeg's commercial office market is that a very high proportion of office space is concentrated in the downtown area. The chart below shows that according to CBRE, of most major cities in Canada, Winnipeg has the highest proportion of commercial office space in downtown versus the suburban areas; 71 per cent of the existing office space in Winnipeg is centrally located.<sup>31</sup>

### Proportion of Commercial Office Space located Downtown Q1 2021



Source: CBRE, Canada Q1 2021 Quarterly Statistics

<sup>30</sup> Source: CBRE. 2021. *Canada Q1 2021 Quarterly Statistics*

<sup>31</sup> Source: CBRE. 2021. *Canada Q1 2021 Quarterly Statistics*. Net rentable area used as comparison unit.

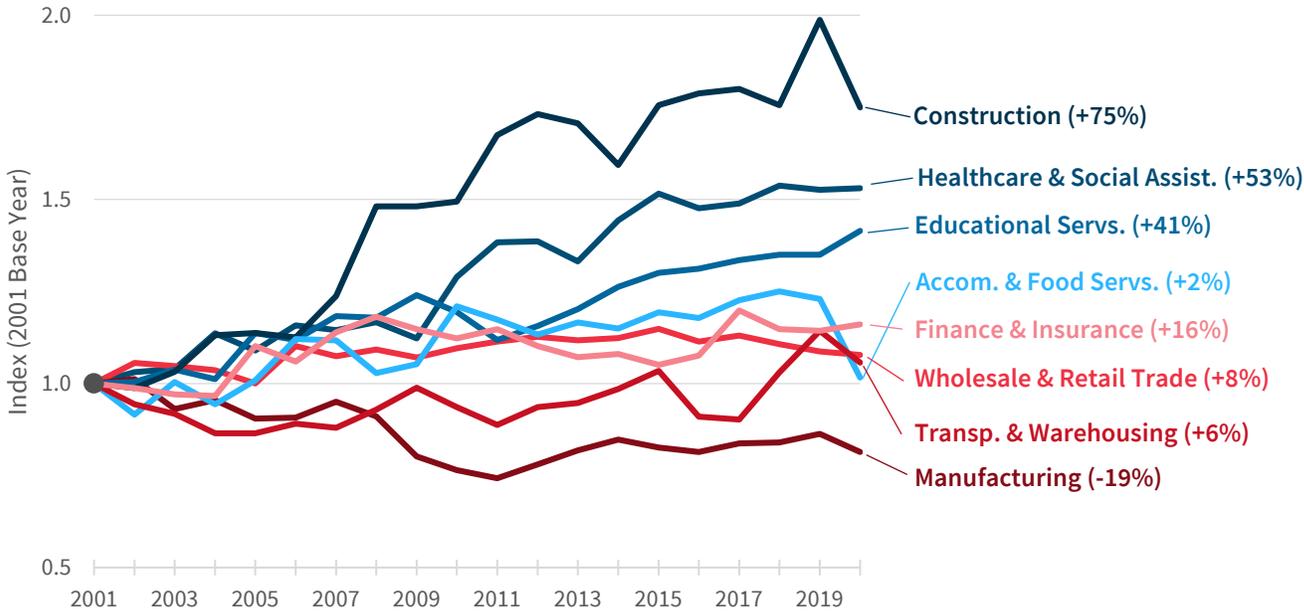
# Economic Trends

## Labour Force

Winnipeg’s economy is highly diverse, with many types of industries being well represented in the City. Unfortunately, the COVID-19 pandemic has severely affected many industries, with employment counts falling in 11 of 16 industries between 2019 and 2020.

Sector	Employment in 2019	Employment in 2020	% Change
Health care and social assistance	69,600	69,800	0.3%
Wholesale and retail trade	60,100	59,600	-0.8%
Manufacturing	43,600	41,100	-5.7%
Educational services	35,500	37,200	4.8%
Construction	31,800	28,000	-11.9%
Accommodation and food services	30,500	25,200	-17.4%
Transportation and warehousing	30,400	28,100	-7.6%
Finance, insurance, real estate, rental and leasing	27,100	27,500	1.5%
Public administration	27,300	26,200	-4.0%
Professional, scientific and technical services	23,800	25,700	8.0%
Other services (except public administration)	18,200	18,700	2.7%
Business, building and other support services	17,900	17,100	-4.5%
Information, culture and recreation	17,000	14,600	-14.1%
Utilities	4,600	3,800	-17.4%
Agriculture	3,000	2,600	-13.3%
Forestry, fishing, mining, quarrying, oil and gas	1,000	800	-20.0%
<b>Total Employment, Winnipeg CMA</b>	<b>441,400</b>	<b>426,000</b>	<b>-3.5%</b>

### Change in Employment, Winnipeg’s 8 Largest Industries, 2001 to 2020



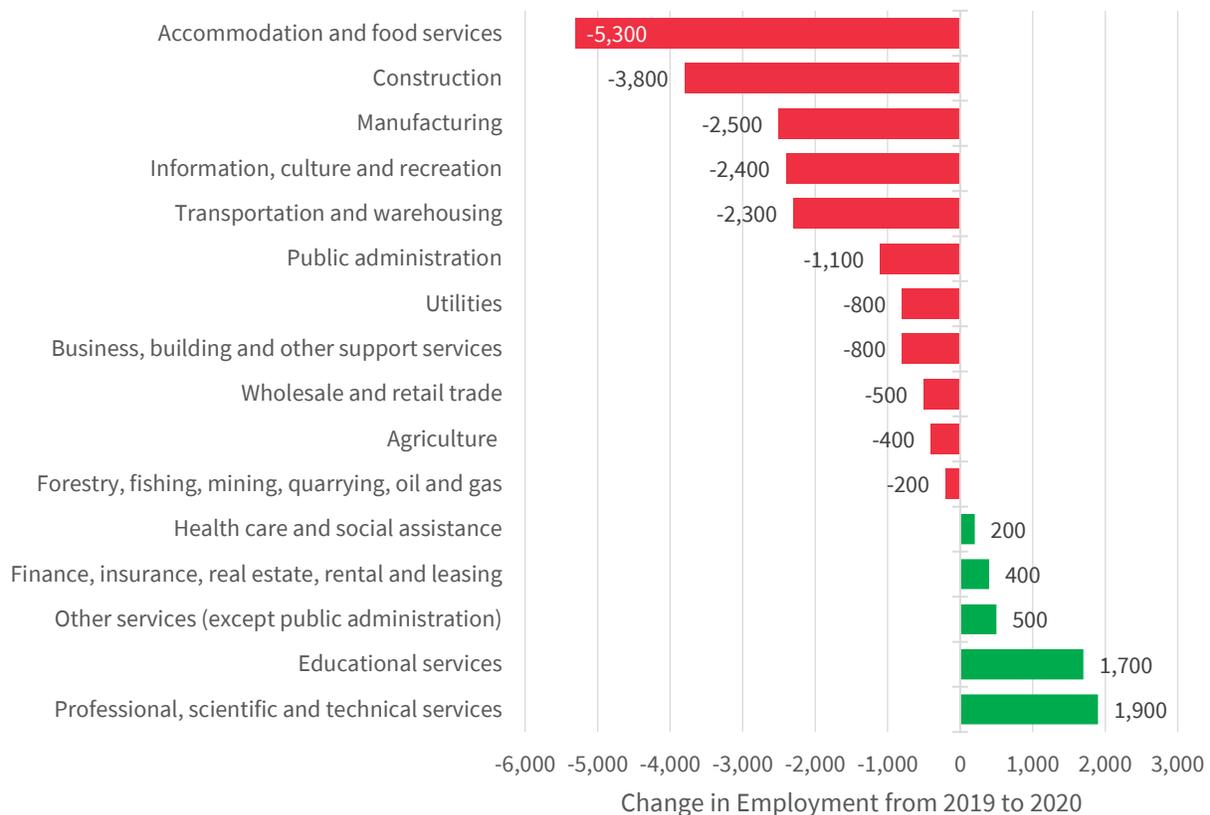
Source: Statistics Canada, Table 14-10-0098-01, Employment by industry, annual, census metropolitan areas

The chart above shows how employment has changed in Winnipeg’s 8 largest industries since 2001. Overall, total employment (not shown) in Winnipeg has increased by 21 per cent since 2001, with 2020’s employment being 3.5 per cent lower than 2019 due to the pandemic.

The chart below shows how employment has changed by industry from 2019 to 2020 in the Winnipeg Census Metropolitan Area. It is clear that across the world and in Winnipeg, the effects of the pandemic and the associated lockdown measures have had a significant impact on the labour market. In Winnipeg, employment in the accommodation and food services industry was hit hardest by the pandemic, losing over 5,000 jobs in 2020 compared to 2019. Construction had the second highest losses at nearly 4,000 jobs, followed by manufacturing.

A few industries saw marginal gains, such as the healthcare sector, educational services, and professional, scientific, and technical services. Overall, the Winnipeg CMA shed 15,400 jobs between 2019 and 2020 mostly due to the pandemic, though employment in many affected industries is beginning to rebound towards the end of 2020 and beginning of 2021.

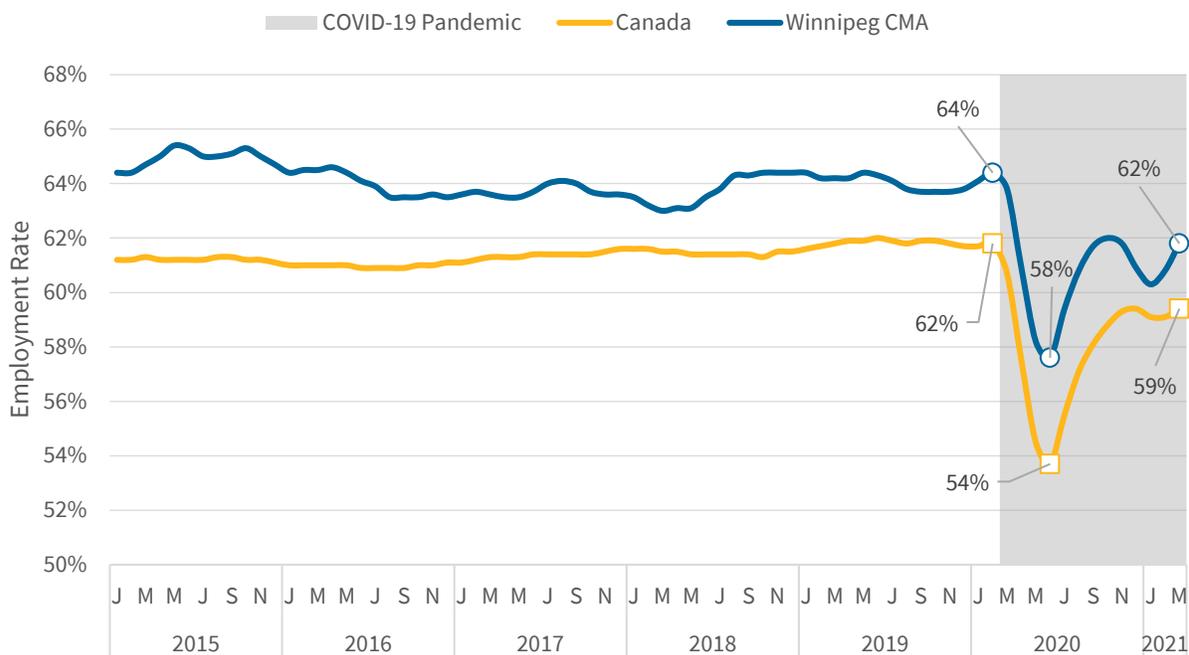
### Winnipeg CMA Net Change in Employment by Industry 2019 to 2020



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

The significant effects of the COVID-19 pandemic on both the national and regional economy can be seen in the chart below. By June 2020, the employment rate nationally and in Winnipeg plummeted 8 per cent and 7 per cent, respectively, below their February 2020 rates. Signs of recovery continue to show up in labour force surveys with employment rates rising towards the end of 2020 and into 2021, but the continual ebb and flow of public health restrictions on social and economic activity are evident in the employment rate swings observed from mid-2020 onwards.

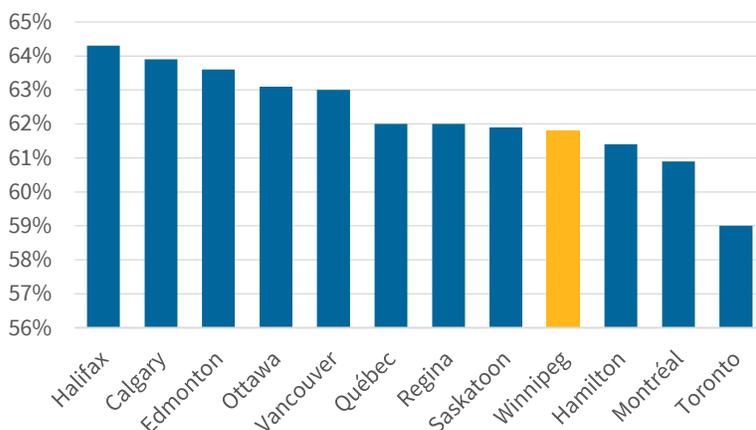
## Employment Rate and the COVID-19 Pandemic



Source: Statistics Canada, Table 14-10-0380-01, Labour Force Characteristics, three-month moving average, seasonally adjusted

When looking at the latest data available, Winnipeg’s current employment rate ranks in the lower-half of large CMAs across the country. However, these rates are going to be very sensitive to whatever provincial health mandates are currently in place, which are individual to each province, asynchronous across the country, and regularly changing.

## March 2021 Employment Rate by CMA



Source: Statistics Canada, Table 14-10-0380-01, Labour Force Characteristics, three-month moving average, seasonally adjusted

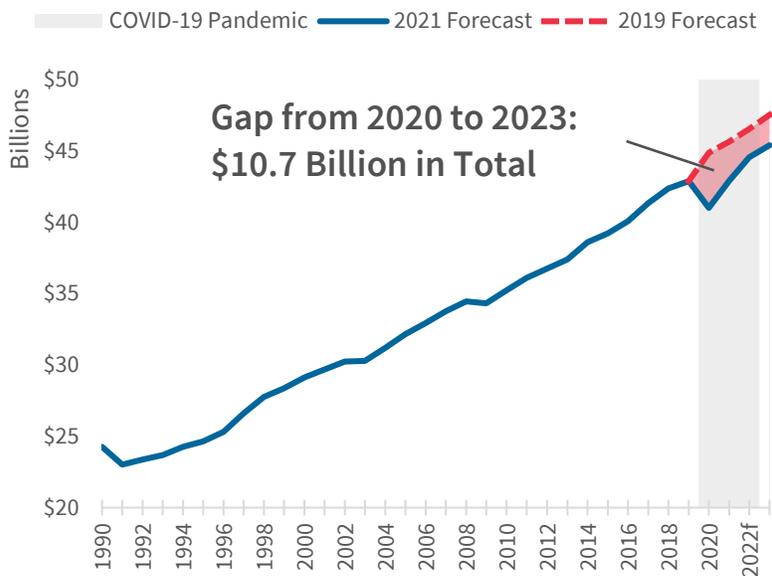
## Gross Domestic Product (GDP)

In 2020, Winnipeg CMA's real gross domestic product (GDP) totalled \$41 billion.<sup>32</sup> This represents a 4.3 per cent decline in the production of goods and services compared to 2019, which is primarily due to the COVID-19 pandemic. This is the second largest decline in the dataseries percentage-wise, with only a larger drop of 5.2 per cent observed in 1991.

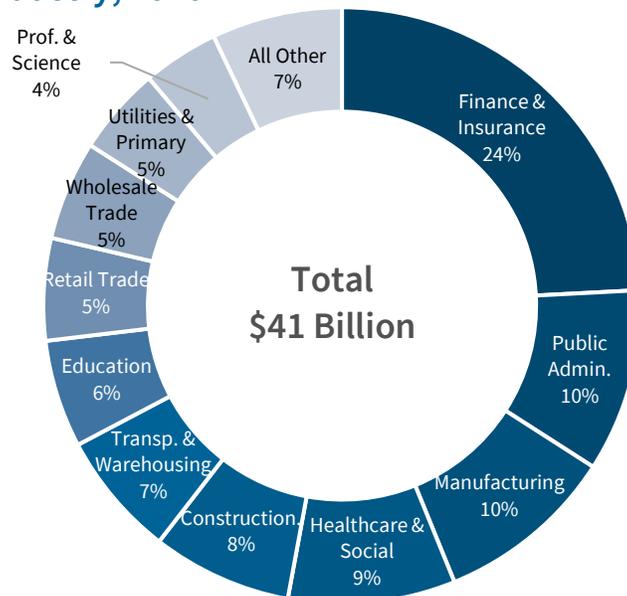
While the latest forecast from the Conference Board of Canada expects positive GDP growth of 4.6 per cent in 2021 and 3.8 per cent in 2022, the chart on the right illustrates that the economic impact of the pandemic will have lingering effects for the foreseeable future. Compared to forecasts produced in 2019 prior to the pandemic, the total gap between the pre-pandemic GDP forecast and current forecast totals over \$10 billion from 2020 to 2023. For reference, \$10 billion in GDP is nearly equivalent to the entire production of goods and services of Winnipeg's Financial and Insurance industries in 2020.

In terms of GDP, the hardest hit industries from the pandemic were the Arts, Entertainment, and Recreation industry whose GDP declined by 42.1% from 2019 to 2020 followed by the Accommodation and Food Services industry that experienced a 35.9% decline.

### Winnipeg CMA GDP at Basic Prices, 2012 Dollars



### Winnipeg CMA GDP Distribution by Industry, 2020



Source: Conference Board of Canada, Metropolitan Outlook 1 – Spring 2021; Conference Board of Canada, Metropolitan Outlook 1 – Spring 2019

<sup>32</sup> Source: Conference Board of Canada, Metropolitan Outlook 1 – Spring 2021. Values are for the Winnipeg Census Metropolitan Area (CMA).

# Financial Trends

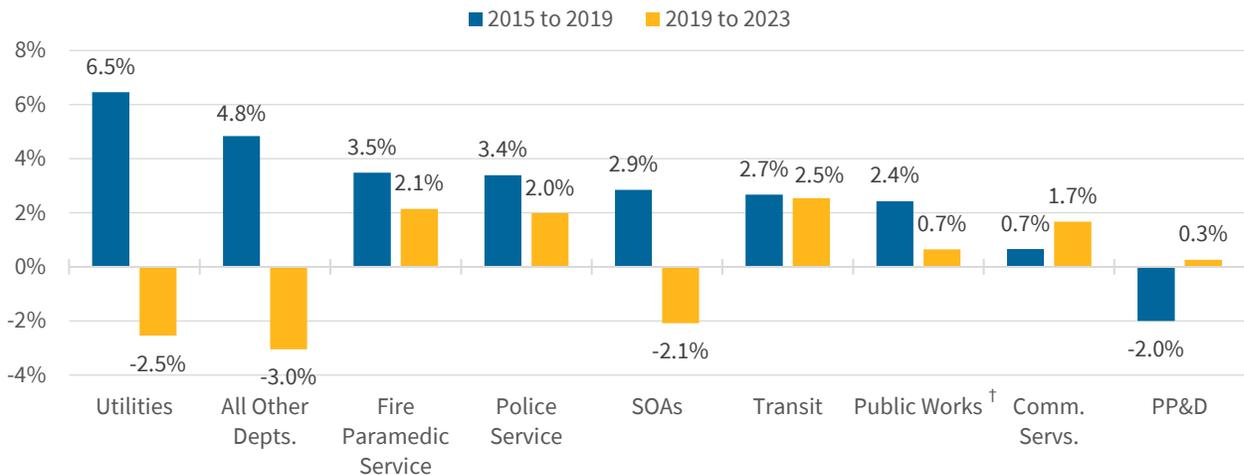
## Multi-year Budget

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

At the end of the 2019 budget process, a \$105 million operating budget deficit was projected for 2020 and a \$132 million deficit was projected for 2021.<sup>33</sup> The 2020 multi-year budget process eliminated these deficits and balanced the budget such that operating expenditures would equal operating revenues for 2020 through to 2023. The 2020 multi-year process balanced the budget primarily through expenditure management and reduction, both in day-to-day operating costs and in reduced amounts of operating funds going towards the capital budget (cash to capital). Minor tweaks and revisions, including changes related to an arbitrator’s decision on the Police pension plan along with changes made to combat the ongoing pandemic and its impact on municipal operations, were made in 2021 without compromising on maintaining a balanced budget through to 2023.

The graph at the bottom of this page shows the compound annual growth rate of operating budgets by department net of capital-related expenditures from 2015 to 2019 and compares it to the 2019 to 2023 compound annual growth rate resulting from the multi-year process.<sup>34</sup> Every major department, except for Community Services and Property, Planning, and Development, is anticipated to experience a lower compound annual growth rate in their operating budget over the next five years.

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



Source: City of Winnipeg Tax-Supported Operating Budgets (Adopted), 2015 to 2020 (including projections).

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

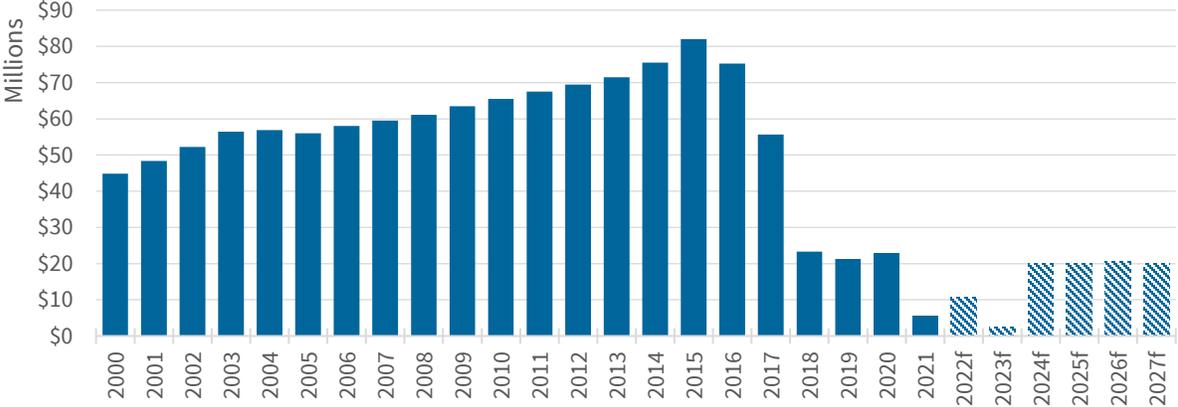
† Note: Public Works expenditures exclude transfers to regional and local street reserve, and frontage levies.

<sup>33</sup> Source: City of Winnipeg, 2019 Adopted Budget, Operating and Capital, pg. 3-3.

<sup>34</sup> Source: City of Winnipeg Adopted Budgets. For the purposes of this chart, departmental operating budgets exclude all capital-related expenditures including transfers to capital, local and regional street renewal, frontage levy, and debt and finance charges.

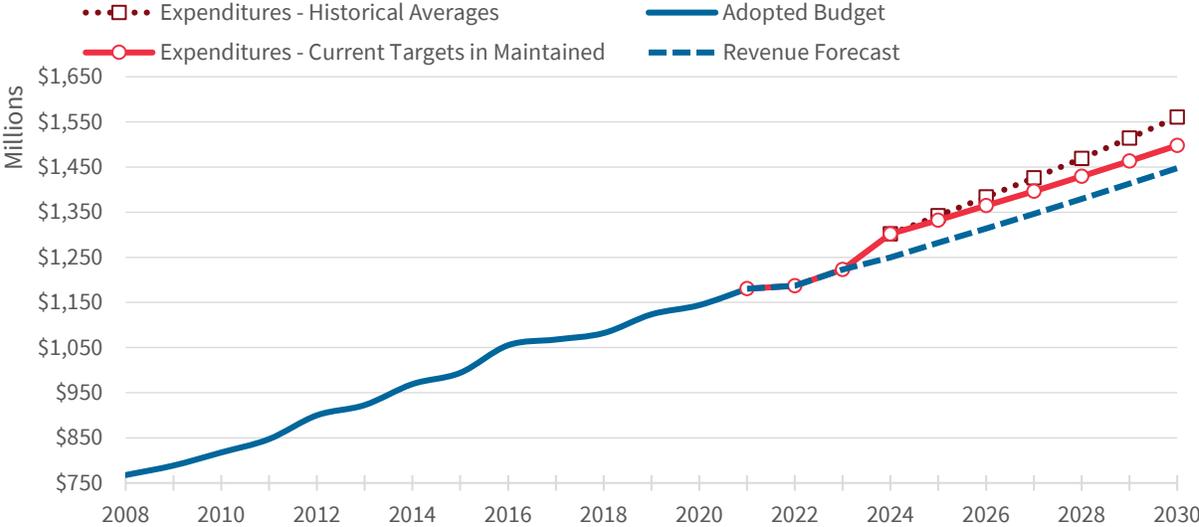
Similarly, cash to capital has also been constrained for the foreseeable future, reducing the amount of tax-supported operating funds devoted to capital projects as seen in the graphs below, but this reduction in cash has been partially offset with an increase in debt financing.

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



While the multi-year process has enabled the City of Winnipeg to achieve a balanced tax-supported operating budget over a four-year cycle until 2023, in its original form this was achieved by carrying over budgetary surpluses in 2020 and 2021 to fill the gap caused by budgetary deficits in 2022 and 2023. Therefore, beginning in 2024, the budget cycle will begin with an estimated \$52.1 million deficit, though budgetary adjustments between now and then could alter this value.

### Tax Supported Operating Budget Projections 2021 to 2030



Source: City of Winnipeg calculations

The chart above shows the historical tax-supported operating budget and forecasts the revenue (dotted blue line) until 2030. Two expenditure scenarios are also provided: the solid red line shows how expenditures would grow using the assumption that the current budgetary targets set in the 2020 budget cycle are maintained through to 2030, and the dotted red line shows how expenditures may grow if those targets are relaxed beginning in 2024 and historical average growth rates are allowed to resume. If the current budgetary targets are maintained until 2030, the tax-supported operating deficit is estimated to be approximately \$50.3 million at the end of the decade. If the historical average growth rates resume in 2024, the deficit is anticipated to be \$112.8 million by 2030. These projections are made on the assumption that revenue will continue to grow at current rates and property tax increases will remain at 2.33 per cent per year.

## The Impact of COVID-19 on Municipal Finances

The multi-year budget was developed and adopted prior to the COVID-19 outbreak in Canada. In general, the establishment of a balanced four-year budget required careful and prudent financial planning.

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

To offset some of the impact, the Federal Government provided financial assistance to municipalities across Canada as part of the Safe Restart Agreement. By the end of 2020, the City of Winnipeg received \$42.2 million in general funding and \$32.3 million in transit-specific funding from the Safe Restart Agreement.<sup>35</sup> These funds were used for various municipal initiatives such as the Economic Support Grant Program and the Wellness Grant Program, and to also help bolster liquidity, the Financial Stabilization Reserve, and offset losses from decreased transit ridership, parking revenues, recreation programming, permit fees, and other revenues.

Overall, the City currently budgets that the pandemic will have a \$61.2 million impact on the 2021 budget due to the aforementioned reasons. Decreased transit ridership is expected to bring in \$40.8 million less and parking revenue is expected to be \$7 million less than their pre-pandemic forecasts.<sup>36</sup>

Despite these financial challenges, careful management of expenses and revenues, along with assistance from other levels of government, enabled the City to retain funds in the Financial Stabilization Reserve above the Council mandated minimum and keep the liquidity ratio above the 30% minimum threshold. While the pandemic is not yet over, continued prudence should enable the City to maintain sufficient financial resources throughout this challenging and uncertain time.

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<sup>35</sup> Source: City of Winnipeg, 2021. *Financial Implications of the City's Response to COVID-19, Attachment – Status Report – COVID-19 – January 29 2021*. Agenda item 8 to the February 16, 2021 Standing Policy Committee on Finance Regular Meeting.

<sup>36</sup> Source: City of Winnipeg, 2021. *Financial Implications of the City's Response to COVID-19, Attachment – Status Report – COVID-19 – March 30 2021*. Agenda item 8 to the April 20, 2021 Standing Policy Committee on Finance Regular Meeting.

# Revenue

## Historical Trend

It is important to recognize the influence the number of citizens have on City revenue. In 1998, the City of Winnipeg’s population was 628,400 and in 2020, it was 766,900 – an increase of 138,500 people, or 22%. The number of people living in Winnipeg influences revenue because as population increases, so too will the number of dwellings and businesses paying property taxes, business taxes, and other fees. Simultaneously, as the city grows to accommodate more people and businesses, municipal services such as police, fire, transportation, water, and sewer must also grow to meet the increase in demand.

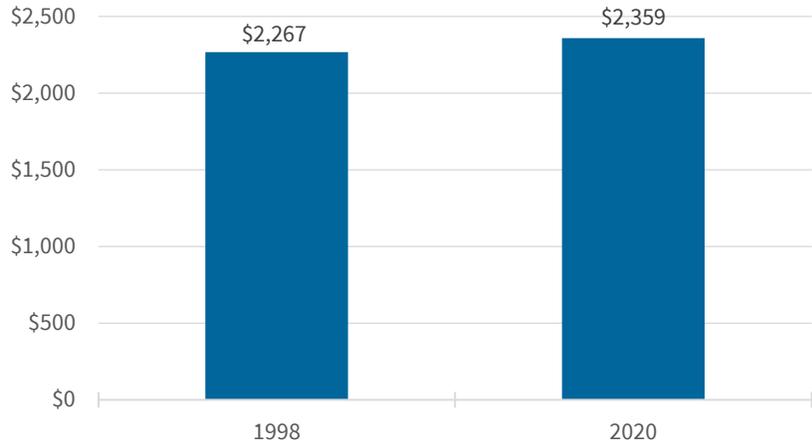
The total consolidated revenue per person in 1998 was \$1,515 and in 2020 was \$2,359, an increase of about \$38 per person per year, or 2.4 per cent annually, over the last 22 years.<sup>37</sup>

However, inflation has an influence on the general prices of goods and services for citizens as well as the City of Winnipeg. Statistics Canada reports that the increase in consumer goods and services in Winnipeg between 1998 and 2020 was approximately 50 per cent.<sup>38</sup> These inflationary pressures are felt by both citizens and the municipal government, so to make a real comparison of revenue, an inflationary adjustment should be included.

By adjusting for inflation, total consolidated revenue in 2020 dollars for the City of Winnipeg has increased on a per-capita basis from \$2,267 in 1998 to \$2,359 in 2020. This represents an average annual increase of \$4 per person – or 0.2 per cent, per year over the last 21 years.<sup>39</sup> These values are illustrated in the chart on the right.

One of the primary sources of this inflation-adjusted, per-capita increase is the significant increase in capital grant transfers to the City of Winnipeg from the Provincial and Federal governments. In 1998, the City of Winnipeg received approximately \$43 million

**City of Winnipeg Consolidated Revenue Per Capita, Measured in 2020 Dollars**



Sources: City of Winnipeg 1998 and 2020 Annual Financial Reports; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

<sup>37</sup> Sources: City of Winnipeg Annual Financial Statements; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries.

<sup>38</sup> Source: Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted. CPI for All Items for Winnipeg CMA used.

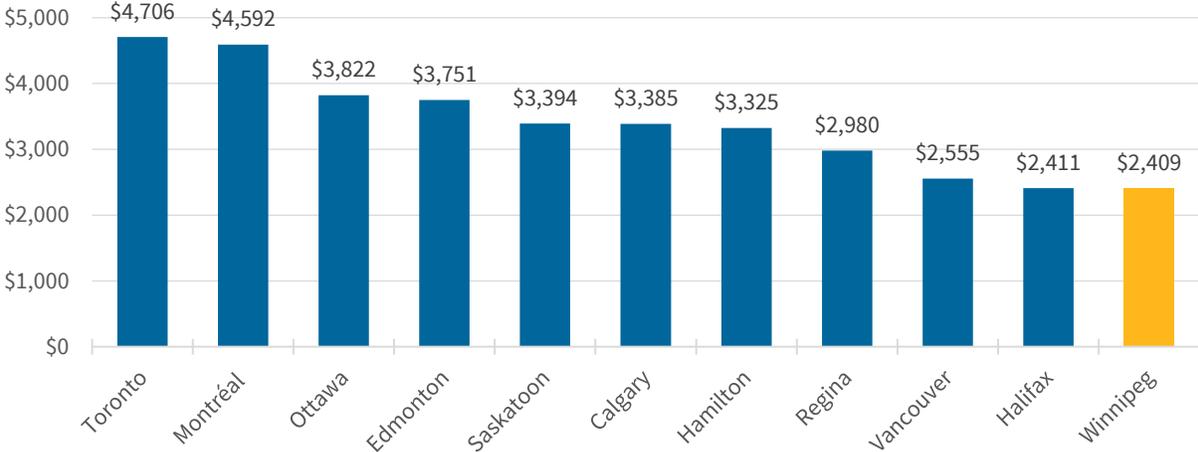
in capital grants from both levels of government and in 2020, it received \$134 million, which is a 213% increase in nominal dollars.

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

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

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

**2018 Consolidated Revenue per Capita across Municipalities**



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

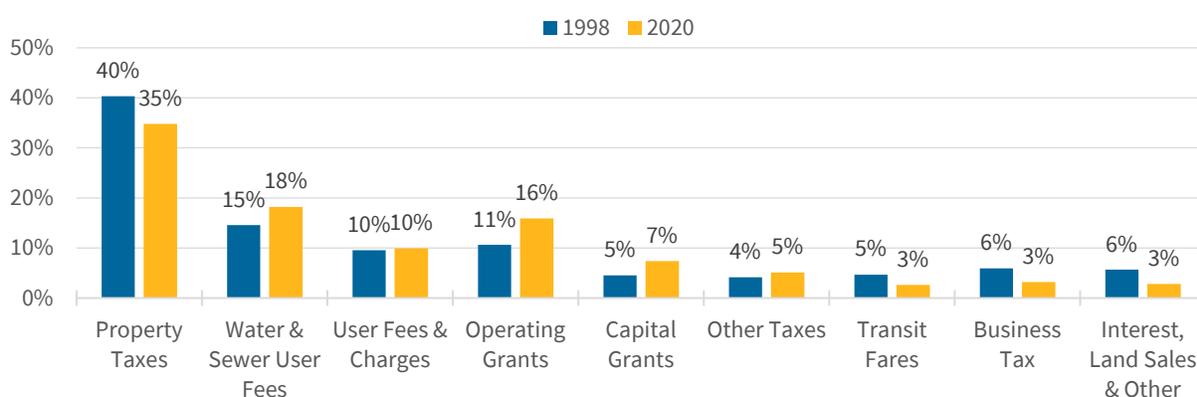
Note: Consolidated revenues exclude developer contributions, loss/gain from tangible capital assets, and include government grants, where applicable.

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

## Revenue by Source

The City of Winnipeg collects revenue through several major sources, the largest and most recognized being property tax. Over time, like population and prices, the relative share of how revenue is collected has changed. In fact, property taxes represent 35 per cent of total municipal revenue in 2020, a decline of 5 per cent from 1998 when it was 40 per cent.<sup>40</sup> This share has risen compared to 2019 because of reduced capital grants and the COVID-19 pandemic, which resulted in 2020's overall consolidated revenue being 12 per cent lower than 2019's. In particular, Transit Fare revenue was down 46 per cent while user fees and charges were down 26 per cent in 2020 compared to 2019. Operating grants increased by 45 per cent in 2020 due to funding from the federal Safe Restart Agreement.

### Distribution of Revenue by Source, Consolidated Budget



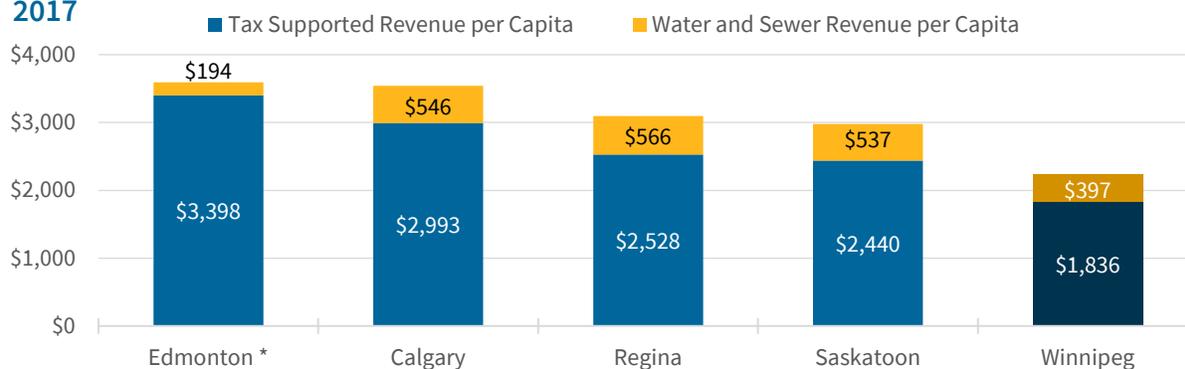
Source: City of Winnipeg 1998 and 2020 Annual Financial Reports (actuals).

## Revenue Comparison to Other Cities

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

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

2017



<sup>40</sup> Source: City of Winnipeg, Annual Reports, 1998 and 2020, consolidated total revenue. Includes Utilities, Transit, and SOAs.

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

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

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

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

### 2017 Revenue by Source Per Capita <sup>41</sup>

City	Edmonton	Calgary	Saskatoon	Regina	Winnipeg
Population	932,546	1,246,337	273,010	230,725	749,500
Residential Property Tax	838	583	639	684	498
Non-Residential Property Tax	753	679	267	399	249
<b>Total Property Taxes</b>	<b>\$1,591</b>	<b>\$1,262</b>	<b>\$906</b>	<b>\$1,083</b>	<b>\$747</b>
Business Tax	0	71	0	0	75
Other Taxes (incl. Frontage Levy)	22	40	2	10	102
Elec/NG Franchise Fees/Utility Tax	171	126	139	130	27
<b>Total Taxation</b>	<b>\$1,784</b>	<b>\$1,499</b>	<b>\$1,046</b>	<b>\$1,223</b>	<b>\$950</b>
User Fees and Charges	376	324	299	408	237
Solid Waste User Fees	208	69	17	82	56
Transit Fares	146	139	49	54	106
Development Cost Charges	60	164	443	60	5
Dividend Transfer	164	39	115	0	26
Interest & Other	125	73	14	116	54
<i>Grants - Operating</i>	<i>91</i>	<i>116</i>	<i>196</i>	<i>230</i>	<i>193</i>
<i>Grants - Capital</i>	<i>442</i>	<i>571</i>	<i>261</i>	<i>355</i>	<i>209</i>
Total Grants	533	687	457	585	402
<b>Total Tax Supported Revenue</b>	<b>\$3,398</b>	<b>\$2,993</b>	<b>\$2,440</b>	<b>\$2,528</b>	<b>\$1,836</b>
<i>Total Tax % Difference from Winnipeg</i>	<i>85%</i>	<i>63%</i>	<i>33%</i>	<i>38%</i>	
<b>Water and Sewer</b>	<b>\$194 <sup>42</sup></b>	<b>\$546</b>	<b>\$537</b>	<b>\$566</b>	<b>\$397</b>
<b>Total \$ per Capita</b>	<b>\$3,592</b>	<b>\$3,540</b>	<b>\$2,977</b>	<b>\$3,095</b>	<b>\$2,233</b>
<i>Total \$ per Capita % Difference from Winnipeg</i>	<i>61%</i>	<i>58%</i>	<i>33%</i>	<i>39%</i>	

<sup>41</sup> Source: 2017 Cities' annual financial reports, actuals.

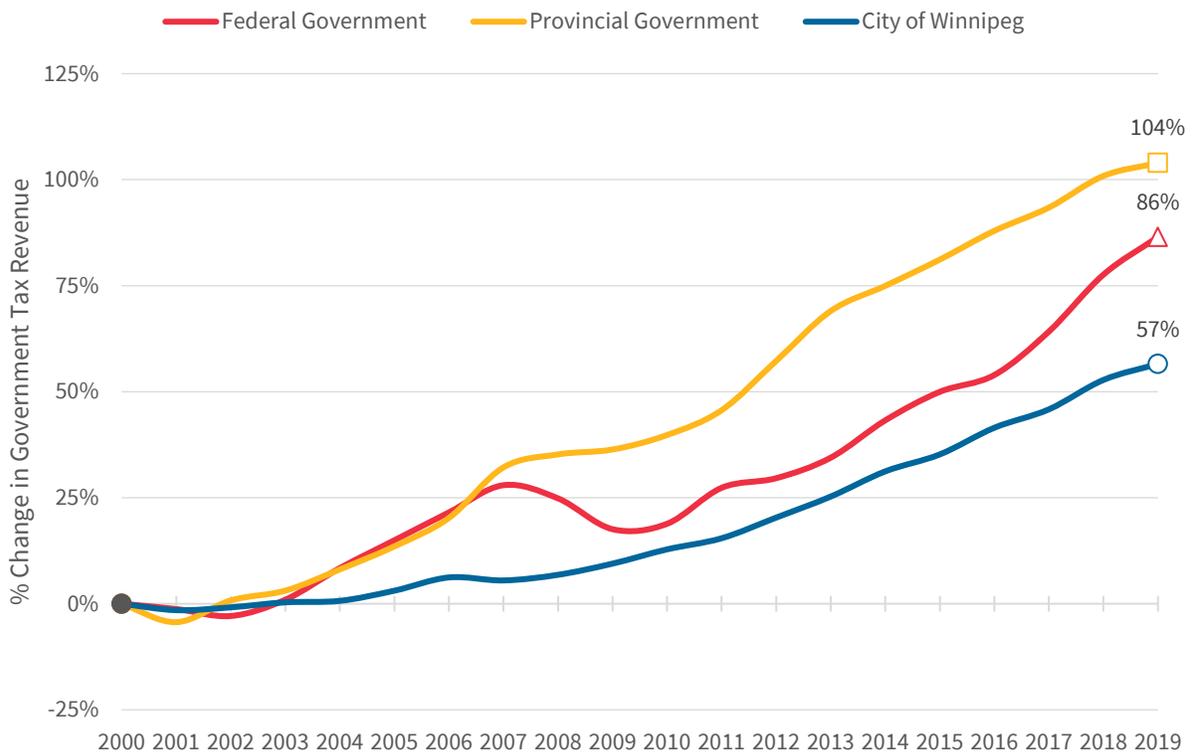
<sup>42</sup> Note: The City of Edmonton figures for water and sewer includes land drainage only. This does not include water and sewer revenue collected by the EPCOR utility.

## Tax Revenue Comparison to Other Levels of Government

The chart below shows how the amount of tax revenue received by each level of government has changed since 2000. While tax revenue levied by the City of Winnipeg has increased by 57 per cent, federal tax revenues have increased by 86 per cent and Manitoba provincial tax revenues have increased by 104 per cent over the same time period.

It should be noted that for the City of Winnipeg, recent property tax increases dedicated to local and regional street renewal account for a significant portion of the overall increase in tax revenue. Specifically, in 2008 Winnipeg's total tax revenue totalled approximately \$522 million and by 2019, totalled \$765 million. Of this \$258 million increase, 31 per cent, or \$76 million, was dedicated to local and regional street renewal in 2019.

### Tax Revenue (Actuals) Changes by Government Level, 2000 to 2019



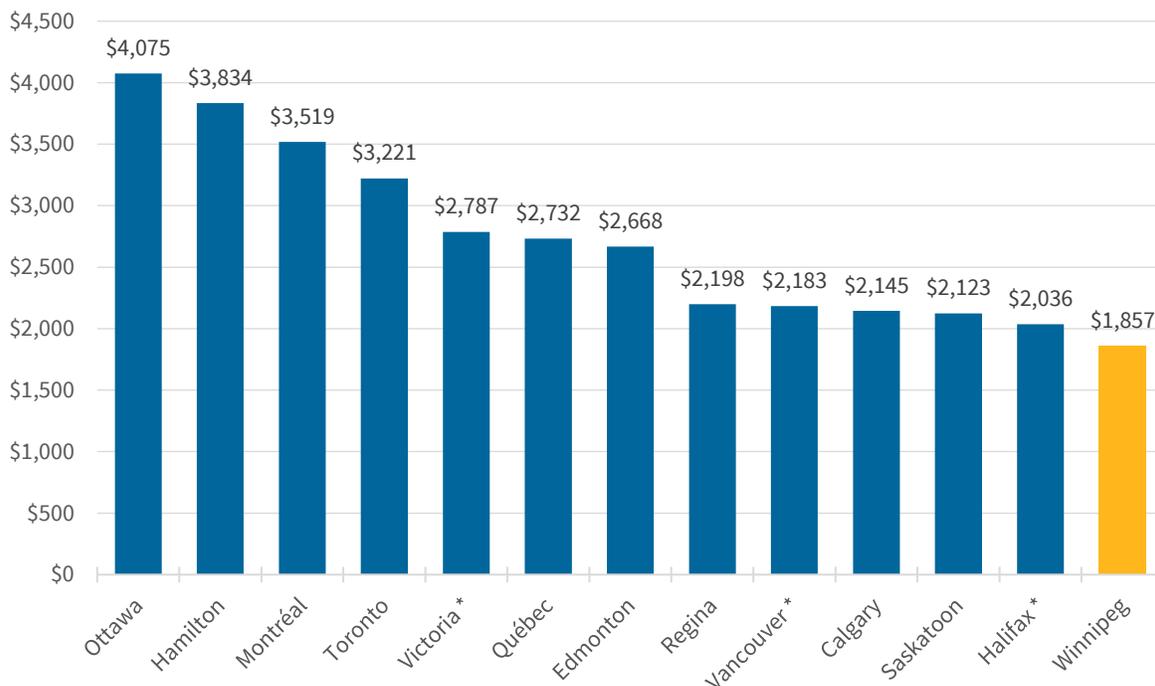
Sources: Statistics Canada, Table 36-10-0314-01, Government sector revenue and expenditure, provincial economic accounts, annual, 1981 – 2009, for Federal and Provincial Tax Revenues for 2000 to 2006 (includes direct taxes from persons, direct taxes from corporations and government businesses, direct taxes from non-residents, and taxes on production and imports); Statistics Canada, Table 36-10-0450-01, Revenue, expenditure and budgetary balance, General governments, provincial and territorial economic accounts, for Federal and Provincial Tax Revenues for 2007 to 2019 (includes taxes on incomes and taxes on production and imports); City of Winnipeg Annual Financial Reports (taxation revenue actuals used)

## Property Taxation

In the late 1990s, the City of Winnipeg had relatively high property taxes compared to other large Canadian cities. However, this has now changed. In 1998 the City began freezing its property tax revenue. For 2000, 2001 and 2002, the City reduced property taxes by 2% each year, and then for the next 11 years property taxes were frozen for an overall decrease of 6%. As a consequence, in 2021 among 13 major Canadian cities, Winnipeg homeowners pay the least residential municipal property taxes at \$1,857 for an average or median home versus the Canadian average of \$2,721. Winnipeg is approximately 32% less than the Canadian average.

The chart below shows that out of 13 major Canadian cities, Winnipeg has the lowest municipal property tax bill for the average residential homeowner in 2021 at \$1,857. However, Winnipeg also has a frontage levy of \$273 for the average homeowner, so when that is added it brings the total municipal bill to \$2,130 moving Winnipeg up two ranks ahead, of Halifax and Saskatoon but still below Calgary (not shown).

### Average Residential Municipal Property Tax Across Major Canadian Cities in 2021

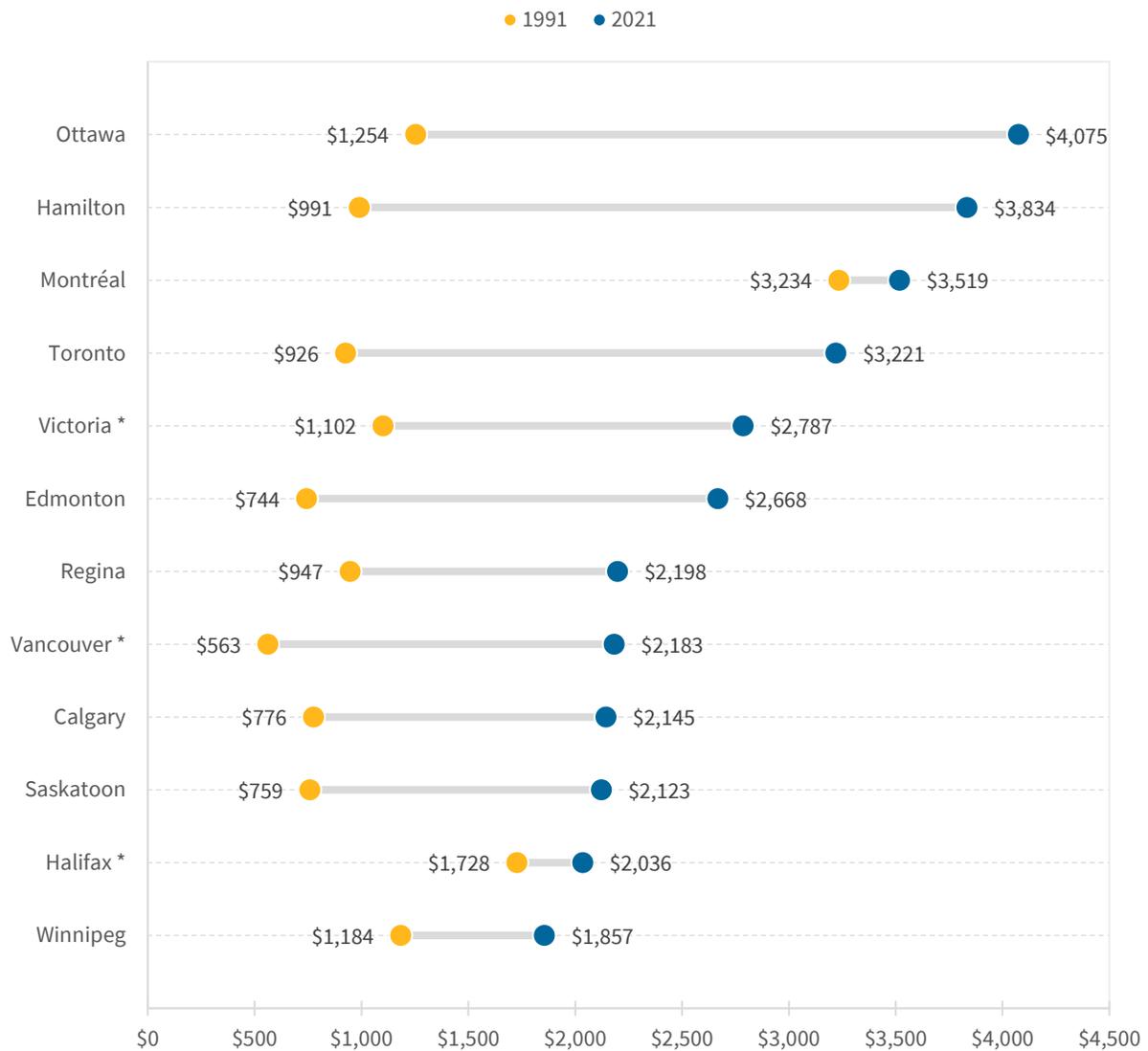


Sources: Various municipal government websites and media outlets.

\* 2021 estimates based on preliminary information.

The chart below shows the average residential municipal property tax bill across major Canadian cities in 1991 and in 2021. Over this thirty-year period, the average bill increased 169 per cent or \$1,536. In Winnipeg, however, property taxes only increased 57 per cent or \$673. On a percentage change basis, lower rates are only observed in Montreal and Halifax where the average bill increased 9 and 18 per cent, respectively.

### Change in Average Residential Municipal Property Bill across select Canadian Cities, 1991 versus 2021



**Sources:**

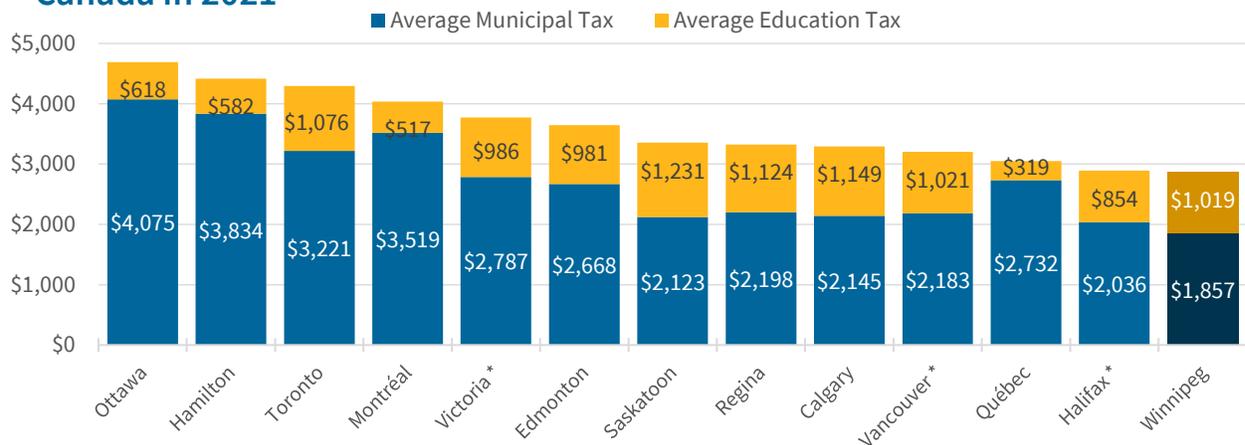
1991 data - 1991 City of Edmonton Property Tax Survey

2021 data - various municipal government websites and media outlets

\* 2021 estimates based on preliminary information

While Winnipeg’s municipal property tax has remained on the lower end, in previous years when combined with education property tax, Winnipeg’s overall ranking became less favorable. In 2021 Manitoba’s provincial government issued a rebate that provides owners of residential and farm properties a 25 per cent rebate of the school division special levy payable. This has caused Winnipeg’s overall and education property tax ranking to become more favorable among its peers; in 2020, Winnipeg had the second highest average education property tax among 13 major cities in Canada, but now ranks as the sixth highest in 2021. As a result, Winnipeg has the lowest average combined property tax bill among 13 major Canadian cities in 2021.

### Average Residential Municipal and Education Property Tax in Canada in 2021



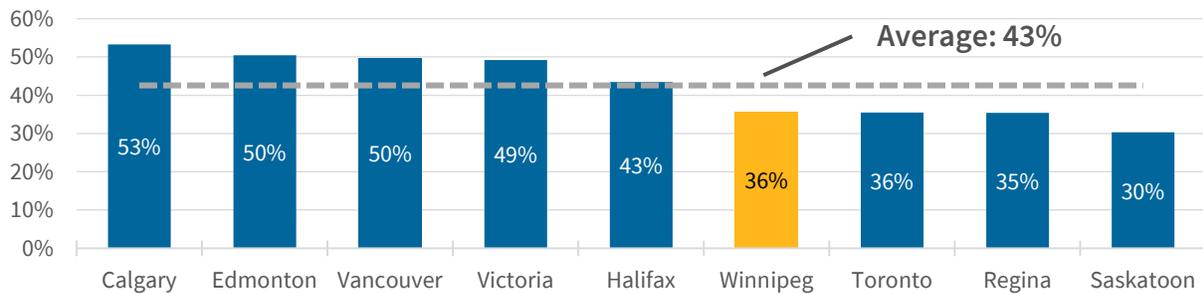
Source: Various municipal government websites and media outlets.

\* 2021 estimates based on preliminary information.

Note: City of Winnipeg average education property tax deducts \$525 Manitoba Education Property Tax Credit Advance (EPTCA) and \$515 Education Property Tax Rebate, and is based on Winnipeg SD No.1.

Winnipeg municipal tax does not include frontage levy.

### Per Cent of Municipal Tax Revenue Received from Non-Residential Properties, 2019



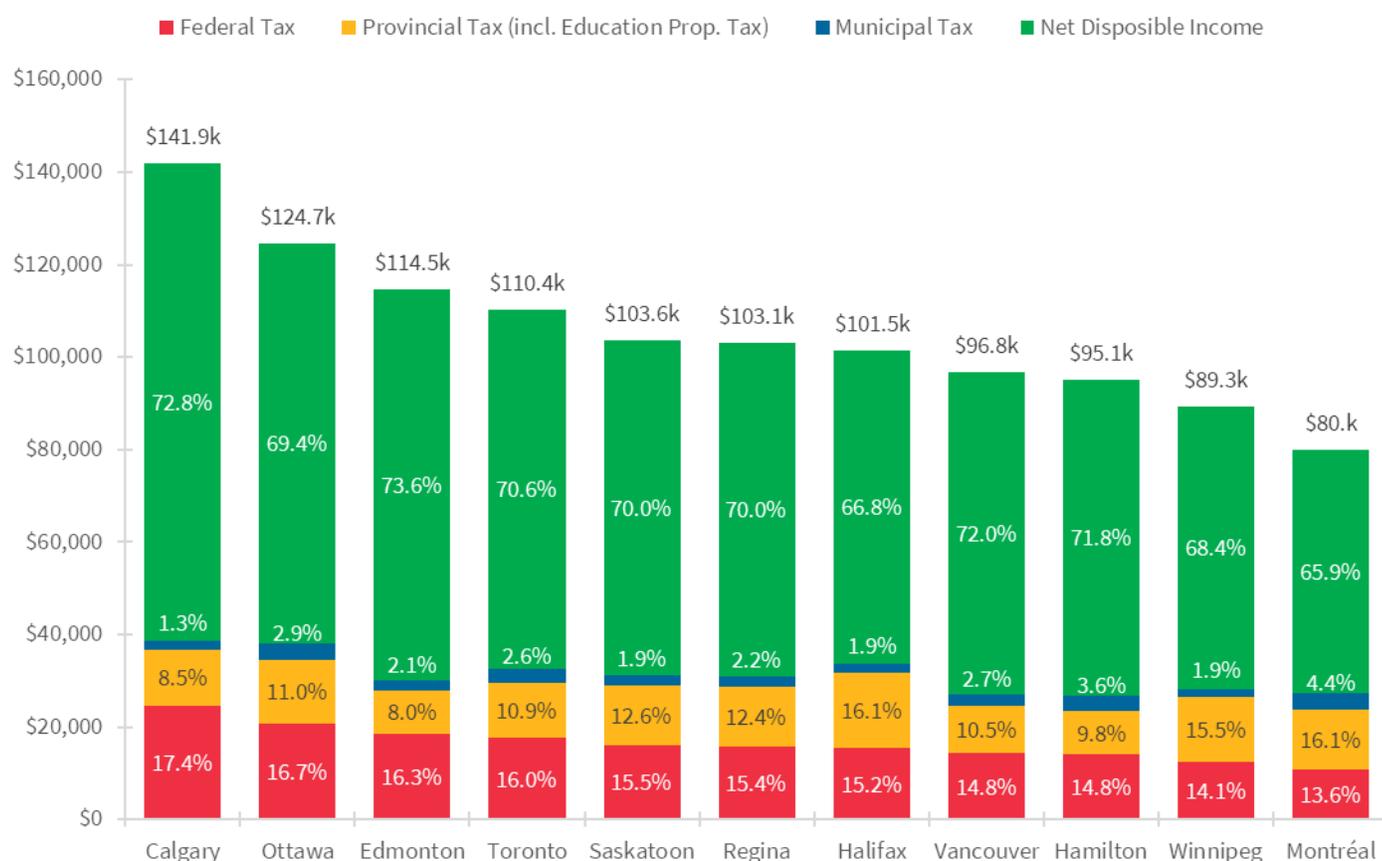
Source: City of Calgary 2019 Residential Property Taxes and Utility Charges Survey. Non-Residential tax revenues include business tax revenue paid in Winnipeg.

With respect to the distribution of municipal tax revenues by source, in 2019 residential properties in Winnipeg paid 64 per cent of property tax and non-residential properties paid 36% (including business tax). The chart below shows how this compares across Canada.

## Other Taxation

The graph below shows the estimated distribution of taxes to all levels of government across various Canadian cities in 2018 for the average homeowner.<sup>43</sup> This graph was derived by first finding the average or median assessed value of a home in each city in 2018, and then referring to the 2016 Canadian Census (by dissemination area) to estimate the average household income that would be observed for households living in an average assessed home. Using additional data from Statistics Canada on household consumption and expenditures, information on provincial and federal tax brackets, and municipal property tax rates in 2018, the amount of an average household's income that goes towards all three levels of government (federal, provincial, and municipal) is then estimated.

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



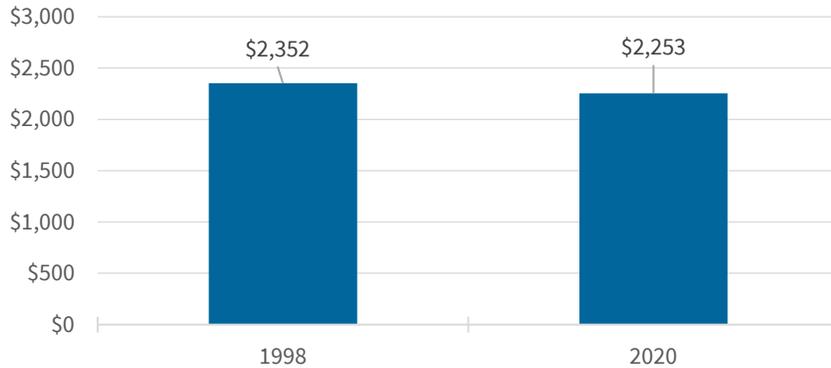
<sup>43</sup> Source: Data sources include Statistics Canada 2016 Canadian Census (by dissemination area) along with consumption data by income quintile from Statistics Canada Table 36-10-0587-01, Distribution of Household Economic Accounts, 2017, and gasoline sales from Statistics Canada Table 23-10-0066-01 by province for 2017. 2018 Federal and Provincial income tax brackets used; 2018 municipal property tax rates used. One of the main assumptions of this graph is that in order to calculate the provincial and federal income taxes paid by a household, it is assumed that the total household income is earned by two individuals, with each individual earning 50% of the total. This graph does not take in to account government transfers to households such as tax credits, nor does it take in to account household earnings non-tax deductions such as CPP and EI contributions.

# Expenditure

## Historical Trends

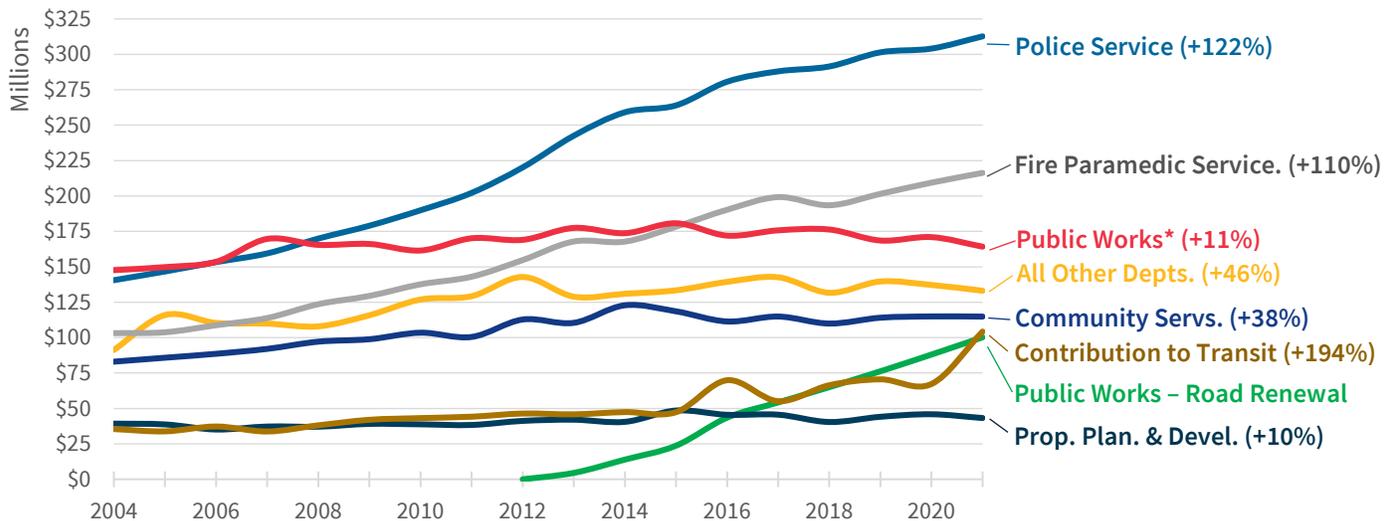
Similar to the exercise done in the *Revenue: Historical Trend* section above, the chart on the right shows how inflation-adjusted per-capita consolidated expenditures have changed since 1998. Overall, consolidated inflation-adjusted per-capita expenditures in 2020 were 4 per cent less than in 1998. It is important to note that 2020 inflation-adjusted per-capita expenditures are \$107 less than revenues due to the timing of capital grants and expenditures. The revenue received from capital grants is included in the *Revenue: Historical Trend* section, but their associated expenditures are captured across multiple years.

**City of Winnipeg Consolidated Expenditure Per Capita, Measured in 2020 Dollars**



Sources: City of Winnipeg 1998 and 2020 Annual Financial Reports; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted.

## Tax-Supported Operating Budget by Department 2004 to 2021 (Adopted)



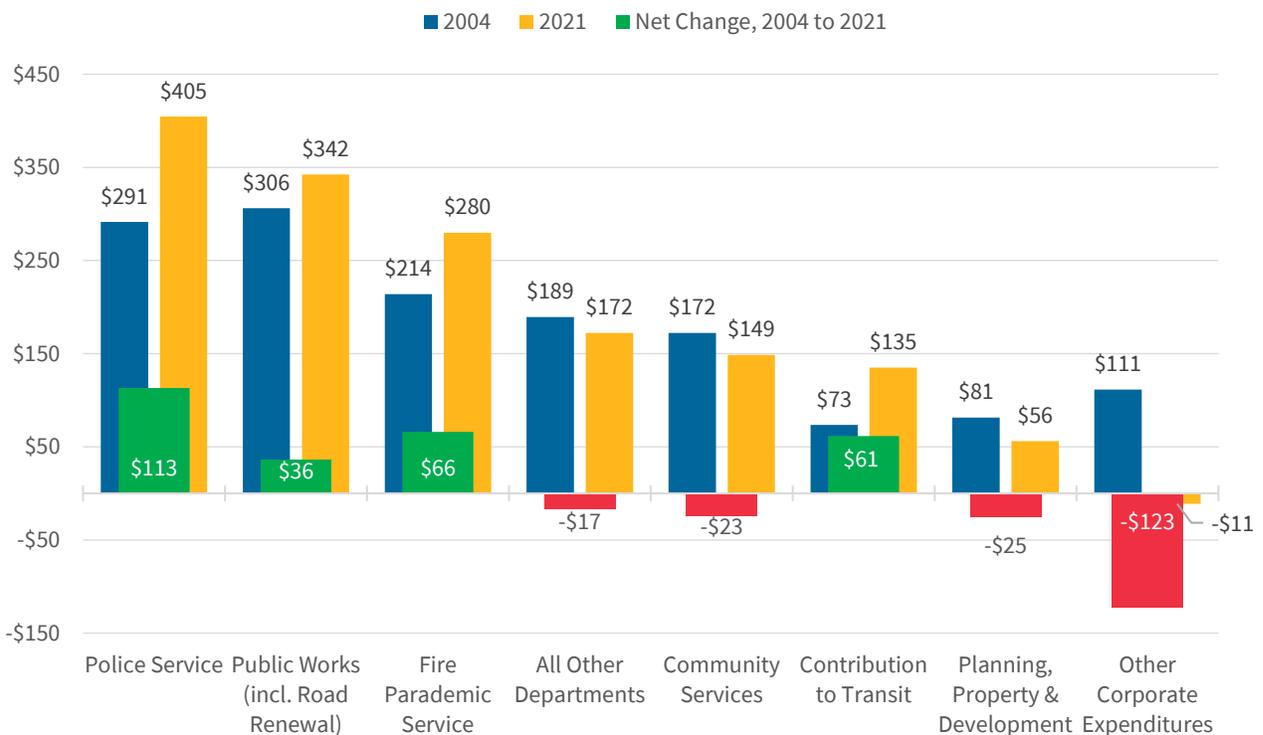
Sources: City of Winnipeg Tax Supported Operating Budgets, 2004 to 2021. \*Public Works (red line) does not include expenditures on Road Renewal from Frontage Levy and Local and Regional Street reserve; these are shown in the green line. Chart excludes Corporate expenses (not related to Transit) as categorized in the Operating Budget Tax Supported Summary (appendix 1).

The chart above shows how the tax-supported operating budget has changed over time across major departments. Growth in most budgets has been modest over the timeframe, but there have been significant increases in the tax-supported operating budgets for police, fire paramedic, and road renewal. The total growth that has occurred between 2004 and 2021 is shown in the brackets beside each department label.

The graph below adjusts the expenditure for inflation and population by expressing budgets in 2021 dollars on a per-citizen basis and the bars in the middle indicate how departmental budgets have changed between 2004 and 2021 using this metric.

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

### Per Capita Tax-Supported Operating Budget Expenditure By Department, Inflation Adjusted (2021 dollars)



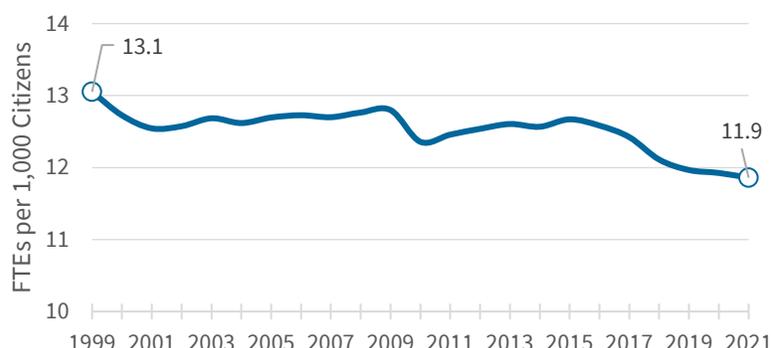
Sources: City of Winnipeg Tax Supported Operating Budgets, 2004 to 2021; Statistics Canada, Table 17-10-0142-01, Population estimates, July 1, by census subdivision, 2016 boundaries; Statistics Canada, Table 18-10-0005-01, Consumer Price Index, annual average, not seasonally adjusted; Conference Board of Canada, Metropolitan Outlook 1 Data – Spring 2021

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

## Staffing

The graph on the right shows how the total count of City of Winnipeg Full-time Equivalent (FTE) employees has changed from 1999 to 2021 on a per 1,000 citizen-basis. In 1999, there were 13.1 FTEs per 1,000 Winnipeg citizens and in 2021, that had fallen by 9.1 per cent to 11.9 FTEs per 1,000 citizens. The following table compares FTE staffing changes in 1999 to 2021 by department.

### City of Winnipeg Total FTE Count Per 1,000 Citizens, 1999 to 2021



Source: City of Winnipeg calculations

Department	1999	2021	Change	% Change
Police	1,477	1,941	464	31%
Fire Paramedic	1,070	1,393	323	30%
Transit	1,362	1,624	262	19%
Water, Sewer & LD	715	875	160	22%
Corporate Support Services*	203	313	110	54%
Planning, Prop & Dev	283	320	37	13%
Parking Authority	25	63	38	154%
Public Works (streets & parks)	992	1,016	24	2%
Office of the CAO	29	33	4	14%
Animal Services	20	27	7	36%
Legal Services	24	34	10	42%
Mayor's Office/Policy Devl. & Comm.	13	16	3	21%
Council	15	15	0	0%
Audit	10	7	-3	-34%
Solid Waste Collection & Disp.	141	99	-42	-30%
Golf	28	24	-4	-15%
Museums	17	3	-14	-82%
Glacial Sand & Gravel	19	0	-19	-100%
City Clerks	71	46	-25	-36%
Corporate Finance	129	89	-40	-31%
Municipal Accommodations	322	286	-36	-11%
Fleet Management Agency	196	109	-87	-44%
Assessment & Taxation	230	130	-100	-44%
Community Services (restated) <sup>†</sup>	844	701	-143	-17%
<b>Total FTE Count</b>	<b>8,235</b>	<b>9,164</b>	<b>929</b>	<b>11%</b>

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

<sup>†</sup> Community Services includes 81 FTEs transferred to Assiniboine Park Conservancy.

Note: FTE counts in this table may differ from Service Based Budget document counts due to rounding.

## Average Homeowner Property Tax Bill

For 2021, the total tax-supported spending is broken down by services for the average homeowner's property tax bill. For example, the average homeowner whose home is assessed at \$313,590, the following breakdown reflects approximately where tax-supported funding is allocated:

### Average Homeowner's Basket of Tax-Supported City Services - 2021

Service	Per Year	Per Month	% of Total
Police Service	\$550	\$46	29.6%
Fire Paramedic Service	\$295	\$25	15.9%
Public Transit	\$216	\$18	11.6%
Road Maintenance	\$192	\$16	10.3%
Recreation	\$104	\$9	5.6%
Parks and Urban Forestry	\$75	\$6	4.1%
Roadway Snow Removal and Ice Clearing	\$72	\$6	3.9%
Libraries	\$61	\$5	3.3%
Organizational Support Service	\$55	\$5	2.9%
Innovation, Transform & Technology	\$53	\$4	2.9%
Solid Waste Collection	\$48	\$4	2.6%
City Beautification	\$36	\$3	1.9%
Assiniboine Park Conservancy	\$31	\$3	1.7%
Council Services	\$29	\$2	1.6%
Street Lighting †	\$28	\$2	1.5%
Insect Control	\$13	\$1	0.7%
Community Liveability	\$13	\$1	0.7%
Remaining Arts, Entertainment, & Culture	\$13	\$1	0.7%
311 Contact Centre	\$9	\$1	0.5%
Animal Services	\$3	\$0	0.1%
Cemeteries	\$2	\$0	0.1%
Golf Services	\$2	\$0	0.1%
Medical Response	\$0	\$0	0.0%
Economic Development	(\$1)	(\$0)	-0.1%
City Planning, Inspection, & Housing	(\$2)	(\$0)	-0.1%
Property Asset Management	(\$7)	(\$1)	-0.4%
Assessment and Taxation	(\$32)	(\$3)	-1.7%
<b>City Property Tax Bill for Average House ‡</b>	<b>\$1,857</b>	<b>\$155</b>	<b>100%</b>
<b>Street Maintenance Frontage Levy §</b>	<b>\$273</b>	<b>\$23</b>	
<b>Total City Property Tax Bill for Average House</b>	<b>\$2,130</b>	<b>\$178</b>	

† Street lighting shown separately above.

‡ Based on average home assessed at \$313,590 in 2021.

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

Note:

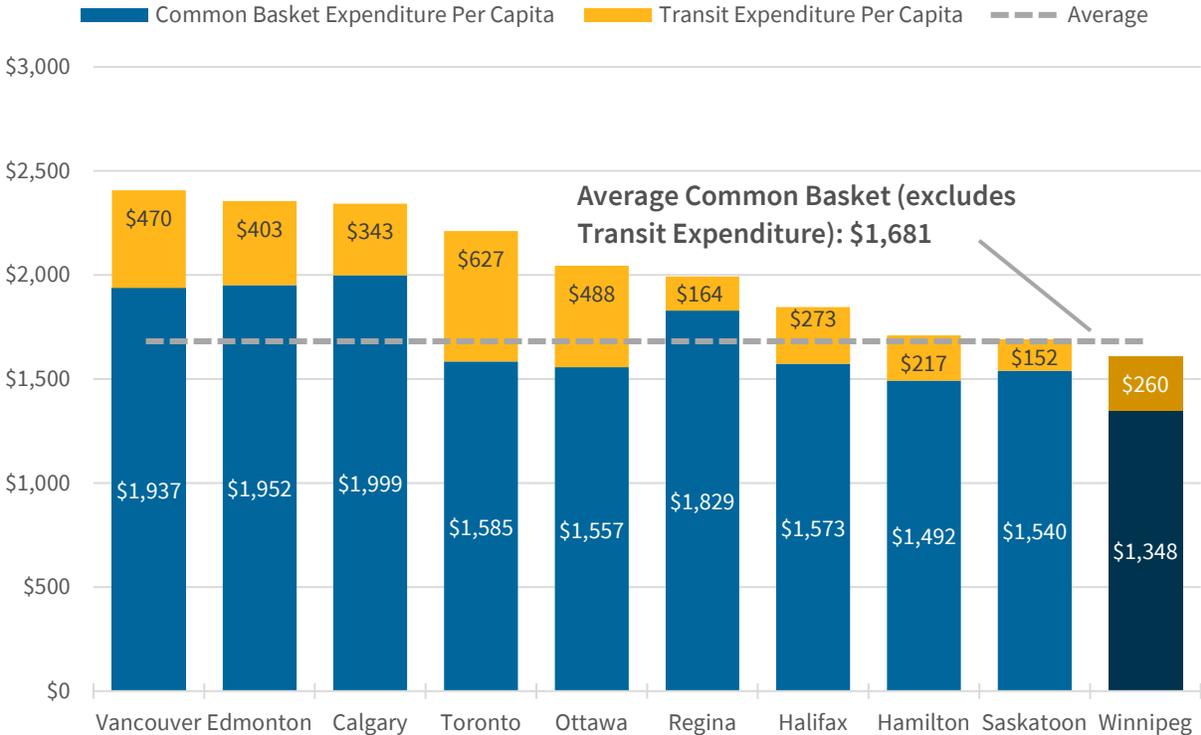
A portion of Corporately-held revenue such as Provincial grants and dividends from Water and Waste and SOAs is attributed to all services.

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

# Operating Expenditure Comparisons

As compared to several major cities across Canada, Winnipeg has the least amount of operating expenses per capita. The operating expenditure on a common basket of items per capita (excluding Transit) in 2017 was \$1,348 for Winnipeg versus the average of the other cities, \$1,681 – a difference of 25 per cent.<sup>44,45</sup> To put this difference in perspective, if the City of Winnipeg spent the average amount of other Canadian cities per capita, the operating budget on the common basket of items (excluding Transit) would be increased by 25 per cent, or approximately \$250 million.

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



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

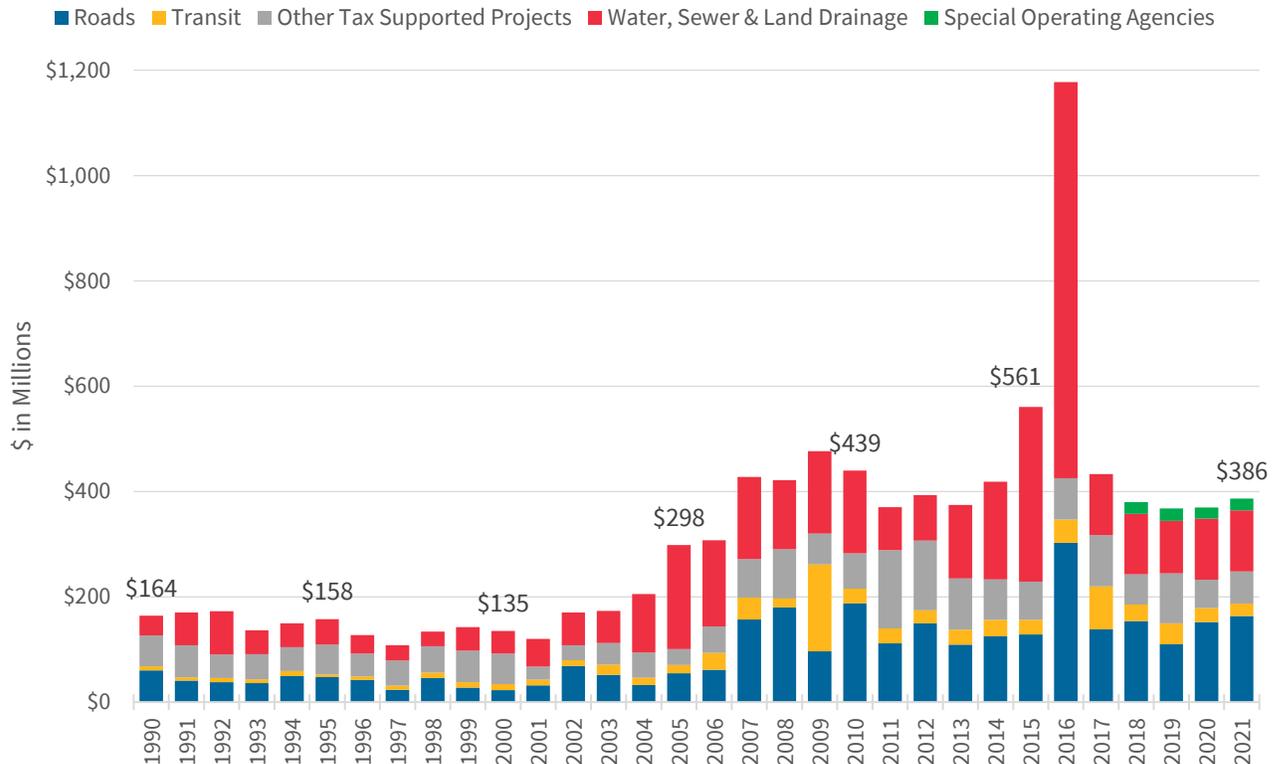
<sup>44</sup> Comparing operating expenditure between cities can be challenging due to differences between service type and size. Therefore, to create a fair comparison, the City of Winnipeg compiled a common 'basket of services': Police, Fire, Roads, Water, Sewer, Land Drainage, Solid Waste, Recycling, Parks, Recreation, Libraries, Arts & Culture, City Planning, Development and Permits, Animal Services, Fleet, Municipal Buildings, Corporate Services and Council. This does not include Ambulance, Assessment, Cemeteries, Public Health, Social Services, Housing, Electrical Utilities, Transit and Interest. City of Edmonton excludes EPCOR. Data sourced from cities annual financial reports and operating budget documents.

<sup>45</sup> Note: In the Vancouver area, TransLink provides transit services to the entire region. As such, the per-capita transit expenditures for Vancouver is calculated by multiplying TransLink's expenses (excluding interest and amortization of capital assets) by the proportion of its service area that is made up of Vancouver residents.

## Capital Expenditures: Over Time

Similar to operating expenditures, the City of Winnipeg has seen significant change in the amount and type of capital expenditure over the years. While capital spending amounts vary by year, excluding 2016, it has averaged \$385 million since 2007.<sup>46</sup>

### City of Winnipeg Annual Capital Budgets 1990 to 2021



Source: City of Winnipeg Adopted Capital Budgets, 1990 to 2021

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

<sup>46</sup> Source: Annual Capital Budgets. Note: the large capital budget for Water, Sewer, & Land Drainage in 2016 is due to investment in the North End Sewage Treatment Plant (NEWPCC) – Nutrient Removal / Upgrade. Please note that the 2019 adopted capital budget has been restated to include Winnipeg Fleet Management Agency and Winnipeg Parking Authority. These are now included under the “Special Operating Agencies” category in the above graph.

## Capital Expenditures: Comparisons Across Jurisdictions

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

Therefore, to make a fairer comparison, provincial level data from Statistics Canada is used. It should be recognized that while this publication pertains to the City of Winnipeg municipal government, these statistics, which are at a provincial level, provide an indication of how capital expenditures compare across Canada. Moreover, Winnipeg is the largest municipality in Manitoba, so it represents the second largest share of public capital expenditure behind the provincial government.

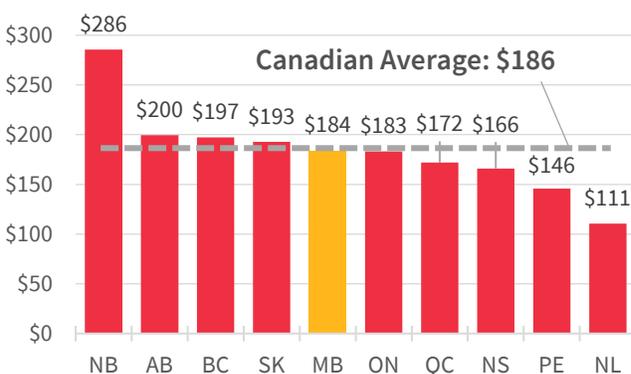
The graphs below show the publicly owned, per capita expenditure on three major asset types in 2018 across Canadian provinces. These expenditures include both expenditure on maintenance of existing assets and the creation of new ones. Across the three asset categories, Manitoba ranked among the lower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

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

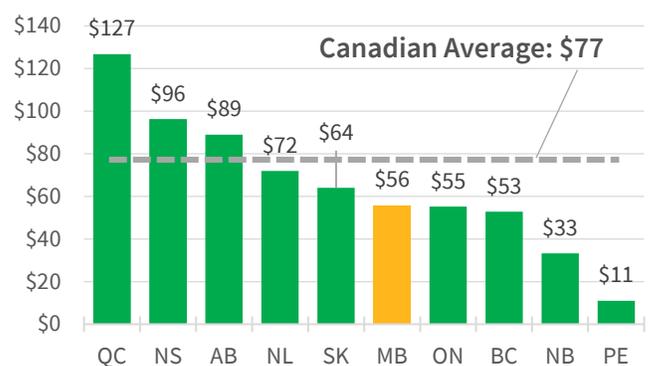
#### Transportation Infrastructure



#### Waterworks and Sewage Infrastructure



#### Recreation and Culture Infrastructure



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

## Infrastructure Needs

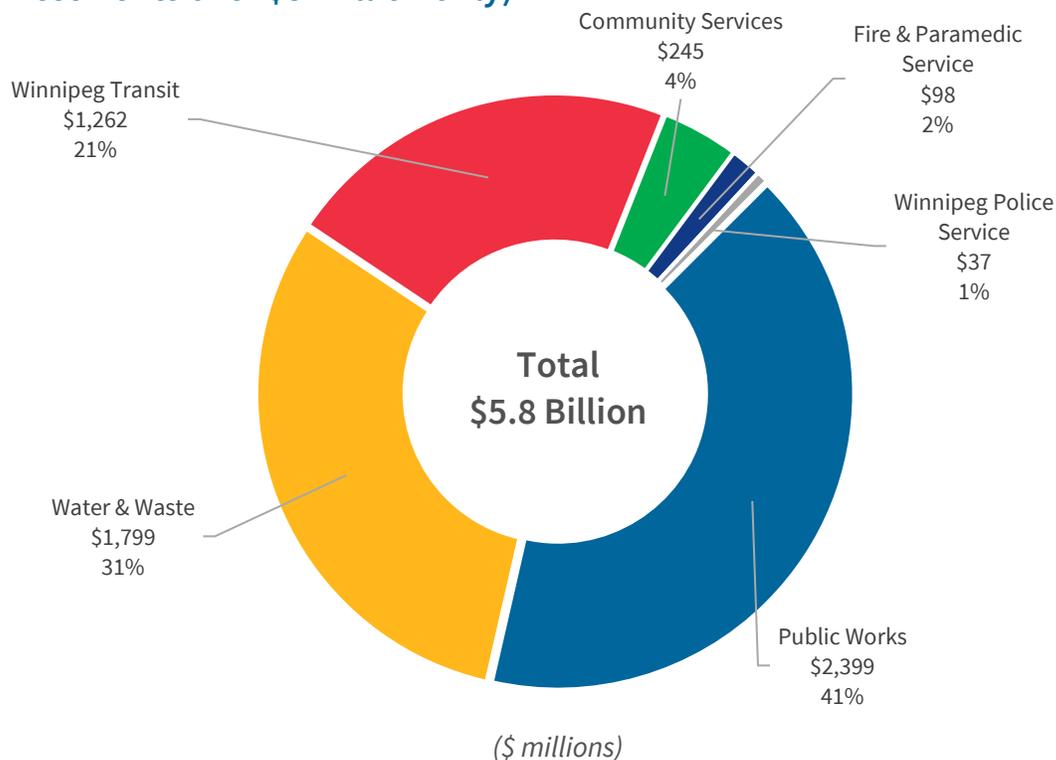
Much of the challenges surrounding the state of infrastructure in the City of Winnipeg have been addressed in published documents including the [City of Winnipeg 2018 City Asset Management Plan](#), the [City of Winnipeg 2018 State of the Infrastructure Report](#), and the [City of Winnipeg 2020 Infrastructure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

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

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

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

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

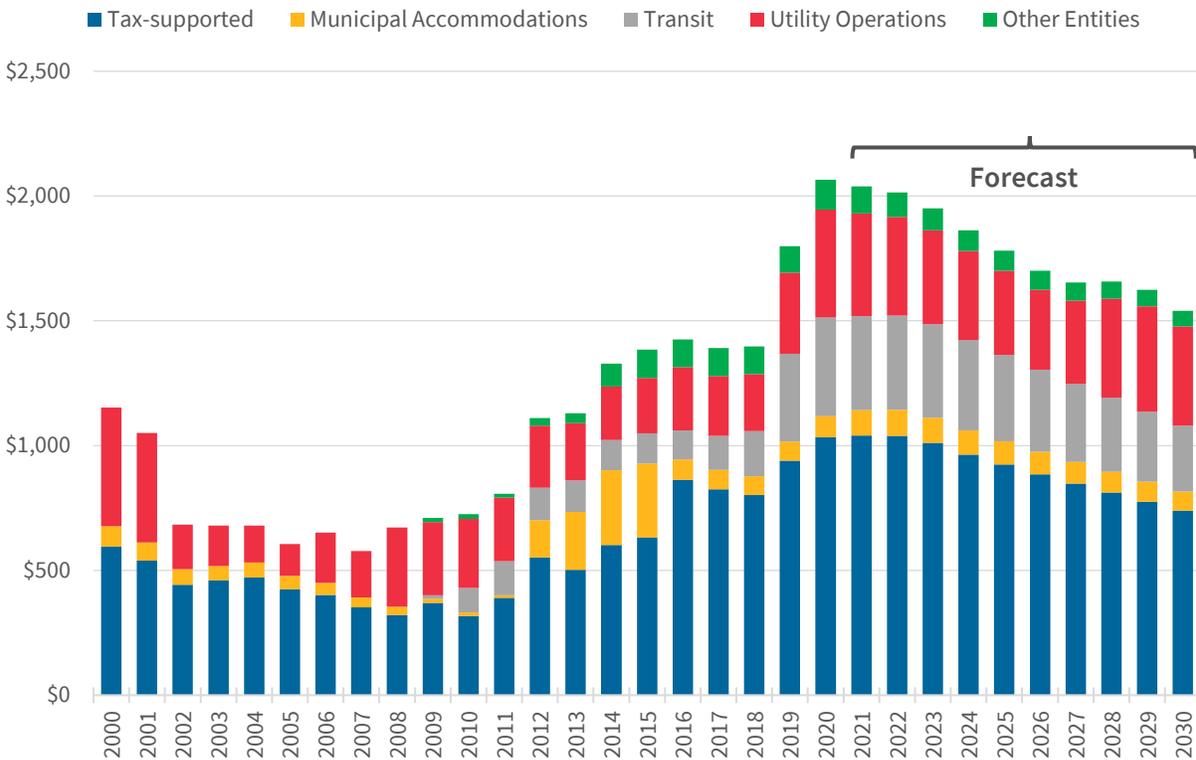


Source: City of Winnipeg 2020 Infrastructure Plan

## City of Winnipeg Debt <sup>47</sup>

The City of Winnipeg has increased its debt obligations based on various major capital project spending. This projection of net debt per capita includes amounts authorized in the capital budget and forecast. In the near future, the City of Winnipeg is planning large amounts of capital investment into sewage treatment facilities which also increases debt.

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



Source: City of Winnipeg calculations

<sup>47</sup> Debenture debt and P3 obligations included.





Photo Credit: City of Winnipeg

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## Performance Measures and Citizen Survey Results

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# 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 as well as progress by departments towards achievement of identified key goals. Performance measurement provides the necessary data to identify needs and to support reallocation of resources or realignment of strategic objectives to improve processes and priorities. Performance indicators are used as a tool to:

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

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

## Service Level Statistics

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

## Effectiveness Measures

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

## Efficiency Measures

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

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

Expert Panel members from each municipality meet as a group to collaborate, learn, network with peers and share information. MBNCanada promotes meaningful comparisons by providing a performance measurement framework with a detailed data collection protocol, costing methodologies, and peer-reviewed data. Defined standards are set by a Financial Advisory Panel and

are consistent with the Public Sector Accounting Board to ensure the indirect costs of the services are included.

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

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

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

- MBNCanada benchmarking data is published annually in November; therefore MBNCanada measures are reflected for 2019 in this document;
- Service Level Statistics and non-MBNCanada Performance Measures are from 2020, the last internal data collection year;
- Where other performance or benchmarking data is gathered from other professional organizations, it is included as available; and
- The Citizen Survey results presented are from 2021.

## COVID-19 Pandemic Impact

As a result of the required public health measures implemented during 2020 to mitigate the impact of the COVID-19 pandemic, a number of civic services were impacted to varying degrees. Particularly impacted by required closures were services that are based on public attendance at civic facilities such as libraries, pools and recreation centres. With a reduction in the number of people working at their normal place of employment, transit ridership and vehicles entering downtown were significantly reduced, resulting in a corresponding reduction in both transit and parking revenue. Where applicable, the impact of the COVID-19 pandemic has been included in this performance report.

## Common Goals

In addition to the key goals outlined by the various service areas, a number of goals are common to all civic services and are more clearly linked to the high-level strategic priorities outlined in OurWinnipeg. While not specifically mentioned by service areas these common goals should be considered as part of the goals of all service areas:

- Utilize the principles of environmental stewardship
- Improve the quality of service delivered to customers
- Operate in a cost-effective manner through continuous improvement
- Maintain a high-quality, safe working environment
- Support to Downtown revitalization
- Enable collaboration across service areas and/or major stakeholders, balancing focus on service goals to achieve optimal results

- Provide optimized delivery of infrastructure projects
- Implement best practices

## Service Key Goals Update

In addition to the identification of common goals, each service area has begun the process of reviewing their identified key goals to confirm linkages to the high-level strategic priorities identified in OurWinnipeg. Service areas have also identified the relevant Policy Direction(s) from OurWinnipeg. In many cases, services can select more than one strategic Policy Direction, but the ‘best fit’ is noted for each service area.

The performance measures presented by the individual service areas have also been reviewed to, where possible, ensure that they reflect progress towards achievement of key goals. As part of this review process, the number of measures presented in the report has been reduced, but in many cases these measures continue to be tracked for other operational and planning purposes.

Building on the work done by service areas for this report, work is underway to develop a revised format for presentation of key goals and measures to better demonstrate alignment with OurWinnipeg and how specific measures demonstrate progress toward the achievement of key goals. This work is expected to be presented in future budgets.

## Performance Measurement – Frequently Asked Questions

### 1. What is Performance Measurement?

‘Performance Measurement’ is a range of processes that allow an organization to evaluate how well it is doing. It is defined in the literature as “the process of collecting, analyzing and/or reporting information regarding the performance of an individual, group, organization, system or component.”

### 2. Why does the City of Winnipeg engage in Performance Measurement?

Performance measurement provides a methodology to demonstrate to stakeholders (such as Council, the public, etc.) that there is progress in achievement of goals, and value in the services provided. It allows the public service to build a case around budget submissions, particularly in relation to maintenance of or upgrades to service levels.

### 3. A Range of Processes?

Performance measurement encompasses a number of different actions of varying complexity:

- Data reporting – the gathering and reporting of data, typically focused on an output;
- Benchmarking – comparison of results with standard measures or those of peers/competitors; and
- Performance Analytics – the deeper examination of the factors contributing to the results, allowing for a better understanding of how to change outcomes.

#### 4. Outputs and outcomes?

Outputs are the results of a specific process or event, such as kilometers of active transportation pathway constructed. Outcomes are the, usually, desired results of a program, series or process, such as an increase in the number of people using active transportation.

#### 5. What form does benchmarking take?

Benchmarking takes multiple forms:

- Internal – comparison of the process to a similar process in the organization;
- Competitive – direct comparison to a competitor in delivery of the product or service;
- Functional – comparison of similar practices with the same function outside of immediate industry;
- Generic – broad conceptual comparison of processes/functions that can be practiced in similar ways across different organizations

#### 6. Why do benchmarking?

Benchmarking allows for comparison which can be important in understanding what the data means. For example, while an increase in the cost of providing a service may appear to be problematic, benchmarking with other municipalities can demonstrate that the increase may be common to all municipalities and may be lower in Winnipeg than other cities.

#### 7. So external benchmarking is important?

Yes, an examination of internal results over time is not necessarily indicative of external performance – performance may increase or decrease over time without impacting external comparative results.

#### 8. What does the City of Winnipeg do?

With in the city, most performance measurement involves data reporting and benchmarking. In some instances, individual departments conduct performance analytics on specific services.

#### 9. Is performance measurement something you only do once?

To be truly effective, particularly in determining progress, performance measurement should occur regularly over the course of a particular ‘monitoring period’ – which in the municipal context is usually annually. This regular review ensures that programs are on track or if adjustments should be considered.

Over time the availability of annual trend lines also allows for the identification of potential problems during the program as opposed to an ‘after the fact’ search for what went wrong.

10. Does the City participate in formal benchmarking programs?

Yes, the primary program that the City participates in is the Municipal Benchmarking Network Canada, an organization of 16 member municipalities including Calgary, Regina, Hamilton, Toronto and Montreal.

Individual service areas may also participate in 'industry specific' benchmarking such as Transit's participation in the Canadian Urban Transit Association (CUTA) and the Police submission of data to the Canadian Centre for Justice Statistics through Statistics Canada.



# Citizen Survey

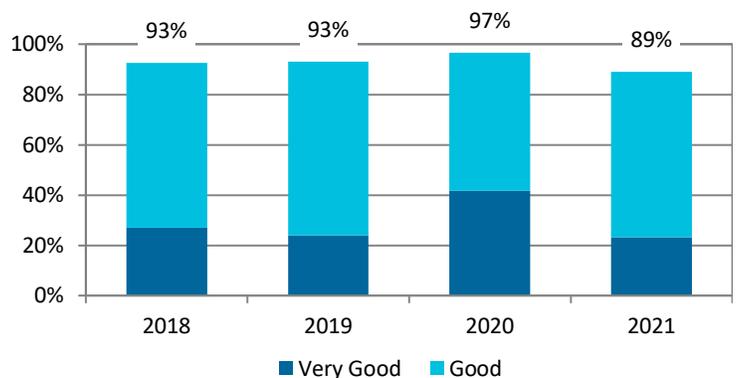
In this performance report, a key component of the effectiveness measures provided is citizen satisfaction with the various services the City of Winnipeg provides. Prairie Research Associates Inc. (PRA) was commissioned by the City of Winnipeg to conduct the 2021 Citizen Survey from April 28 to May 18, 2021. Six hundred Winnipeg residents were randomly surveyed by telephone. Adjusted quota sampling methodology is used to improve representation by gender and age, and an additional quota of 26% inner city residents is applied to ensure geographic representation of this group.

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

In 2020, citizen satisfaction survey questions asked residents to base their answers on their experience prior to the pandemic. In 2021, survey question wording was changed back to pre-2020 questions, so residents were not asked to reflect on their experience prior to the pandemic. Responses may have been impacted by COVID-19, especially usage of services such as Winnipeg Transit.

## Quality of Life

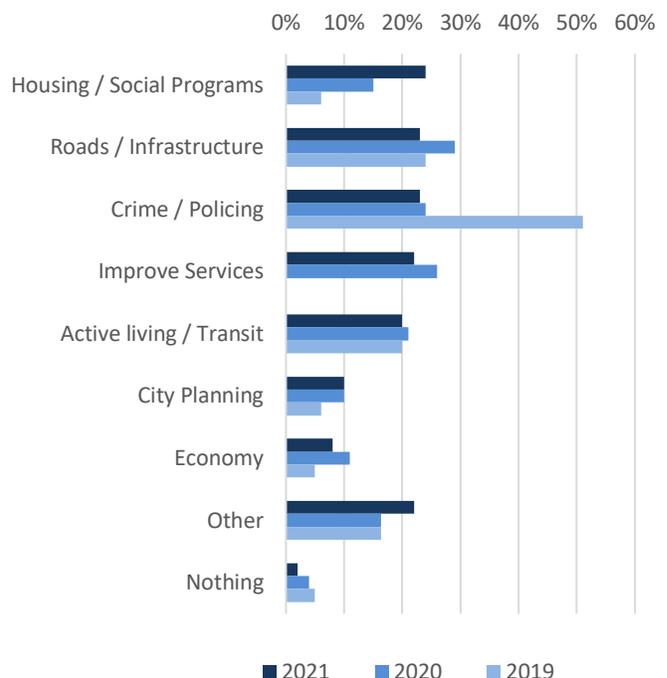
In 2021, 89% of Winnipeggers believe the quality of life in Winnipeg is very good or good. Although we do not have a definitive understanding of why the quality of life ratings dropped in 2021, PRA believes this could be related to the state of the pandemic in Winnipeg during the surveying period.



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

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

- Housing / Social programs (24%)
- Roads / Infrastructure (23%)
- Crime / Policing (23%)

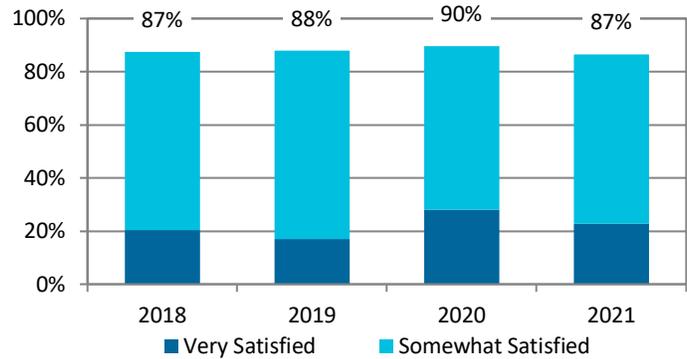


Note: Respondents could provide more than one response; totals may add up to greater than 100%.

## Service Satisfaction

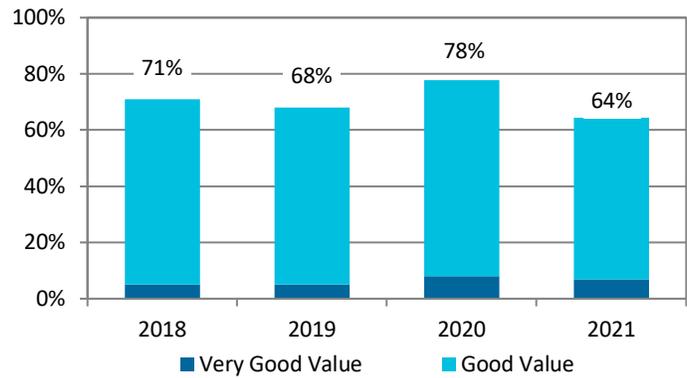
Overall satisfaction with City services was approximately 87% in 2021.

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



## Value for Tax Dollars

In 2021, 64% of Winnipeggers surveyed believe they receive good to very good value for their municipal property tax dollar.



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

Value for Tax Dollars	Most common reasons provided:
Good or Very Good (78%)	<ul style="list-style-type: none"> <li>• Satisfaction with services (50%)</li> <li>• General satisfaction (35%)</li> <li>• Satisfaction with roads (10%)</li> </ul>
Poor or Very Poor (22%)	<ul style="list-style-type: none"> <li>• Dissatisfied with roads (40%)</li> <li>• Dissatisfaction with services (18%)</li> <li>• Dissatisfied with taxes (17%)</li> </ul>

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

## City Services

Overall satisfaction with City services remains high at 87%.

- Usage of City services varies by service, with the majority having visited a local (83%) or major park (76%), but only 27% have been involved in a medical incident and 21% were involved in an incident where 911 was called. Only 4% applied for a building permit.
- Public Safety’s (Fire Paramedic, Police) importance has decreased since 2020 but remains the most important service. Infrastructure (e.g. roads, water) remains the second most important but importance has also decreased over the past year.
- Satisfaction with City services is high for the majority of services.
- Individual City services that received over 90% satisfaction ratings:
  - Library services (91% among all respondents; 93% among those who used it)
  - Fire and rescue service response to fire emergencies (93%)
- Individual City services that received under 60% satisfaction ratings:
  - Downtown renewal (59%)
  - Funding for improving inner city housing (53%)
  - Condition of residential streets in your neighbourhood (51%)

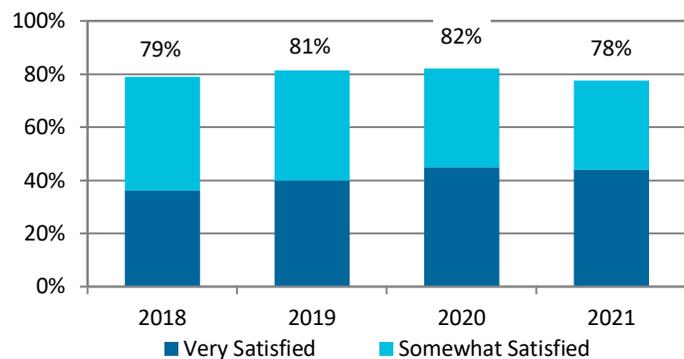
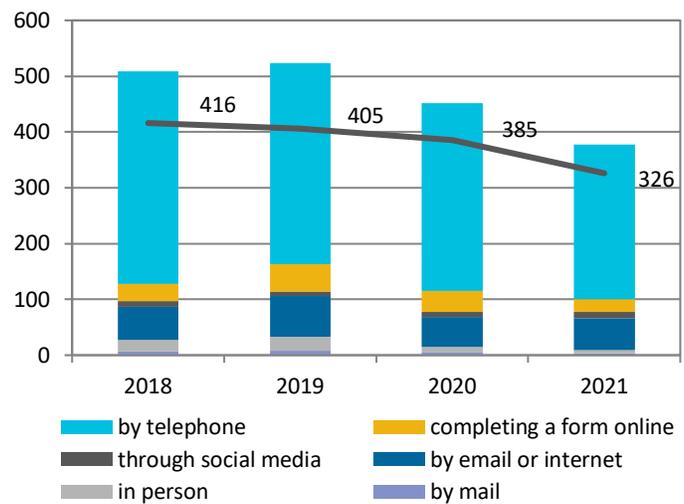
## Customer Service

Of the 600 Winnipeggers surveyed, 55% (or 326), indicated they had contacted the City in the past year. As some individuals contacted the City multiple times, more contact methods were recorded than respondents who contacted the City.

The primary method of contact is telephone (85%). Email and internet contacts have grown in recent years, and beginning in 2018 this response area was broken down further to better identify how Citizens are contacting the City:

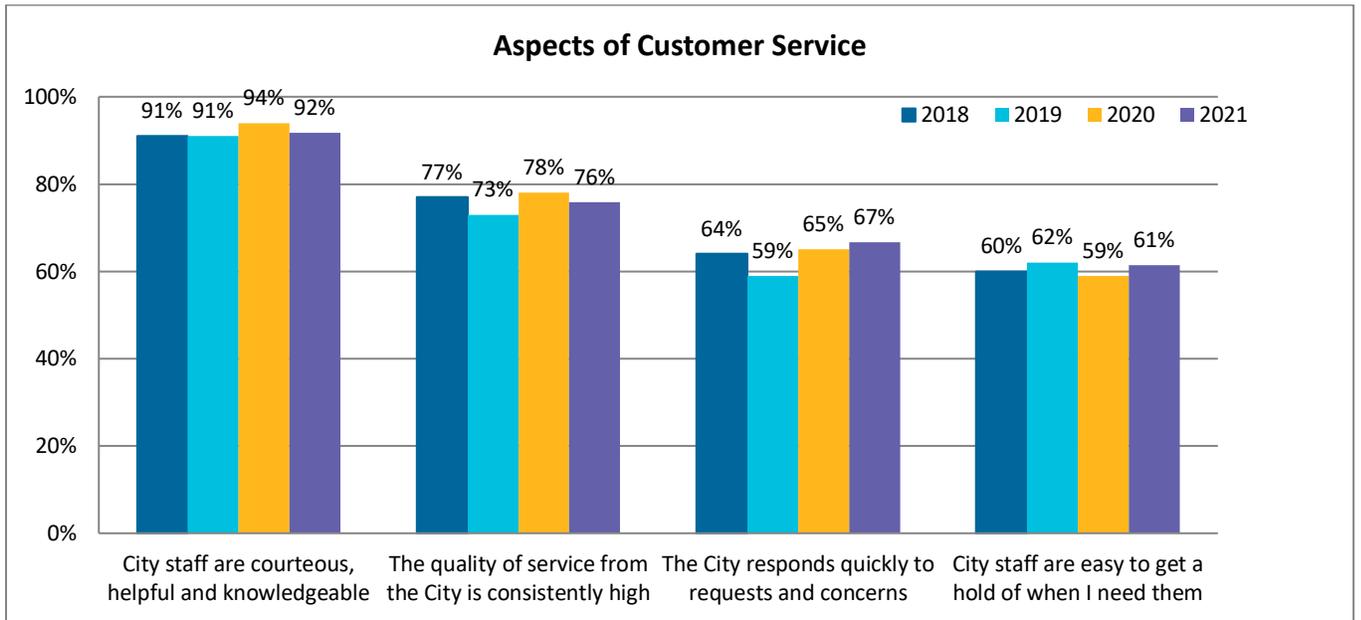
- by email or internet (17%),
- by online form (7%), or
- through social media (4%)

Of those who contacted the City in the past year, 78% of respondents rated their satisfaction with the experience as very satisfied or somewhat satisfied.



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

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



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

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

# Performance Measures Table of Contents

<b>City Services by Committee / Board</b>	<b><u>Page</u></b>
<b>Infrastructure Renewal and Public Works .....</b>	<b>107</b>
• Roadway Construction and Maintenance .....	109
• Transportation Planning and Traffic Management.....	112
• Roadway Snow Removal and Ice Control.....	115
• Public Transit.....	117
• City Beautification.....	120
<b>Water and Waste, Riverbank Management and the Environment.....</b>	<b>123</b>
• Water.....	125
• Wastewater .....	129
• Land Drainage and Flood Control .....	133
• Solid Waste Collection .....	135
• Solid Waste Disposal.....	138
• Recycling and Waste Diversion .....	140
<b>Property and Development, Heritage and Downtown Development .....</b>	<b>143</b>
• City Planning.....	145
• Neighbourhood Revitalization.....	148
• Development Approvals, Building Permits and Inspections.....	150
• Heritage Conservation .....	153
• Property Asset Management.....	156
• Cemeteries .....	159
<b>Protection, Community Services and Parks .....</b>	<b>161</b>
• Fire and Rescue Response.....	163
• Fire and Injury Prevention .....	166
• Medical Response.....	169
• Emergency Management.....	173
• Recreation.....	176
• Parks and Urban Forestry.....	180
• Community Liveability.....	183
• Libraries.....	186
• Arts, Entertainment and Culture.....	189
• Insect Control.....	191
<b>Winnipeg Police Board .....</b>	<b>195</b>
• Police Response.....	197
• Crime Prevention.....	203
• Traffic Safety and Enforcement.....	205

<b>City Services by Committee / Board</b>	<b><u>Page</u></b>
<b>Innovation and Economic Development.....</b>	<b>209</b>
• Innovation, Transformation and Technology .....	211
• Economic Development .....	214
• Winnipeg Fleet Management Agency (SOA) .....	217
• Winnipeg Parking Authority (SOA).....	220
• Golf Services (SOA) .....	223
• Animal Services (SOA) .....	225
<b>Executive Policy.....</b>	<b>229</b>
• Organizational Support Services .....	231
• Organizational Support Services – Indigenous Relations.....	232
• Assessment, Taxation and Corporate .....	233
• Contact Centre - 311.....	234
• Council Services - Audit .....	235
• Council Services – City Clerks.....	236
• Organizational Balanced Scorecard.....	237
• Organizational Performance Measurements .....	240



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## Infrastructure Renewal and Public Works

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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

Provide Winnipeggers and visitors with access to well-maintained roadways, sidewalks, pathways and bridges in order to ensure the safe, efficient movement of people, goods and services.

OurWinnipeg: A City that Works - City Building - Key Directions for the Entire City

## Key Goals

1. Provide quality transportation infrastructure by ensuring the road, sidewalk and pathway networks are in 'good' condition and are 'fit for purpose'.
2. Ensure roads, sidewalks and pathways are safe and accessible at all times by providing adequate maintenance.
3. Enable safe waterway crossings and grade separations by ensuring bridges and supporting infrastructure are maintained and meet all regulatory requirements.
4. Design and construct new transportation infrastructure in an environmentally sustainable manner and address social and aesthetic considerations.

## Service Level Statistics

Description	2017	2018	2019	2020
Capital renewal of regional streets (lane-km) [A]	27.7	33.6	32.2	53.0
Capital renewal of local streets (lane-km) [B]	96.0	94.4	62.2	75.0
Capital renewal of alleys (lane-km)	3.6	7.6	0.0	5.4
Dust control applied to gravel roads and lanes (km)	208	261	113	166
Percent of chip seal roadway inventory renewed	14.7%	18.2%	15.7%	11.7%
Hard surface pavements - localized repairs (excl. overlays) (m2)	53,819	46,251	60,356	46,325
Number of potholes filled on hard surface pavements	n/a	192,045	186,936	157,367
Concrete sidewalks repaired (m2)	7,726	8,074	10,146	10,132
Major bridge rehabilitations	3 locations \$17,333,000	8 locations \$23,555,000	5 locations \$24,586,000	8 locations \$6,055,070
Significant bridge maintenance repair works	26 locations \$1,435,000	22 locations \$506,000	25 locations \$484,182	20 locations \$351,650
Roadway transferred from developers (lane-km)	54.8	31.3	25.1	25.2
Capital addition of regional streets (lane-km)	0.6	0.0	0.0	0.0
Capital addition of surfaced alleys (lane-km)	3.5	1.6	1.6	2.3

[A] Previously reported as two measures: Capital reconstruction of regional streets (lane-km) and capital rehabilitation of regional streets (lane-km)

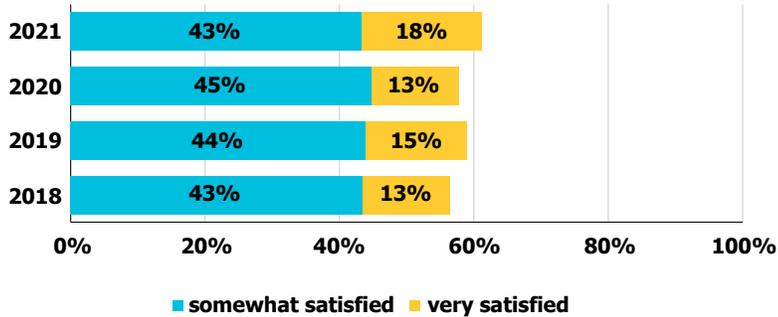
[B] Previously reported as two measures: Capital reconstruction of local streets (lane-km) and capital rehabilitation of local streets (lane-km)

# Roadway Construction and Maintenance

## Performance Measurements

### Effectiveness Measurements

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

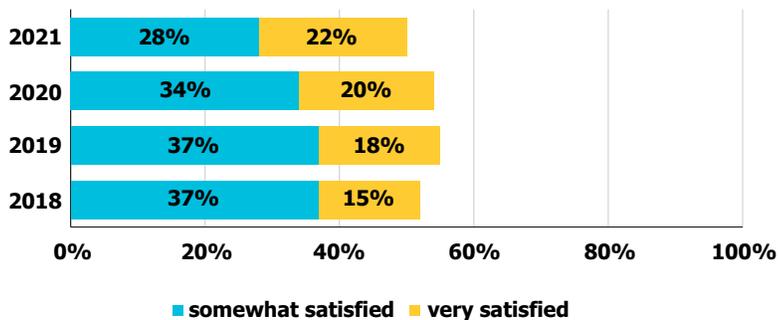


Citizen satisfaction with the condition of major streets had been trending downward until 2014 when a dedicated annual property tax was established to fund the road renewal program for major streets. This has resulted in a positive upward trend in citizen satisfaction.

	2018	2019	2020	2021
<b>Total Satisfied</b>	56%	59%	58%	61%

Source: City of Winnipeg Annual Citizen Survey

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

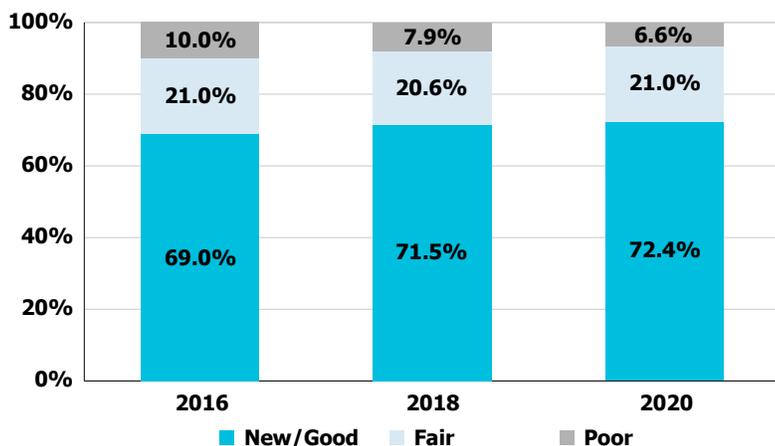


55% of citizens are either somewhat satisfied or very satisfied with the condition of residential streets in 2021, a decrease from 54% in 2020.

	2018	2019	2020	2021
<b>Total Satisfied</b>	52%	55%	54%	50%

Source: City of Winnipeg Annual Citizen Survey

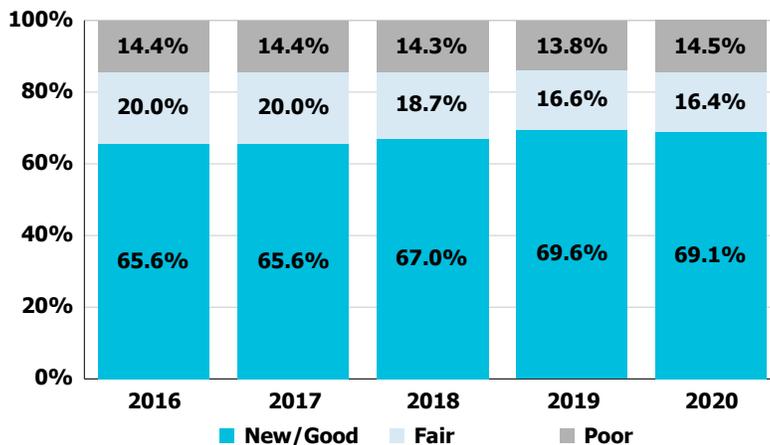
#### Average Condition of Regional Streets



Regional street ratings are collected every second year and will be reported on in the year they are rated.

# Roadway Construction and Maintenance

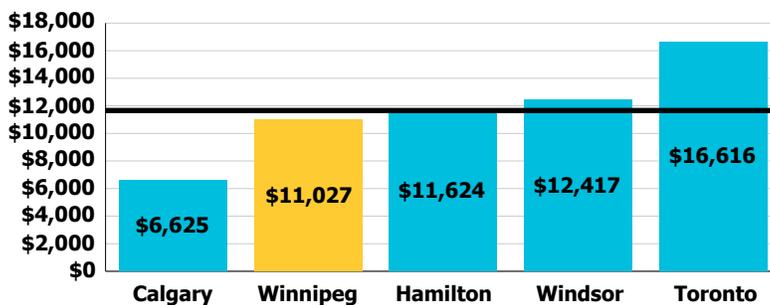
## Average Condition of Residential and Industrial Streets



Residential and industrial street ratings are collected on a three year cycle and do not include alley ratings.

## Efficiency Measurements

### Total Cost for Paved (Hard Top) Roads per Lane-Kilometre (2019)

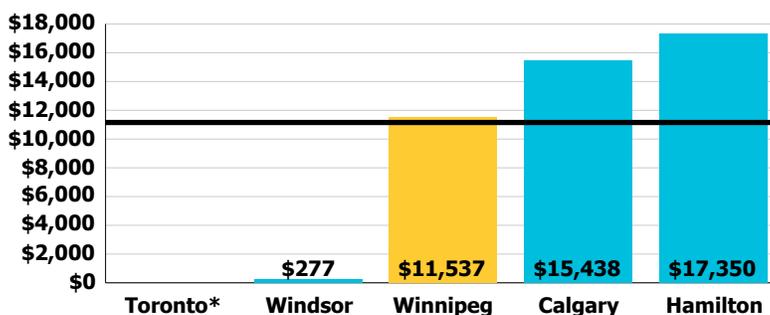


Paved or hard top roads are defined as roads with asphalt surface, concrete surface, or composite pavement. Based on the 2019 Municipal Benchmarking Network Canada report, Winnipeg's total paved roadway operating costs are comparable to the average (\$11,662).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$10,167	\$10,777	\$10,928	\$11,577	\$11,027

Source: Municipal Benchmarking Network Canada (ROAD307T)

### Operating Cost for Roads per Unpaved (Loose Top) Lane-Kilometre (2019)



Winnipeg's costs include gravelling, chip sealing, blading, dust control and oiling of unpaved roads. Winnipeg's operating costs for unpaved roadways are comparable to the average (\$11,138).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$9,504	\$10,929	\$11,427	\$11,984	\$11,537

\* no unpaved roads

Source: Municipal Benchmarking Network Canada (ROAD306)

# Transportation Planning and Traffic Management

Includes:

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

## Description

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

OurWinnipeg: A City that Works - City Building - Key Directions for the Entire City

## Key Goals

1. Improve the safety and accessibility of the active transportation network by expanding pedestrian and cycling corridors to promote use by people of all ages and abilities.
2. Support the provision of a reliable and predictable transportation network by ensuring travel times are predictable and traffic flows are smooth.
3. Enable the sustainability of the transportation network by encouraging mode shift and transportation demand management.
4. Ensure the transportation network is safe, sustainable and accessible by providing sufficient and efficient lighting.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of signalized intersections	665	674	676	677
Number of accessible pedestrian signals	521	583	644	677
Number of pedestrian corridors	181	185	182	183
Total length of active transportation facilities (km)	419	431	431	449
Length of multi-use paths (km)	211	223	250	268
Length of bike lanes (km)	50	53	80	80
Length of sharrows (km)	37	37	33	33
Length of bike boulevards (km)	56	56	62	62
Total length of regional streets (lane-km)	1,824	1,824	1,824	1,863
Total length of truck routes (lane-km)	1,777	1,777	1,777	1,755
Average weekday daily vehicle km travelled on regional streets [A] [B]	10.37 million	10.41 million	10.40 million	7.97 million
Number of street lights, lane lights and pathway lights [C]	76,872	76,680	76,370	76,680
Number of lighting complaints requiring a lighting upgrade [C]	44	85	48	25
Number of lighting complaints [C]	122	177	135	88

[A] Values for all years were restated to reflect an improved calculation method that more accurately reflects annual traffic growth across the entire network.

[B] Reduced in 2020 as a result of the COVID-19 pandemic.

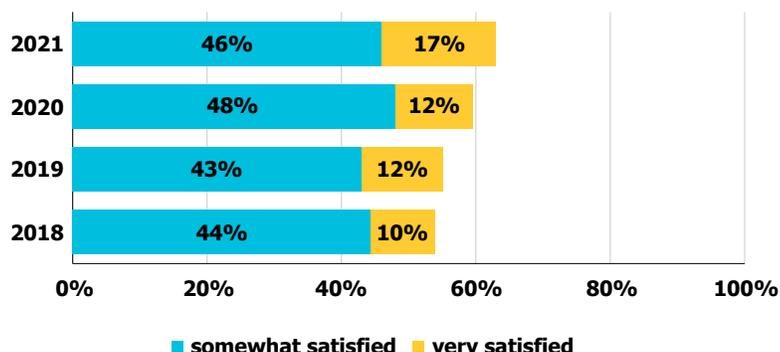
[C] Street Lighting has moved from the Crime Prevention service.

# Transportation Planning and Traffic Management

## Performance Measurements

### Effectiveness Measurements

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



	2018	2019	2020	2021
<b>Total Satisfied</b>	54%	55%	60%	63%

Source: City of Winnipeg Annual Citizen Survey

Overall citizen satisfaction (somewhat or very satisfied) with traffic management during rush hour continues to trend in a positive direction. Overall citizen satisfaction stands at 63% in 2021, compared to 60% in 2020.

The Transportation Management Centre began operation in early 2017 and its benefits in improving traffic management continue to be reflected by an upward trend in satisfaction in the citizen satisfaction survey. In addition, the COVID-19 pandemic resulted in a decrease in vehicle traffic throughout 2020 which improved rush hour traffic flow.

#### Average Travel Speed (km/h) on Major Roads During the AM Period (07:00-09:00)

Route	2016	2017	2018	2019	2020
Henderson Hwy.	45.9	46.7	43.1	36.6	44.5
Main St.	30.2	40.0	35.1	34.3	40.1
Pembina Hwy.	36.5	38.9	n/a	29.7	41.7
Portage Ave.	40.6	38.9	41.8	35.4	39.7
St. Mary's Rd.	32.5	34.5	37.3	32.5	40.2

Source: WAZE traffic & navigation app. (The 2016-2018 data source was limited GPS data collected from travel time studies with test vehicles).

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

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

n/a = route not measured in given year

Values have been restated as previous values reported travel time. All travel speeds for routes listed here are from the Perimeter Highway to downtown Winnipeg. Travel speed can be impacted by a number of factors such as road construction projects and traffic signal coordination. The COVID-19 pandemic resulted in a decrease in vehicle traffic throughout 2020 which improved rush hour traffic flow and allowed for increased travel speeds.

Starting in 2019, travel speed data was provided from the City's WAZE data platform. This new data source provides a larger sample of travel speeds across the entire year compared to limited data collection completed in the past. Please use caution when comparing data from before 2019 due to this change in data source and collection method.

# Transportation Planning and Traffic Management

## Work Trip by Mode

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

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

## Efficiency Measurements

### Maintenance Cost per Signalized Intersection

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$8,455	\$8,254	\$7,711	\$7,519	\$7,650

Maintenance costs are estimated by adding the costs of salaries and benefits, services, supplies, parts, materials, and equipment; excluding overtime pay, statutory pay, shift premium pay, and costs incurred by contractors and developers.

### Average Time to Repair Signalized Intersection (Hours)

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	6.7	5.8	5.1	6.7	5.6

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.

# 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 and 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.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## Key Goals

1. Provide safe and accessible transportation infrastructure in winter by delivering efficient and effective snow and ice control services.
2. Comply with Environment Canada's Code of Practice for Road Salt Management by implementing best management practices for the municipal use of road salt for snow and ice control in winter months.

## Service Level Statistics

Description	2017	2018	2019	2020
Annual snowfall (cm)	93	95	136	140
Days of snowfall (3 cm or more)	11	6	14	13
Regional streets - Priority 1 truck plows (Department budgets for 3 events)	4	5	6	7
Regional streets - Priority 1 grader plows (Department budgets for 3 events)	1	1	3	2
Bus routes and truck routes - Priority 2 truck plows (Department budgets for 3 events)	4	5	7	5
Bus routes and truck routes - Priority 2 grader plows (Department budgets for 2 events)	2	1	4	2
Residential streets - Priority 3 grader plows (Department budgets 2 events)	0	1	2	1
Alleys (Department budgets for 2 events)	1	3	3	5
Salt applied (tonnes)	27,000	20,622	18,687	24,173
Sand applied (tonnes)	58,000	49,979	55,309	53,559
Snow removed / hauled (m3) [A]	1,700,000	689,717	471,465	344,224
Sidewalks plowed (km) [B]	45,627	48,261	24,549	42,349

[A] More than half of the total snowfall for 2020 occurred within the milder months (March, April, October, November), where due to mild temperatures and the use of ice control (salt), the snow melted before there was a need to haul

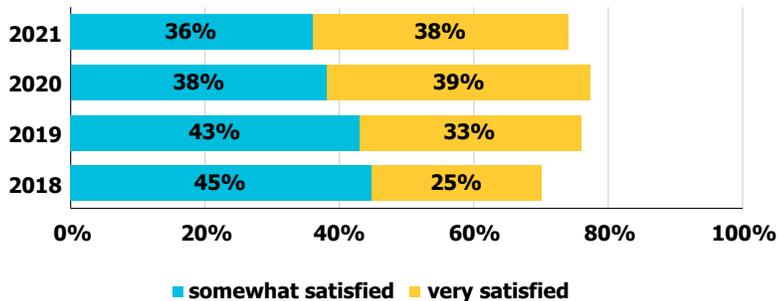
[B] Due to the increased pedestrian activity on sidewalks as a result of the COVID-19 pandemic, sidewalk plowing increased in 2020 to keep up with demand

# Roadway Snow Removal and Ice Control

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Snow Removal



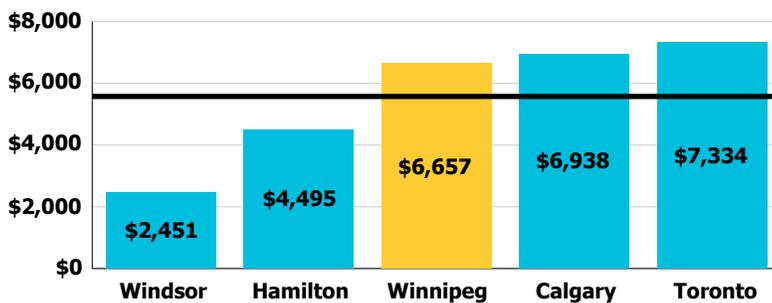
The citizen satisfaction for Snow Removal decreased to 74% in 2021 from 77% in 2020.

	2018	2019	2020	2021
<b>Total Satisfied</b>	70%	76%	77%	74%

Source: City of Winnipeg Annual Citizen Survey

### Efficiency Measurements

#### Total Costs for Winter Maintenance of Roadways per Lane-Kilometre Maintained in Winter (2019)



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. Winnipeg's total costs for winter maintenance of roadways is comparable to the average (\$5,575).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$5,314	\$6,147	\$4,905	\$5,159	\$6,657

Source: Municipal Benchmarking Network Canada (ROAD309T)

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

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$1,031	\$1,203	\$1,405	\$1,626	\$1,515

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

# Public Transit

## Includes:

- *Conventional Transit*
- *Transit Plus*
- *Chartered Bus and Special Events*

## Description

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

Additionally, a parallel transit service is provided to individuals who are able to use the conventional transit in part or none of the time due to a disability in accordance with eligibility criteria.

The transit system was expanded through the completion of the Southwest Transitway and the creation of the BLUE rapid transit line and a network of feeder routes designed to improve reliability, reduce travel time and create the opportunity for transit-oriented development.

OurWinnipeg: A City that Works - City Building - Key Directions for Entire City

## Key Goals

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

## Service Level Statistics

### Conventional Transit

Description	2017	2018	2019	2020
Number of Active Buses in Fleet	638	630	640	642
Bus Hours Operated	1,548,594	1,553,590	1,579,377	1,498,735
Bus Kilometres Operated	30,160,628	30,328,539	30,795,935	29,699,750
Passengers Carried (Annual)	48,098,447	48,409,060	48,770,208	24,788,979
Passengers Carried (Average Weekday)	168,425	169,513	171,290	84,194

### Transit Plus

Description	2017	2018	2019	2020
Active Registrants at Year End	7,443	7,924	7,473	5,969
Passengers Carried (Annual)	473,390	459,470	455,510	242,639
Passengers Carried (Average Weekday)	1,790	1,514	1,424	795
Customer No Shows (Annual)	8,440	8,508	10,356	5,791
Trip Requests - Unable to Provide	7,036	7,907	11,564	1,120
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	59%	60%	62%	70%
Wheelchair - % of Passengers Carried	31%	32%	32%	29%
Ambulant - % of Passengers Carried	69%	68%	67%	71%

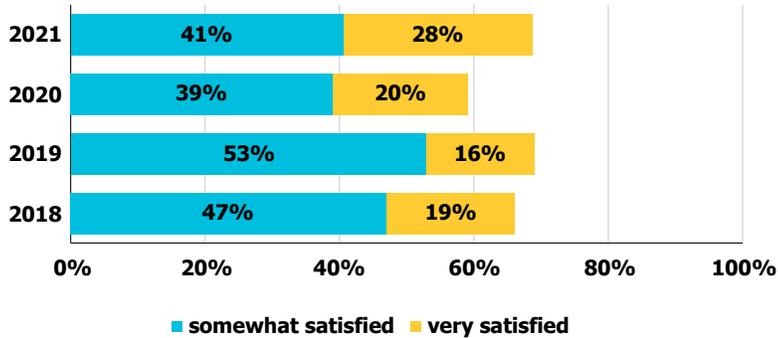
Note: 2020 service level statistics reflect the impact of the COVID-19 pandemic.

# Public Transit

## Performance Measurements

### Effectiveness Measurements

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



	2018	2019	2020	2021
<b>Total Satisfied</b>	66%	69%	59%	69%

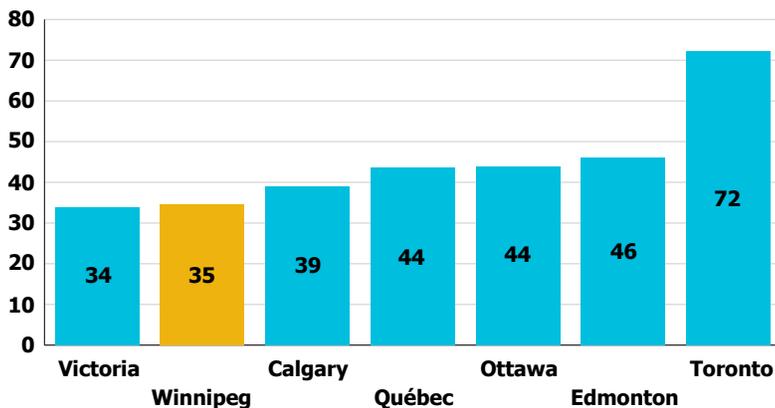
Source: City of Winnipeg Annual Citizen Survey

In 2021, 69% of citizens were very satisfied or somewhat satisfied with Winnipeg Transit.

The 2020 survey was conducted just as the COVID-19 pandemic reached the City which saw significantly reduced ridership levels and necessitated reduced service levels and bus operator layoffs.

Transit continues to be impacted by the COVID-19 pandemic in 2021, with service maintained at 94% of normal levels to allow for social distancing on buses.

#### Conventional Transit Passengers per Capita (2020)



	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	70	69	70	69	35

Source: Canadian Urban Transit Association

Winnipeg's per capita ridership has remained relatively unchanged between 2016 and 2019.

However, as a result of the COVID-19 pandemic in 2020, ridership levels on Transit were significantly reduced. Between April and May, ridership averaged 69% below normal levels, increasing to an average of 56% below normal thereafter for the duration of the year.

#### Weekday Service Reliability

Service Reliability	2016	2017	2018	2019	2020
Late	17.9%	18.3%	20.3%	22.0%	13.5%
Early	5.5%	6.9%	7.0%	7.5%	7.5%
On-Time	76.6%	74.8%	72.7%	70.5%	79.0%

On-time service was greatly improved in 2020 mostly due to the completion of the Southwest Transitway, reduced passenger loads as well as significantly less traffic city-wide as a result of the COVID-19 pandemic.

This metric will continue to be impacted by the COVID-19 pandemic but will require significant changes to the route network as outlined in the Winnipeg Transit Master Plan in order to be addressed on a sustainable basis.

# Public Transit

## Efficiency Measurements

### Conventional Transit Operating Cost per Passenger (2020)



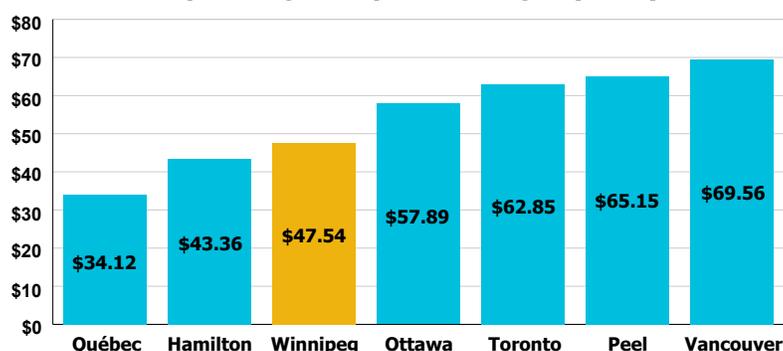
	2016	2017	2018	2019	2020
Wpg. Trend	\$3.02	\$3.12	\$3.27	\$3.36	\$6.26

Source: Canadian Urban Transit Association

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

Consistent with other municipalities, Winnipeg Transit's operating cost per passenger increased in 2020 as a result of significantly lower ridership on public transit due to the COVID-19 pandemic. Some cost mitigation measures were implemented during the year to reduce operating costs such as service reductions, bus operator layoffs, a hiring freeze and limited discretionary spending.

### Transit Plus Operating Cost per Passenger (2020)



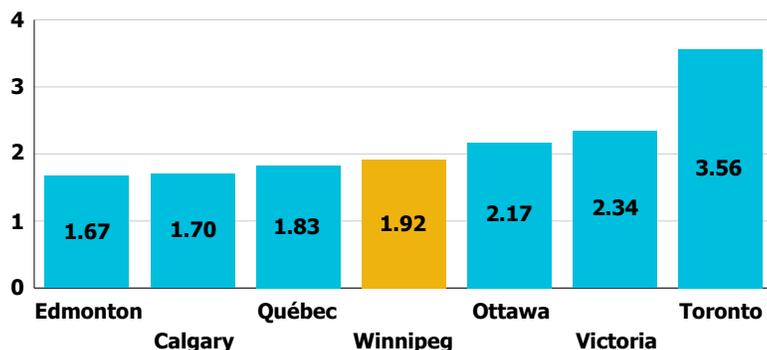
	2016	2017	2018	2019	2020
Wpg. Trend	\$23.25	\$23.92	\$25.53	\$27.81	\$47.54

Source: Canadian Urban Transit Association

The operating cost per passenger for Transit Plus has consistently increased over the years in part due to the procurement of larger vehicles with enhanced accessibility features and added operational positions to support changing eligibility criteria, system requirements and implementation of the Ombudsman's recommendations.

Consistent with other municipalities, Winnipeg Transit Plus' operating cost per passenger further increased in 2020 as a result of significantly lower ridership on public transit due to the COVID-19 pandemic.

### Revenue Vehicle Hours/Capita (2020)



	2016	2017	2018	2019	2020
Wpg. Trend	2.02	2.04	2.05	2.04	1.92

Source: Canadian Urban Transit Association

Revenue vehicle hours per capita is a measure of the amount of transit service provided annually to each citizen of Winnipeg. It is a reflection of the investment in transit service a city makes, relative to its population.

Total vehicle hours were reduced in 2020 from service reductions implemented as a result of the COVID-19 pandemic.

# City Beautification

## Includes:

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

## Description

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

OurWinnipeg: Quality of Life - Vitality

## Key Goals

1. Maintain and enhance streetscaping on image routes and social gathering spaces through the provision of public art and floral displays.
2. Beautify the city through enhanced street sweeping and other clean and green initiatives.
3. Ensure parks, streets and pathways are free of litter by fostering community pride and stewardship in the cleanliness of our City, educating on waste reduction, and building partnerships to enhance current litter collection efforts.
4. Reduce graffiti occurrences through ongoing education and awareness while improving the level of service for graffiti removal through partnerships with volunteer community groups and maintaining a database for tracking graffiti incidents.

## Service Level Statistics

Description	2017	2018	2019	2020
Flower beds (raised/fixed/in-ground - not including shrubs) m2 [A] [B]	23,442	24,998	25,334	26,948
Number of flower planters [A] [B]	1,257	1,276	1,390	1,631
Number of hanging baskets [A]	20	37	37	31
Number of public art projects completed [C]	5	11	8	6
Tonnes of abrasives removed from right-of-way [D]	29,500	21,516	22,384	31,853
Number of community clean-up & Adopt-A-Park projects	43	43	44	46
Number of service requests related to overflowing bins	516	490	457	285
Number of garbage and recycling bins per hectare in parks [E]	n/a	n/a	n/a	1.2
Number of garbage and recycling bins per km of pathway [E]	n/a	n/a	n/a	3.9
Number of graffiti tags removed	17,374	20,056	20,351	22,213
Graffiti removed (m2)	38,331	45,187	49,651	52,310
Number of graffiti sites treated	5,577	6,485	7,691	7,256

[A] Inventory excludes Assiniboine Park

[B] Adjustments to query methodology in 2020 has resulted in an increase in reported values

[C] Source: Winnipeg Arts Council

[D] Increase in 2020 is a result of a reduction in snow removal/hauling (residual abrasives left behind on boulevard)

[E] New measure for 2020; data for prior years is not available

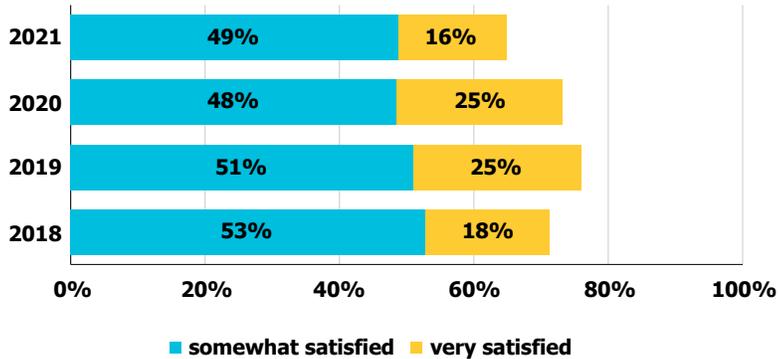
# City Beautification

## Performance Measurements

### Effectiveness Measurements

#### Citizen satisfaction with City's efforts in keeping the City clean and beautiful

65% of citizens are either somewhat satisfied or very satisfied with the City's efforts in keeping Winnipeg clean and beautiful in 2021, a decrease from 73% in 2020.



	2018	2019	2020	2021
<b>Total Satisfied</b>	71%	76%	73%	65%

Source: City of Winnipeg Annual Citizen Survey

#### Percentage of regional and collector boulevard inventory swept per year

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	n/a	n/a	n/a	71%

Boulevards include paved and unpaved (turf) surfaces, excluding ditches. This is a new measure for 2020, and data is not available for prior years.

### Efficiency Measurements

#### Average number of days per cycle to sweep all regional & residential designated bike route street inventory (summer program)

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	n/a	7	7	7

The summer sweeping program is conducted on a weekly cycle to sweep all regional and non-regional streets designated as bike routes. By focusing efforts toward providing this service more efficiently, it is expected that the average number of days needed to complete this work will decrease in future years.

# City Beautification

## Cost per graffiti removal incident

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$124	\$154	\$135	\$121	\$122

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

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## Cost per lane km of street sweeping

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$681	\$706	\$1,140	\$985	\$830

A decrease of 16% is mainly due to process improvements, replacing manual license plate recording with automated license plate recognition software along with internal systems improvements that led to more public awareness, minimizing parked vehicles obstructing operations. Public Works sweeps all paved roadways during the spring clean-up and then moves to a regional street cleaning program in the summer months. The remaining streets are swept on an as-required basis. Costs are dependent on the number of street sweeping cycles conducted per year and the amount of ice control materials removed from streets during the spring clean-up.

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## Cost per hectare for manual litter collection

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$607	\$642	\$786	\$791	\$321

The cost per hectare is showing a significant change in 2020 due to a refinement in tracking methodology and work management task allocations.



Photo Credit: City of Winnipeg

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## **Water and Waste, Riverbank Management and the Environment**

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# Water

Includes:

- Water Supply and Treatment
- Water Distribution

## Description

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.

OurWinnipeg: A Sustainable City - Environment

## Key Goals

1. To provide potable water and fire protection by operating and maintaining the City's drinking water system in accordance with our Public Water System Operating Licence and the City of Winnipeg Charter.
2. To achieve a minimum of 80% effectiveness score for citizen satisfaction with quality of drinking water.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of billed water accounts	208,008	210,490	212,403	214,356
Number of complaints - taste and odour [A]	205	157	133	142
Average daily volume of water pumped (ML/D)	189	195	197	193
Average volume of water pumped daily per capita (litres)	252	255	257	252
Kilometres of distribution water mains	2,660	2,679	2,689	2,692
Kilometres of feeder mains	152	152	152	152
Kilometres of water mains cleaned [B]	839	614	487	0
Number of water main breaks [C]	236	721	493	317
Number of hydrants	22,376	22,785	22,928	23,107
Number of water quality tests conducted [D]	66,734	65,895	63,952	46,271
Monthly residential water bill [E]	\$36.57	\$37.83	\$37.83	\$39.14
Number of reservoirs	4	4	4	4
Reservoir capacity (ML)	9,510	9,510	9,510	9,510
Number of Water Treatment Plants	1	1	1	1
Number of Water Treatment Plant tests conducted [F]	65,754	42,594	34,242	34,067

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

[B] The Flushing Program was suspended for 2020.

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

[D] Testing decreased due to COVID-19 pandemic impacts including no testing in residences and suspension of the lead monitoring program.

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

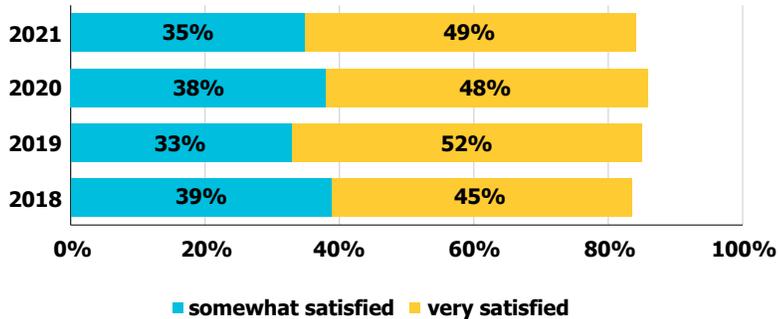
[F] 2017 statistic includes pilot testing of an alternative coagulant at the Water Treatment Plant.

# Water

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Quality of Drinking Water

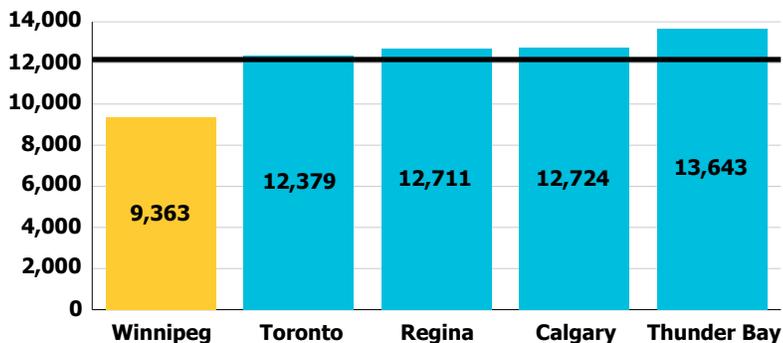


Citizen satisfaction with Water Services continues to remain high.

	2018	2019	2020	2021
<b>Total Satisfied</b>	84%	85%	86%	84%

Source: City of Winnipeg Annual Citizen Survey

#### Megaliters of Treated Water per 100,000 Population (2019)



Water use per household is influenced by water conservation measures which include changes to the plumbing code (low flow toilets, shower heads etc.) low water use appliances and increased environmental awareness. Winnipeg's megaliters of treated water per 100,000 population is lower than the average (12,164).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	9,965	9,458	8,962	9,464	9,363

Source: Municipal Benchmarking Network Canada (WATR210)

#### Water Treatment Testing

Parameters Tested Operating Licence Requirements [A]	2016	2017	2018	2019	2020
Free Chlorine (No less than 0.5 mg/L) [B]	1.16	1.18	1.21	1.28	1.29
Free Chlorine percent compliant with Provincial Licence	100%	100%	100%	100%	100%
Turbidity (No more than 0.30 NTU) [B]	0.16	0.16	0.17	0.14	0.13
Turbidity percent compliant with Provincial Licence	100%	100%	100%	100%	100%

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.

[A] Public Water System Operating Licence, PWS-09-412-01 (revised March 1, 2016).

[B] Yearly average results.

# Water

## Distribution System Water Testing

Parameters Tested Operating Licence Requirements [A]	2016	2017	2018	2019	2020
Free Chlorine (No less than 0.1 mg/L) [B]	0.83	0.80	0.81	0.84	0.82
Free Chlorine percent compliant with Provincial Licence	100%	99%	100%	97%	100%
Trihalomethanes (No more than 100 ug/L) [B]	26.2	29.0	31.0	31.3	36.7
Trihalomethanes percent compliant with Provincial Licence	100%	100%	100%	100%	100%
Fluoride (Range of 0.5 mg/L to 0.9 mg/L) [B]	0.69	0.69	0.69	0.68	0.71
Fluoride percent compliant with recommended range	100%	100%	100%	100%	100%
Total Coliform Samples (minimum 1820 samples required)	3,141	3,177	3,164	3,117	2,443
Positive Total Coliform (Less than 10% positive)	0.19%	0.09%	0.22%	0.03%	0.29%

[A] Public Water System Operating Licence, PWS-09-412-01 (revised March 1, 2016).

[B] Yearly average results.

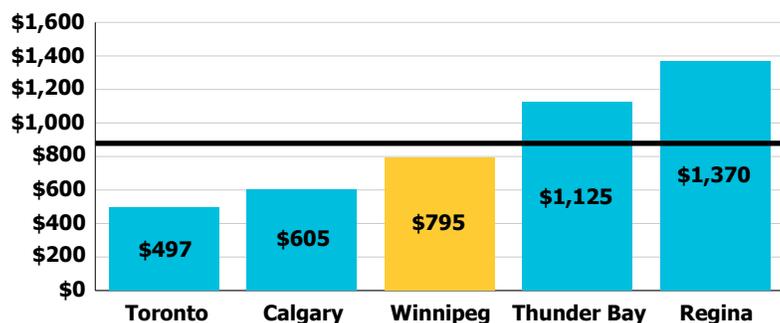
The City performs routine testing for certain parameters throughout the water distribution system. Microbiological samples are taken weekly at over 60 locations throughout the system. Because water quality is so important, our level of monitoring and sampling exceeds Provincial regulatory and operating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

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

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

## Efficiency Measurements

### Operating Cost for the Treatment and Distribution/Transmission of Drinking Water per Megalitre of Drinking Water Treated (2019)



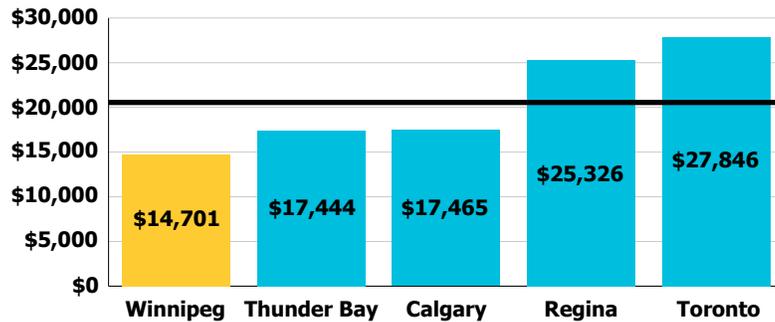
Total cost for supply, treatment and distribution of water per megalitre pumped is influenced by operating costs for the water treatment plant, conservation efforts and weather fluctuations. Winnipeg's cost is comparable to the average (\$878).

	2015	2016	2017	2018	2019
Wpg. Trend	\$759	\$812	\$891	\$767	\$795

Source: Municipal Benchmarking Network Canada (WATR315)

# Water

## Total Cost for the Distribution / Transmission of Drinking Water per Kilometre of Water Distribution Pipe (2019)



Total cost for distribution and transmission of drinking water is influenced by operating costs for the distribution system, conservation efforts and weather fluctuations. Winnipeg's cost is lower than the average (\$20,556).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$14,464	\$14,697	\$15,068	\$13,972	\$14,701

Source: Municipal Benchmarking Network Canada (WATR305T)

## Annual Residential Water Bill (2020)



Based on 200 cubic metres per year consumption, Winnipeg's annual water cost is among the lowest of major western Canadian cities surveyed. Winnipeg's annual residential water bill is lower than the average (\$559).

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$387	\$430	\$443	\$443	\$460

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

# Wastewater

Includes:

- Wastewater Collection
- Wastewater Treatment

## Description

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.

OurWinnipeg: Sustainable City - Environment

## Key Goals

1. To meet or exceed Environmental Act licence requirements for sewage treatment plants, combined sewer overflows and biosolids.
2. To achieve a minimum 85% effectiveness score for citizen satisfaction with protection from sewer back-up.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of billed sewer accounts	207,903	210,386	212,300	214,252
Number of complaints - raw sewer backup [A]	687	808	1,000	740
Number of complaints - clean sewer backup [A]	419	545	646	421
Volume of wastewater processed (ML/D)	252	225	281	236
Kilometres of collection system pipeline [B]	2,640	2,658	2,673	2,674
Number of pumping stations	75	75	75	75
Number of diversion chambers	14	14	14	14
Kilometres of sewer inspected and cleaned	124	139	157	160
Number of industrial waste tests conducted [C]	41,522	43,717	64,361	32,330
Number of treatment plant tests conducted	123,084	126,444	129,467	134,404
Number of manholes	48,175	48,620	49,009	49,421
Monthly residential sewer bill [D]	\$50.30	\$55.67	\$55.67	\$56.56

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

[B] Includes sanitary, combined and interceptor sewers.

[C] Reduced monitoring for the pollution prevention and overstrength programs in 2020 due to COVID.

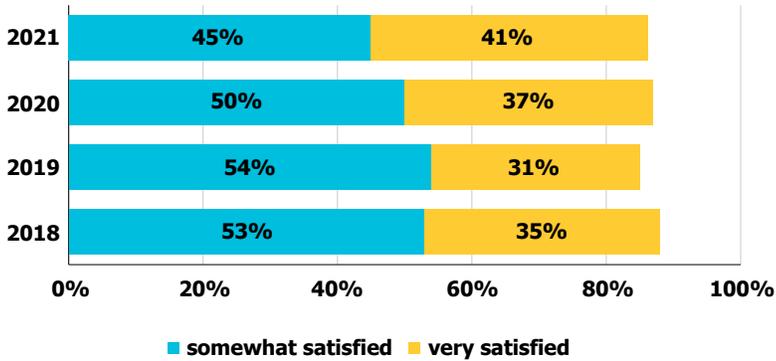
[D] Based on annual consumption of 200 cubic meters.

# Wastewater

## Performance Measurements

### Effectiveness Measurements

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

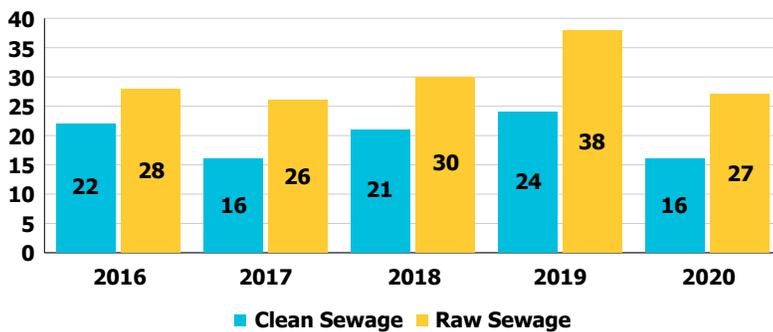


Citizen satisfaction with protection from sewer back-up remains high.

	2018	2019	2020	2021
<b>Total Satisfied</b>	88%	85%	87%	86%

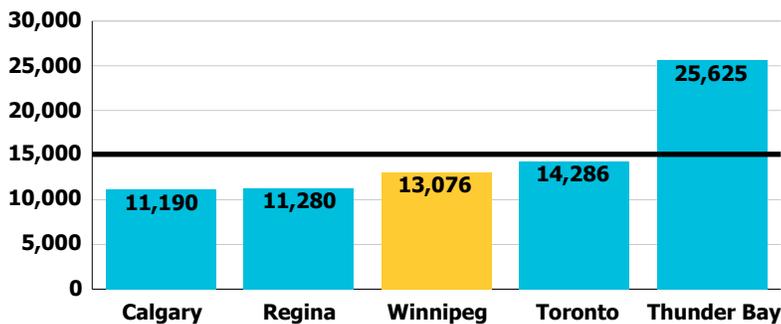
Source: City of Winnipeg Annual Citizen Survey

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



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

#### Megalitres of Treated Wastewater per 100,000 Population (2019)



Megalitres treated is impacted by weather related change in flow.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	12,997	13,751	12,006	10,621	13,076

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 >30(mg/L)	Provincial limits for cBOD5 >25(mg/L)
2016	34	58	n/a
2017	31	30	n/a
2018	28	40	n/a
2019	43	30	n/a
2020	39	n/a	12

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.

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

Year	Provincial Limits for TSS (mg/L) > 25*	Provincial Limits for cBOD5 (mg/L) >25*
2016	7	3
2017	6	2
2018	13	5
2019	26	11
2020	4	14

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>

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

Year	Provincial Limits for TSS (mg/L) > 30	Provincial Limits for cBOD5 (mg/L) >25
2016	30	19
2017	21	0
2018	128	0
2019	93	0
2020	182	0

[A] NEWPCC Licence 2684 RRR.

\*Effective January 1, 2020, cBOD5 limit of 25 mg/L was introduced and BOD5 was no longer required.

[B] SEWPCC Licence 2716 RR.

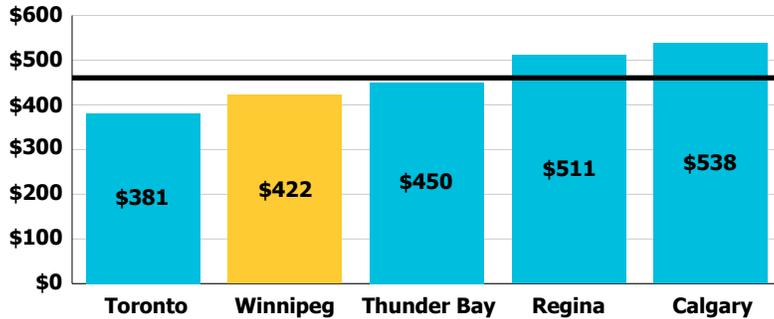
\* Annual 98% compliance limit for cBOD5 and TSS.

[C] WEWPCC Licence 2669 ERR.

# Wastewater

## Efficiency Measurements

### Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (2019)



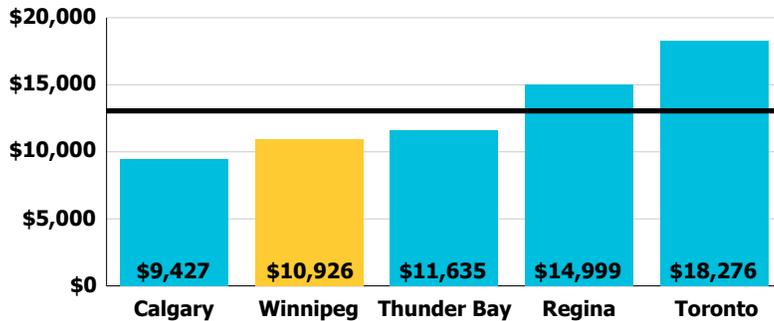
Winnipeg's cost per megalitre is influenced by upgrades to the wastewater treatment plants mandated by Provincial licencing requirements and volume of wastewater treated. Winnipeg's cost is comparable to the average (\$460).

Decrease in cost per megalitre in 2019 due to increased volume of wastewater treated.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$446	\$443	\$503	\$536	\$422

Source: Municipal Benchmarking Network Canada (WWTR310)

### Operating Cost of Wastewater Collection/Conveyance per Kilometre of Pipe (2019)

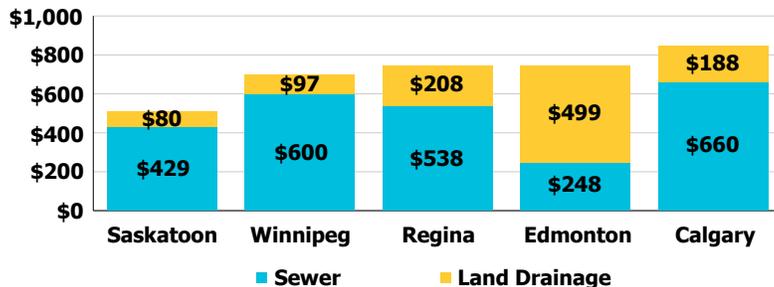


Winnipeg's costs for collection of wastewater include operational expenses related to collection and support services. Wastewater pipe kilometers exclude connections. Winnipeg's cost is slightly lower than the average (\$13,053).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$9,686	\$9,961	\$9,855	\$10,204	\$10,926

Source: Municipal Benchmarking Network Canada (WWTR305)

### Annual Residential Sewer Bill - City Comparison (2020)



Winnipeg's annual sewer costs are higher compared to other western Canadian cities based on 200 cubic metre consumption per year. When costs related to land drainage and flood control are factored in, Winnipeg ranks fourth among the cities surveyed. Rate increases are partially attributed to capital improvements mandated by Provincial licencing requirements.

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$569	\$615	\$681	\$681	\$697

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

# Land Drainage and Flood Control

Includes:

- Flood Control
- Land Drainage
- Waterways Management

## Description

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

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

OurWinnipeg: A Sustainable City - Environment

## Key Goals

1. Investigate and implement opportunities to improve flood protection measures to minimize potential damage to property and equipment.
2. To implement programs that progressively separate the City's combined sewer districts into separate sewer districts.
3. To achieve a minimum of 90% effectiveness score for citizen satisfaction with protection from river flooding.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of stormwater retention basins (SRB)	92	102	101	105
Number of permanent flood pumping stations	31	31	31	31
Number of SRB pumping stations	5	5	5	5
Kilometres of land drainage sewer mains	1,218	1,243	1,260	1,263
Kilometres of storm relief sewer mains	188	184	183	184
Peak river elevations (>8.5 feet) - spring	19.31	15.67	18.33	18.95
Peak river elevations (>8.5 feet) - summer [A]	7.15	7.61	10.4	14.48
Meters of City owned riverbank protected annually [B]	70	150	0	0
Number of waterway permits issued	116	136	123	145

[A] Increased precipitation from west and south of Winnipeg resulted in an increase in flows on both the Assiniboine River and Red River in summer of 2020.

[B] 2019 and 2020 funding redirected to other Council approved projects.

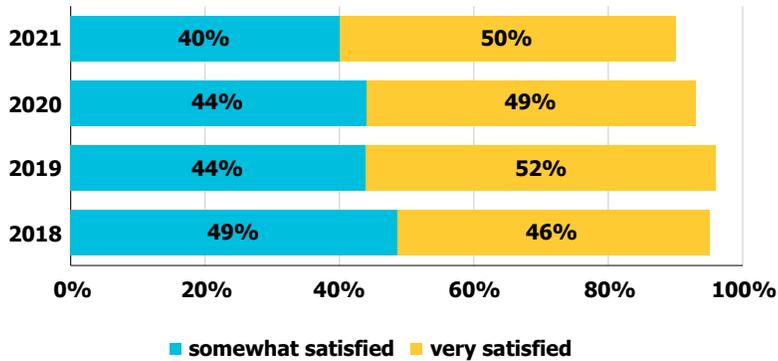
# Land Drainage and Flood Control

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Protection from River Flooding

Citizen satisfaction with protection from river flooding remains high.



	2018	2019	2020	2021
<b>Total Satisfied</b>	95%	96%	93%	90%

Source: City of Winnipeg Annual Citizen Survey

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

	2016	2017	2018	2019	2020
Number of Breaches	0	0	0	0	0
Number of Properties	1	0	1	1	14

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

To support provincial COVID-19 restrictions and maintain appropriate physical distancing measures, for 2020 the City provided dike construction assistance to property owners identified as being at potential flood risk.

# Solid Waste Collection

## Description

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

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

OurWinnipeg: A Sustainable City - Environment

## Key Goals

1. To ensure effectiveness of waste collection by maintaining a citizen satisfaction rating of greater than 90 percent or higher.
2. To excel in waste collection by ensuring less than five service deficiencies per 10,000 collections.
3. To ensure efficiency of waste collection by maintaining an operating cost per tonne of less than the Municipal Benchmarking Network Canada average.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of dwelling units served	299,395	303,515	307,126	311,384
Weight of residential garbage collected (tonnes) [A]	172,209	172,041	174,050	194,570
Weight of garbage collected per capita (kilograms) [A]	230	225	228	254
Number of large item pick ups per year [A]	13,098	12,934	13,037	14,587

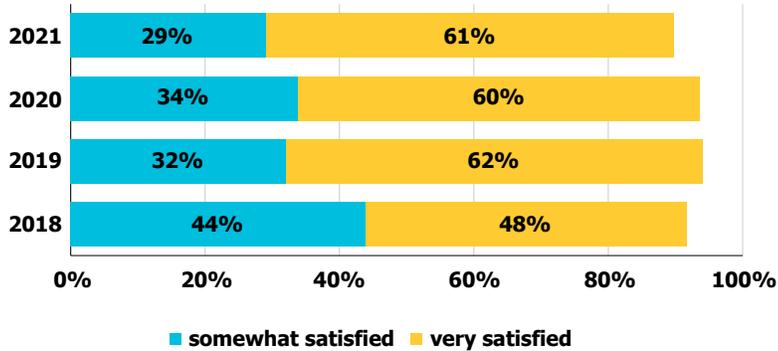
[A] The increase in 2020 is likely attributed to the COVID-19 pandemic.

# Solid Waste Collection

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Garbage Collection

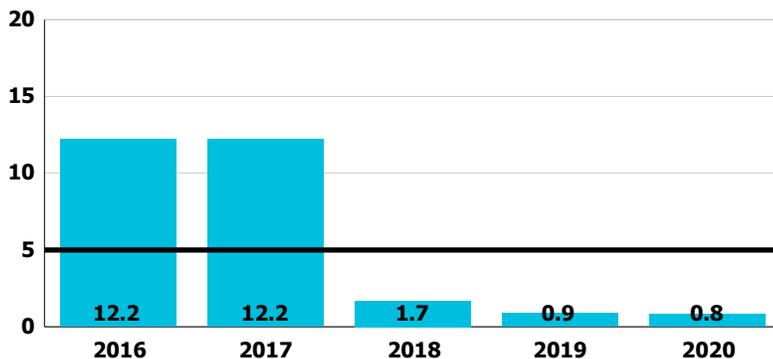


Citizen satisfaction with garbage collection services provided remains high.

	2018	2019	2020	2021
<b>Total Satisfied</b>	92%	94%	94%	90%

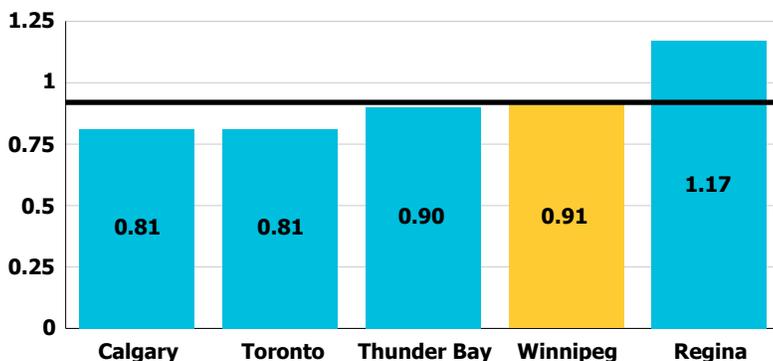
Source: City of Winnipeg Annual Citizen Survey

#### Service Deficiencies per 10,000 Collections



Garbage collection service deficiencies include missed collections and have decreased and are within the goal of less than five service deficiencies per 10,000 collection. 2020 is lower than the average over the past 5 years (5.6).

#### Tonnes of All Residential Material Collected per Household (2019)



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. Winnipeg's tonnes of all residential material collected per household is comparable with the average (0.92).

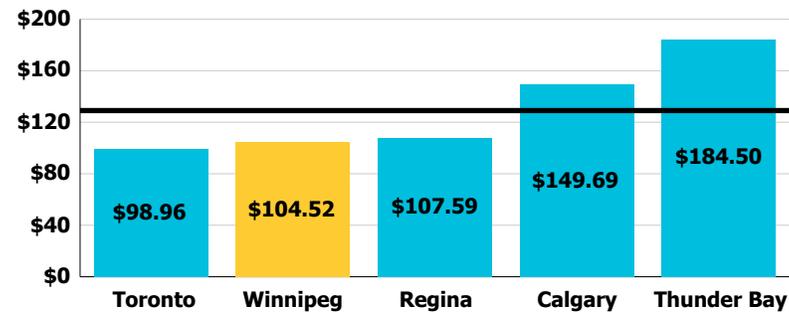
	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	0.89	0.86	0.91	0.92	0.91

Source: Municipal Benchmarking Network Canada (SWST205)

# Solid Waste Collection

## Efficiency Measurement

### Operating Cost for Garbage Collection per Tonne - All Property Classes (2019)



Winnipeg has the second lowest residential garbage collection costs per tonne of the cities being compared. Winnipeg's cost is lower than the average (\$129).

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.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$67.29	\$70.18	\$90.15	\$99.15	\$104.52

Source: Municipal Benchmarking Network Canada (SWST311)

# Solid Waste Disposal

## Description

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

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

OurWinnipeg: A Sustainable City - Environment

## Key Goals

1. To ensure efficiency of waste disposal by maintaining an operating cost per tonne of less than the Municipal Benchmarking Network Canada average.
2. To maintain regulatory compliance with Environmental Act licence.
3. To reduce greenhouse gas emissions and improve environmental sustainability by converting a minimum of 80,000 carbon dioxide equivalents.
4. To reduce greenhouse gas emissions and improve environmental sustainability by pumping a minimum of 40,000 kilolitres of leachate.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of tonnes disposed [A]	355,326	332,564	319,100	344,946
Total number of non-commercial vehicles [A]	69,658	82,722	93,090	119,517
Total number of commercial and contractor vehicles	70,989	70,567	68,264	68,994
Kilolitres of leachate hauled and treated [B]	53,930	39,541	49,687	79,276
Tonnes of landfill gas (CO <sub>2</sub> e) captured and flared	85,819	78,602	79,700	84,324

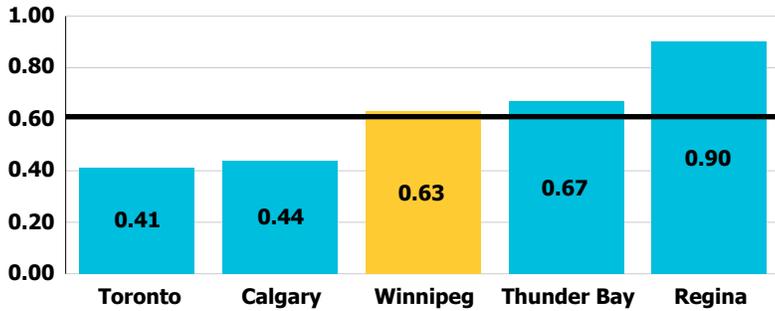
[A] The increase in 2020 is likely attributed to the COVID-19 pandemic.

[B] Kilolitres of leachate hauled and treated increased in 2020 due to the implementation of the centralized leachate collection system at the Brady Road Resource Management Facility.

# Solid Waste Disposal

## Effectiveness Measurement

**Tonnes of Residential Solid Waste Disposed per Household (2019)**



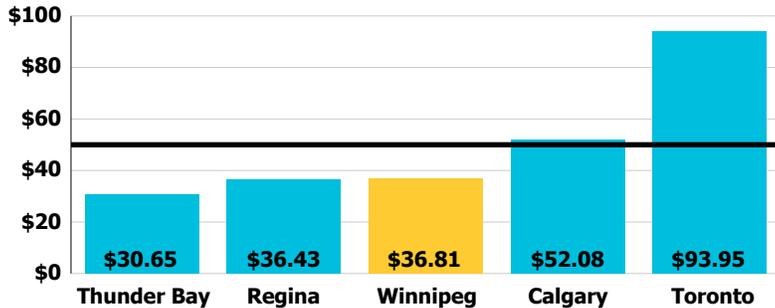
Winnipeg has the third lowest tonnes of residential solid waste disposed per household among the other cities profiled. Winnipeg's tonnes of residential solid waste disposed per household is comparable with the average (0.60).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	0.61	0.59	0.64	0.63	0.63

Source: Municipal Benchmarking Network Canada (SWST220)

## Efficiency Measurement

**Operating Cost for Solid Waste Disposal per Tonne - All Property Classes (2019)**



This chart shows the total cost per tonne to dispose of all residential, commercial, industrial and other municipality waste. Winnipeg has the third lowest operating cost per tonne for solid waste disposal among the cities being compared. Winnipeg's cost is lower than the average (\$49.98).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$25.20	\$29.25	\$31.79	\$30.96	\$36.81

Source: Municipal Benchmarking Network Canada (SWST325)

# Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

## Description

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

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

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

OurWinnipeg: A Sustainable City - Environment

## Key Goals

1. To increase the opportunity to divert materials from the landfill.
2. To collect and process a minimum of 52,000 tonnes of recyclable material.
3. To ensure efficiency by maintaining an operating cost per tonne of solid waste diversion less than the Municipal Benchmarking Network Canada average.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of dwelling units served	299,395	303,515	307,126	311,384
Weight of residential recycling material collected (tonnes)	54,177	52,553	50,856	51,011
Average weight of residential recycling per capita (kg) [A]	72.3	68.6	66.6	66.5
Total yard waste composted (tonnes)	28,528	33,041	31,525	37,252
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	8,845	9,821	11,624	16,677

[A] 2020 reporting includes average weight of residential recycling per capita. Prior years restated from average weight of residential recycling per household for comparative purposes.

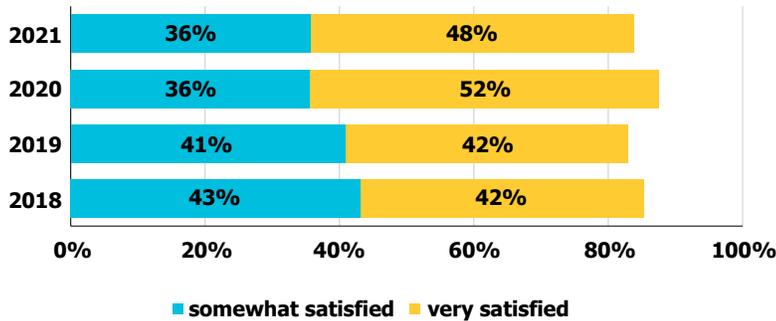
[B] The Brady 4R Winnipeg Depot opened February, 2016. The Pacific 4R Winnipeg Depot opened February, 2017. The Panet 4R Winnipeg Depot opened February, 2018. The increase in 2020 is likely attributed to the COVID-19 pandemic.

# Recycling and Waste Diversion

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Recycling

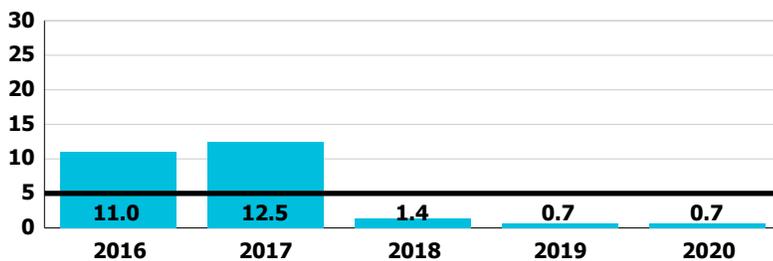


Citizen satisfaction with recycling services provided remains high.

	2018	2019	2020	2021
<b>Total Satisfied</b>	85%	83%	88%	84%

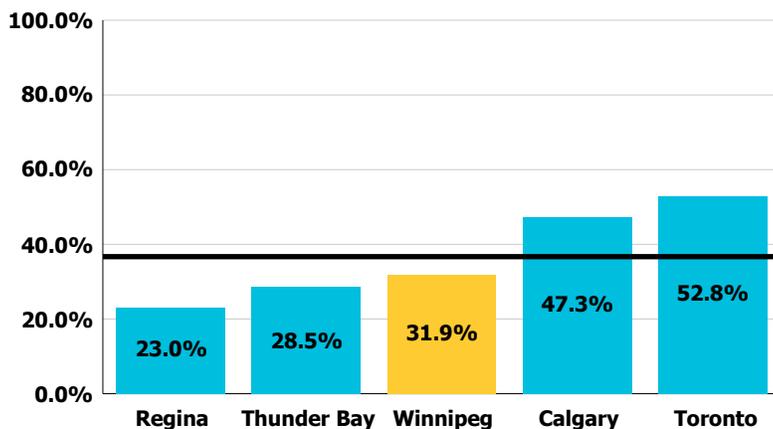
Source: City of Winnipeg Annual Citizen Survey

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



Recycling collection service deficiencies include missed collections and are within the divisional target of less than five service deficiencies per 10,000 collection. 2020 is lower than the average over the past 5 years (5.3).

#### Percentage of Residential Solid Waste Diverted From Landfills (2019)



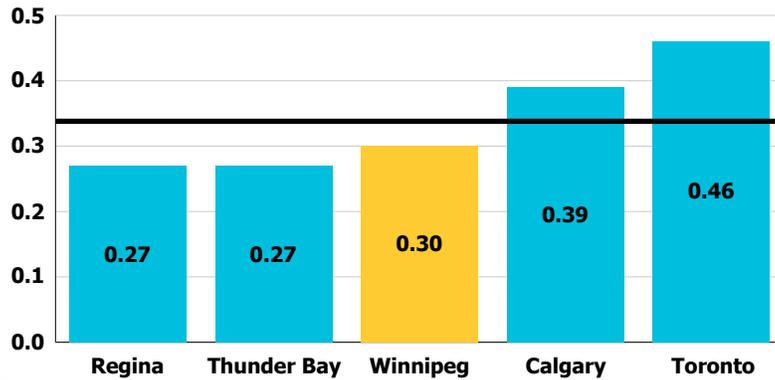
Winnipeg has the third highest percentage of solid waste diverted from landfills among the cities being compared. Solid waste diverted includes residential recycling material and yard waste. Winnipeg's percentage of residential solid waste diverted from landfills is comparable to the average (36.7%).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	34.3%	34.9%	32.9%	33.0%	31.9%

Source: Municipal Benchmarking Network Canada (SWST105)

# Recycling and Waste Diversion

## Tonnes of Residential Solid Waste Diverted per Household (2019)



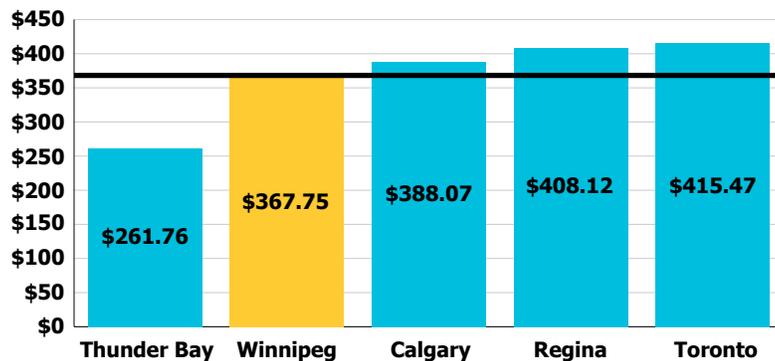
Winnipeg continues to see a steady rate of tonnes diverted. Winnipeg's tonnes of residential solid waste diverted per household is comparable to the average (0.34).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	0.32	0.32	0.27	0.31	0.30

Source: Municipal Benchmarking Network Canada (SWST235)

## Efficiency Measurement

### Operating Cost for Solid Waste Diversion per Tonne - All Property Classes (2019)



Winnipeg's operating costs are the second lowest among the cities being compared. Winnipeg's cost is comparable with the average (\$368.23).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$217.20	\$246.35	\$287.12	\$350.47	\$367.75

Source: Municipal Benchmarking Network Canada (SWST330)



Photo Credit: City of Winnipeg

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## Property and Development, Heritage and Downtown Development

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# City Planning

## Includes:

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

## Description

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.

OurWinnipeg: A City that Works - City Building - Key Directions for Entire City

## Key Goals

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

## Service Level Statistics

Description	2017	2018	2019	2020
No. of Development Servicing Agreements Administered [A]	26	175	190	238
Number of Urban Design Applications Reviewed	111	111	102	70
Number of Zoning Agreements Processed	39	24	42	39
No. of Survey Information Requests (for construction work)	2,150	2,282	2,230	1,878
Number of Surveys Performed (Contract / In-house)	66 / 58	39 / 51	43 / 50	56 / 15
Number of Survey Monuments Restored	231	470	323	211
Number of Street Closings / Openings	11	9	13	15
Number of new greenfield dwelling units [B]	3,410	1,882	2,016	2,039
Number of new infill dwelling units [C]	1,232	1,435	1,945	1,127
No. of new dwelling units within 400 meters of a regional mixed-use corridor	478	379	1,215	705

[A] Starting in 2018, the number of agreements in process was added to the total.

[B] Greenfield refers to units built in areas designated as 'New Communities', as mapped in OurWinnipeg, and 'Emerging Communities'. 'Emerging Communities' are neighbourhoods that have been recently planned, and are still under development.

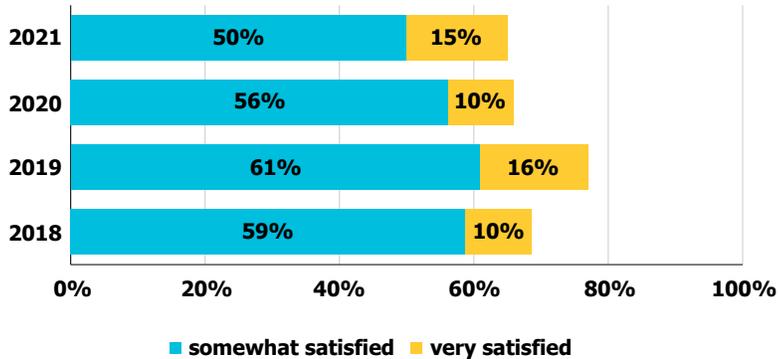
[C] Infill refers to units built in areas designated as 'Mature Communities and Recent Communities', as mapped in OurWinnipeg, and exclude 'Emerging Communities'.

# City Planning

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Community Planning



Satisfaction with City's efforts in community planning remains somewhat satisfactory to very satisfactory.

	2018	2019	2020	2021
<b>Wpg. Trend</b>	69%	77%	66%	65%

Source: City of Winnipeg Annual Citizen Satisfaction Survey

#### Number of Local Area Plans Completed

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	2	1	0	2	2

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

#### Number of Amendments to Local Area Plans

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	2	1	0	1	3

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

# City Planning

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

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	141	141	126	122	106

The number of development applications received per 100,000 population has seen a decline since 2016/17.

## Efficiency Measurement

### Total Costs for Planning per Capita (2019)



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

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$7.42	\$8.43	\$8.44	\$8.69	\$8.51

Source: Municipal Benchmarking Network Canada (PLNG250T)

# Neighbourhood Revitalization

Includes:

- *Housing Initiatives*

## Description

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

- Housing Renewal and Affordable Housing Initiatives
- Residential Infill Tax Credit Program
- Neighbourhood Multi-Family / Mixed-Use Building Grant Program
- Downtown Multi-Family / Mixed-Use Building Grant Program
- Downtown Residential Development Grant Program
- Live Downtown - Rental Development Grant Program
- Strategic Economic Incentives - Project Specific Grants

OurWinnipeg: A City that Works - Safety and Security  
- Housing

## 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.

## Service Level Statistics

Description	2017	2018	2019	2020
Targeted Development Programs/projects- # of units created [A]	147	192	0	87
Housing Reserve - \$ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	\$680,196	\$846,770	\$1,200,139	\$547,707

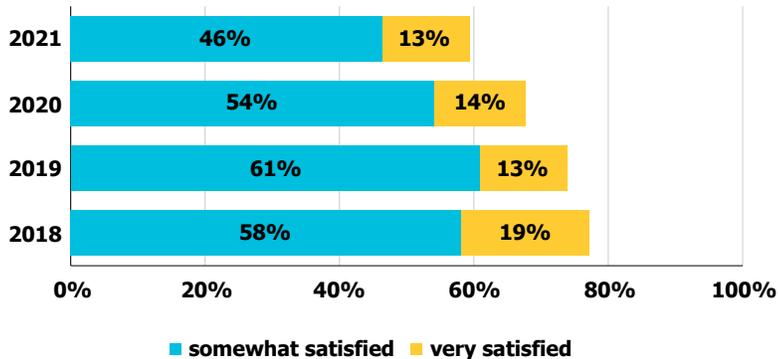
[A] No units were created in 2019, as the projects were still under construction.

# Neighbourhood Revitalization

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Downtown Renewal

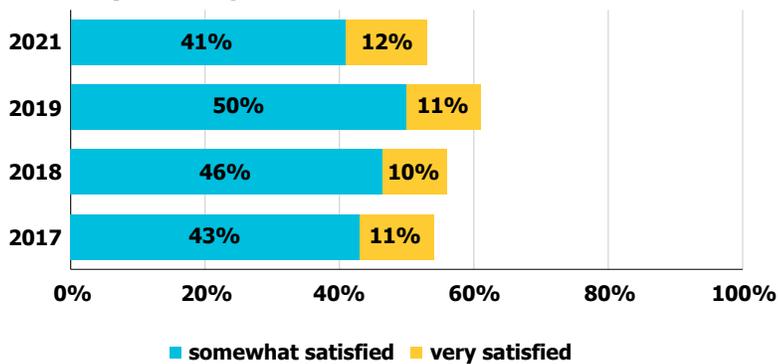


Satisfaction with the City's efforts in downtown renewal has been trending downward over the past several years, with the largest decrease concurrent with the COVID-19 pandemic.

	2018	2019	2020	2021
<b>Total Satisfied</b>	77%	74%	68%	59%

Source: City of Winnipeg Annual Citizen Survey

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



Recent trends show a general decrease in satisfaction with funding for housing over the past three years.

	2017	2018	2019	2020	2021
<b>Total Satisfied</b>	54%	56%	61%	60%	53%

Source: City of Winnipeg Annual Citizen Survey

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

	2012-2014	2014-2016	2016-2018	2018-2020
<b>Percentage Change</b>	11%	5%	4%	4%

The Province has delayed the general assessment until 2023 so next year's figure will be based on assessment as at April 1, 2021.

# Development Approvals, Building Permits and Inspections

Includes:

- Residential Development Approvals and Inspections
- Commercial Development Approvals and 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

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## Key Goals

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

## Service Level Statistics

Description	2017	2018	2019	2020
Total New Dwelling Units Created	4,875	3,757	4,974	3,834
<b>Permit Volumes</b>				
Residential Permits Issued	7,100	6,897	7,211	7,147
Non-Residential Permits Issued	3,615	3,351	3,437	2,784
Other Permits Issued	23,239	24,423	26,140	24,481
Total Permits Issued	34,084	34,825	36,911	34,540
Total Permit Fees (\$) [A]	26,189,264	25,604,707	32,014,877	24,921,084
<b>Permit Values (in thousands of \$)</b>				
Residential Permit Values	1,203,747	1,035,491	1,193,403	1,188,570
Non-Residential Permit Values	890,191	833,420	1,175,365	999,815
Total Permit Values	2,093,938	1,868,912	2,368,768	2,188,385
<b>Plan Examination Volume (Number of Plans Reviewed):</b>				
Residential	5,333	5,871	6,320	5,166
Commercial	7,524	7,805	8,069	7,222
Total Plan Examination Volume	12,857	13,676	14,389	12,388
<b>Inspection Volume (Number Conducted):</b>				
Residential	79,097	96,160	85,084	74,901
Commercial	47,115	47,902	40,531	36,872
Total Inspection Volume	126,212	144,062	125,615	111,773

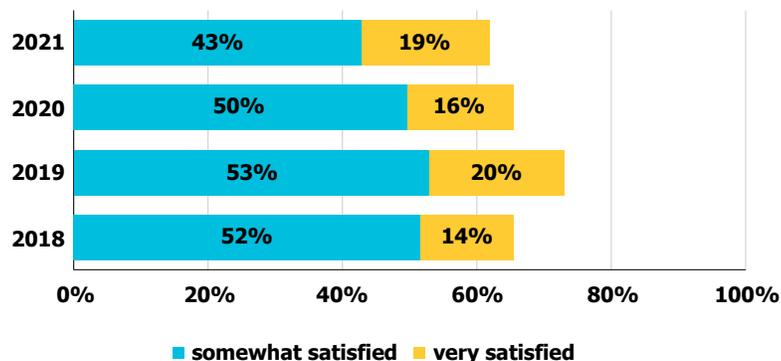
[A] Does not include impact fees.

# Development Approvals, Building Permits & Inspections

## Performance Measurements

### Effectiveness Measurements

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



Satisfaction has remained above 60% over the past several years.

	2018	2019	2020	2021
<b>Total Satisfied</b>	66%	73%	66%	62%

Source: City of Winnipeg Annual Citizen Survey

#### Declared Value of Construction per Capita

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$2,743	\$2,794	\$2,480	\$3,101	\$2,854

This measure is the total declared value of all permits divided by the population of the City of Winnipeg. The 5-year average of the declared value of construction is \$2,794 per capita.

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

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	39.3%	31.3%	40.1%	60.5%	70.3%

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

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

# Development Approvals, Building Permits & Inspections

## Zoning Variances Processed and Completed

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	761	784	709	685	599

The majority of these are minor residential variances that are approved administratively. While there was a minor increase in 2017, there has been an overall decrease in the number of variances since 2016.

## Number of Defects per 10,000 Inspections

### Commercial Inspections

Inspection Type	2016	2017	2018	2019	2020
Building	672	458	657	981	1,123
Electrical	3,824	2,435	1,637	3,180	2,984
Plumbing/Mechanical	869	672	672	553	117
<b>Total Commercial</b>	<b>1,876</b>	<b>1,169</b>	<b>994</b>	<b>1,764</b>	<b>1,625</b>

Plumbing/Mechanical defects are estimated due to a data entry error. As a result, the value of defects are low.

### Housing Inspections

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	3,252	4,146	4,155	5,651	5,314

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

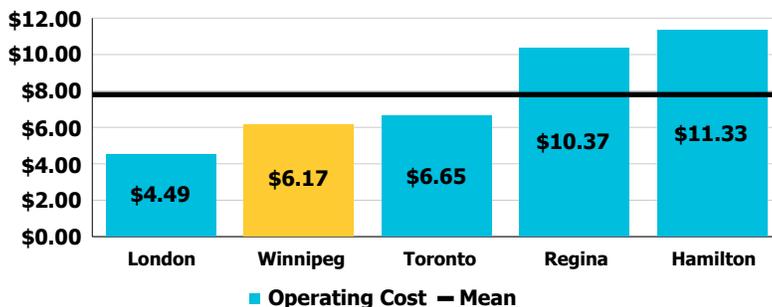
### Combined Commercial and Housing Inspections

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	2,722	3,035	3,104	4,397	4,097

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.

## Efficiency Measurement

### Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (2019)



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

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$5.80	\$4.78	\$5.49	\$7.25	\$6.17

Source: Municipal Benchmarking Network Canada (BLDG325)

# Heritage Conservation

## Description

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

OurWinnipeg: A Sustainable City - Heritage

## Key Goals

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

## Service Level Statistics

Description	2017	2018	2019	2020
Total Listed Historic Resources [A]	294	315	347	353
Total Nominated Resources [B]	74	52	9	6
Total Commemorated Resources [C]	339	342	347	348
Number of Nominated Resources Added to the List of Historical Resources	25	21	32	8
Number of Heritage Resources De-Listed	0	0	0	0
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [D]	25	15	13	14
Number of Heritage Permits Issued	61	58	49	58
<b>Number of Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Program:</b>				
a. Capital Project Grants	4	4	6	7
b. Research and Interpretive Grants	5	2	7	10

[A] Listed Historic Resource - a building, structure or land that is architecturally and historically significant and is protected from alterations and demolition under the Historical Resources By-law.

[B] Nominated Resource - a building, structure or land that is nominated to become a Listed Historic Resource.

[C] Commemorated Resource - a building, structure or land that is recognized for its architectural or historical significance but is not protected from alterations and demolition.

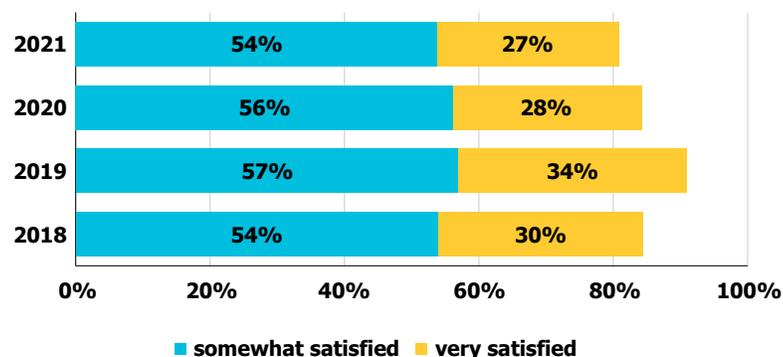
[D] Reflects the total number of buildings actively receiving the Heritage Conservation Tax Credit or the Heritage Conservation Grant Program.

# Heritage Conservation

## Performance Measurements

### Effectiveness Measurements

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



Satisfaction with City's efforts in preserving heritage buildings is somewhat satisfactory to very satisfactory.

	2018	2019	2020	2021
<b>Total Satisfied</b>	84%	91%	84%	81%

Source: City of Winnipeg Annual Citizen Survey

### City Funding for Heritage Programs

Funding Type	2018	2019	2020
Gail Parvin Hammerquist Fund City-Wide Program (approved projects)	\$110,065	\$319,575	\$242,240
Gail Parvin Hammerquist Fund CentreVenture Allocation	\$676,274	\$496,636	\$487,201
Heritage Conservation Tax Credit	\$814,644	\$731,514	\$746,587
Heritage Conservation Grant Program [A]	\$121,116	\$125,309	\$151,361

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

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

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

### Listed and Nominated Buildings Owned by the City

	2016	2017	2018	2019	2020
Number of Buildings	33	31	30	30	29
Assessed Value (in Millions)	\$84.8	\$46.7	\$46.8	\$46.3	\$48.1

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

# Heritage Conservation

## Efficiency Measurement

### Average Maintenance/Operating Cost of Heritage Buildings

Building	2016	2017	2018	2019	2020
St. Boniface Fire Hall No. 1	\$1.85	\$1.98	\$4.25	\$4.85	\$2.71
Bank of Hamilton Building*	\$3.08	\$1.66	\$1.90	\$1.71	\$1.90
Confederation Life Building*	\$5.84	\$4.97	\$5.25	\$5.62	\$5.44
St. Boniface City Hall	\$6.14	\$6.16	\$11.19	\$8.42	\$8.58
Cornish Library	\$3.53	\$5.97	\$7.21	\$5.19	\$3.96
Carnegie Library	\$1.50	\$1.84	\$2.04	\$1.89	\$2.22

\* Leased

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

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

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

# Property Asset Management

## Includes:

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

## Description

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

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

**MUNICIPAL ACCOMMODATIONS:** manages leases, operates, maintains, protects and preserves the City's physical building infrastructure/assets to provide for current and future program accommodation needs and provides design and project management of new and existing civic buildings.

OurWinnipeg: A City that Works - Safety and Security  
- Prosperity

## Key Goals

1. Migrate the Real Estate Transaction Management Framework (RETMF) into the Department's AMANDA software.
2. Optimize infrastructure condition through a Physical Asset Management Program for City buildings.
3. Provide effective facilities management.
4. Ensure civic facilities utilize efficient energy practices and accrue all available environmental stewardship program incentives associated with newly designed and existing facilities.
5. Update and modernize existing real estate policies to reflect current practices and needs.
6. Complete a Planning Property and Development Strategic Facilities Master Plan.

## Service Level Statistics

Description	2017	2018	2019	2020
<b>Real Estate</b>				
Property Sales / Gross Revenues from Sales Closed	30 / \$15.6M	21 / \$8.0M	28 / \$12.2M	38 / \$5.4M
Number of Leases Approved / Annual Lease Revenue	41 / \$116,550	25 / \$94,095	31 / \$152,836	30 / \$216,323
<b>Municipal Accommodations</b>				
Estimated Market Value	\$3 - \$4B	\$3 - \$4B	\$2 - \$3B	\$2 - \$3B
Number of Buildings / Total Square Footage (Owned & Leased)	1,188 / 7.7M sq ft	1,059 / 8.3M sq ft	1,103 / 7.7M sq ft	1,096 / 7.7M sq ft

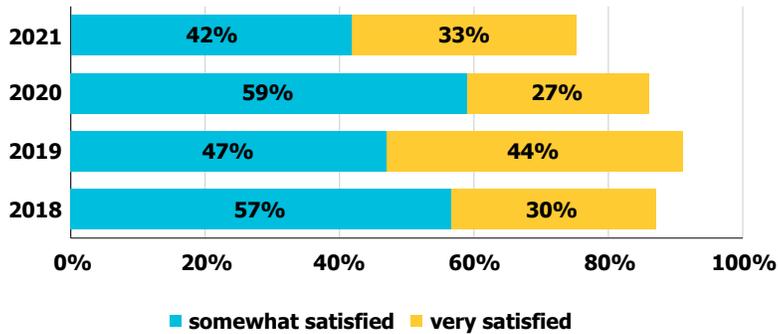
NOTE: M = millions  
B = billions

# Property Asset Management

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with the Condition of Recreation Facilities (respondents who used recreation facilities)



For those respondents who use City recreation facilities, 75% of citizens surveyed were either satisfied or very satisfied with the condition of recreation facilities in 2021. Implications of the COVID-19 pandemic on customer satisfaction are unknown.

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

	2018	2019	2020	2021
<b>Total Satisfied</b>	87%	91%	86%	75%

Source: City of Winnipeg Annual Citizen Survey

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

Vacancy Rate (%)	2016	2017	2018	2019	2020
Municipal Accommodation Vacancy Rate	4.9%	4.6%	5.2%	4.0%	3.2%
Winnipeg Overall Vacancy Rate	8.3%	8.1%	10.1%	11.6%	13.1%
Percent Difference	-3.4%	-3.4%	-4.8%	-7.6%	-9.9%

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

Source: Colliers International: Winnipeg Office Market Report - Fourth Quarter 2020

# Property Asset Management

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

Facility	FCI 2016	FCI 2017	FCI 2018	FCI 2019	FCI 2020	Investment Required Over 10 Years (2021 to 2030)
Field Houses	0.26	0.35	0.33	0.33	0.34	\$10,906,997
Daycares	0.42	0.36	0.41	0.42	0.43	\$7,781,724
Indoor Pools	0.41	0.42	0.41	0.49	0.46	\$158,786,902
Community Centres/Soccer/Arena Complexes	0.28	0.29	0.44	0.31	0.36	\$237,399,198
Libraries	0.40	0.33	0.49	0.36	0.35	\$86,248,444
Recreation Centres/Leisure Centres	0.43	0.43	0.43	0.53	0.54	\$12,650,670
Arenas	0.58	0.56	0.64	0.63	0.65	\$115,850,417
Wading Pools	0.43	0.43	0.20	0.20	0.11	\$28,073,475
Senior Centres	0.39	0.42	0.42	0.43	0.43	\$6,515,129
Outdoor Pools	0.17	0.14	0.27	0.31	0.31	\$13,518,647
<b>TOTAL</b>	-	-	-	-	-	\$677,731,603

The total investment required over a 10 years (2021-2030) is consistent with the State of the Infrastructure Report.

Facility Condition Index (FCI) is a ratio of the estimate for identified requirements and system renewals for a five year period, divided by the estimated replacement value for the facility. A FCI of 0 equates to "new" condition and as the condition worsens, the FCI increases to 1.0, the point where refurbishment equals cost of replacement. The City has adopted the Recreation and Leisure Facilities Policy (RALFP) which states the city will strive toward a "managed care" level for existing facilities. Managed care is where the FCI is in the range from 0.1 to 0.2.

## Cost Comparison of City Buildings Owned and Leased

	2016	2017	2018	2019	2020
Total City Leased Space Cost per sq. ft.	\$13.54	\$13.83	\$13.88	\$13.67	\$13.88
Total Owned Space Cost per sq. ft.	\$13.05	\$13.28	\$13.05	\$13.32	\$12.90
\$/sq. ft. difference	\$0.49	\$0.55	\$0.83	\$0.34	\$0.98
Percent Difference	-3.7%	-4.2%	-6.4%	-2.6%	-7.6%

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

## Efficiency Measurement

### Comparison of In-house and Contracted Custodial Costs

Service Provider	2016	2017	2018	2019	2020
In-house Costs per Square Foot	\$3.38	\$2.70	\$3.00	\$3.22	\$3.07
Contracted Costs per Square Foot	\$1.48	\$1.33	\$1.40	\$1.26	\$1.09
Total Average Cost per Square Foot	\$2.16	\$1.76	\$1.90	\$1.82	\$1.65

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

Contracted Costs are reported as Janitorial Costs in the Division's year end financial statements and assumes that square foot cleaned by contracted services remains unchanged since 2011.

# Cemeteries

Includes:

- Cemeteries (Brookside Cemetery, St Vital Cemetery, and 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

OurWinnipeg: A Sustainable City - Heritage

## 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. Maintain the heritage of cemeteries and continue to promote their significance in the community.

## Service Level Statistics

Description	2017	2018	2019	2020
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections [A]	0	353	0	0
Lineal Feet of New Field of Honour Precast Beam foundation installed	0	3,104	2,900	3,184
Number of Individual Foundations Installed	54	34	69	54
Number of Educational Tours	15	0	0	0
Number of Interment Sites re-leveled and re-seeded	1,104	1,025	1,044	1,087
Number of Field of Honour Interment Sites re-landscaped	400	440	210	210
Number of Trees Planted [B]	100	120	0	96
Lineal feet of existing Field of Honour Precast Beam refurbished	88	1,812	772	1,572

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

[B] No trees were planted in 2019 as a cost saving measure.

# Cemeteries

## Performance Measurements

### Effectiveness Measurement

#### Comparison of Perpetual Maintenance Reserve Funds of Municipally Owned and Operated Cemeteries (2020)

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

Winnipeg's municipally owned and operated cemeteries' perpetual maintenance reserve funds ensure that general maintenance and improvements will continue in the future after the cemetery is closed and no further property is available for sale.

Note: There is no legislated requirement for a municipality, religious denomination or religious auxiliary owned and operated cemetery to have a perpetual maintenance fund. Each cemetery may create a perpetual maintenance fund by setting aside in a reserve fund a defined percentage of the purchase price of each type of cemetery property or service. Interest earned on investment of the perpetual maintenance fund contributes towards (i) the cost of maintenance and improvement of the cemetery grounds in perpetuity and (ii) reinvestment into the fund to ensure its continued growth. Perpetual care includes general maintenance, improvement and/or embellishment of cemetery properties, grounds, buildings and infrastructure.



Photo Credit: City of Winnipeg

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# Protection, Community Services and Parks

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# Fire and Rescue Response

## Includes:

- *Fire Investigation*
- *Fire Paramedic Response*
- *Fire Suppression and Life Rescue*
- *Specialty Rescue*

## Description

Provide quick, proficient, emergency and non-emergency fire suppression and rescue assistance to victims of fire, accidents, and other disasters or emergencies in order to prevent or minimize loss of life or property. This includes fire suppression, notification and evacuation of citizens, rescue services, including motor vehicle extrication, high angle, trench, water, and ice rescue, investigation and mitigation of carbon monoxide or other gas leaks, and other hazardous materials incidents.

Additional contributions include standby fire and rescue service at public events, support to public education programs, supplement fire inspection and by-law enforcement program, fire investigation services potentially leading to offender identification, arrest and/or counselling in regard to incidents of deliberately set fires and response to medical emergencies.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## 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. Align technology, equipment and staff to provide services that are environmentally sustainable.

## Service Level Statistics

Description	2017	2018	2019	2020
Total Fires	1,560	1,837	1,804	2,025
Alarm - No Fire	8,282	8,668	8,653	7,816
Gas/Odor/Hazardous Materials Emergencies	934	1,058	1,087	963
Miscellaneous Emergencies	4,668	5,024	5,476	4,577
Rescue Emergencies	193	210	197	218
Fire Investigations	359	365	422	416
Arson Determinations [A]	436	441	389	464
Emergency Medical Incidents - Fire Only Dispatched	16,285	15,675	15,891	14,909
Emergency Medical Incidents-Ambulance +Fire Dispatched	42,150	44,287	47,717	40,315
Fire Assisted Scheduled Inter-Facility Transfers	8	6	8	9

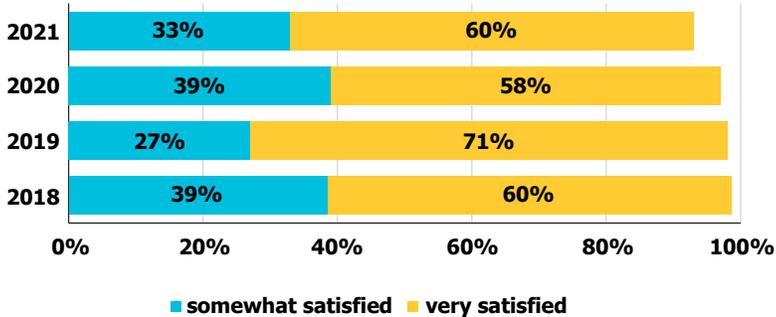
[A] Source: Winnipeg Police Service (WPS), based on all charges to a maximum of four.

# Fire and Rescue Response

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Fire Service Response to Fire Incidents

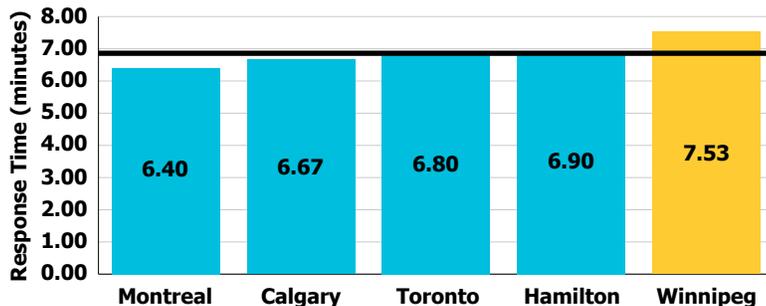


Citizen satisfaction with fire and rescue response to incidents remains high. Customer service remains a core focus for new employee orientations as well as part of continuing education programs for existing employees. New strategies are being implemented in fireground operations to continually improve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

	2018	2019	2020	2021
<b>Total Satisfied</b>	99%	98%	97%	93%

Source: City of Winnipeg Annual Citizen Survey

#### Actual 90th Percentile Fire Station Notification Response Time (Minutes) (2019)

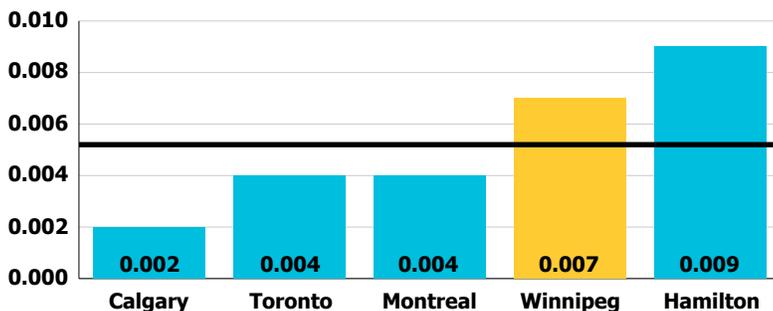


From the time a station is notified of an emergency call in 2019, a fire unit arrived at the scene in 7:32 or less (7.53 minutes), 90% of the time. Winnipeg's time is slightly higher than the average (6.86).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	6.85	6.95	7.12	7.26	7.53

Source: Municipal Benchmarking Network Canada (FIRE405)

#### Number of Residential Fire Related Fatalities Averaged Over 5 Years per 1,000 Persons (2019)



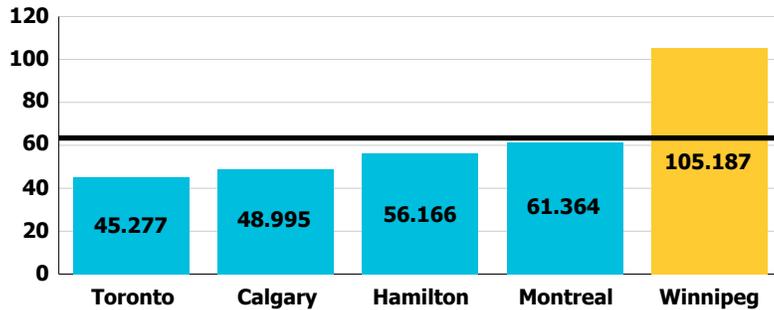
The average residential fire related civilian fatalities over 5 years was 5.2. Winnipeg's fatalities averaged over 5 years per 1,000 persons is slightly higher than the average (0.005).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	0.006	0.006	0.005	0.005	0.007

Source: Municipal Benchmarking Network Canada (FIRE140, previously FIRE935M)

# Fire and Rescue Response

## Number of Unique Incidents Responded to by Fire Services per 1,000 Population (2019)



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. Winnipeg's incidents are higher than the average (63.398).

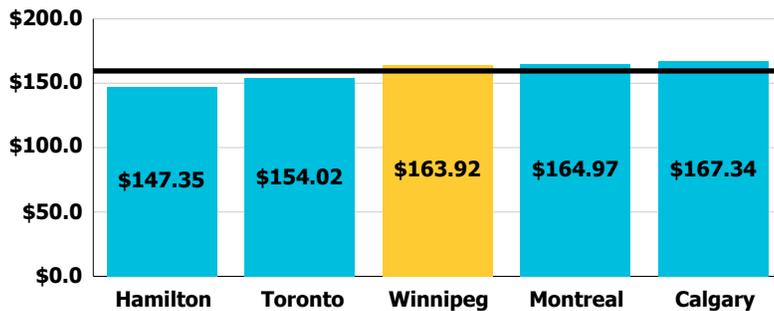
Thus this measure reflects the Fire Service involvement across both Fire and Rescue Response and Medical Response service areas.

	2015	2016	2017	2018	2019
Wpg. Trend	89.289	93.167	101.402	104.703	105.187

Source: Municipal Benchmarking Network Canada (FIRE240)

## Efficiency Measurements

### Fire Staffing Costs per Capita (2019)

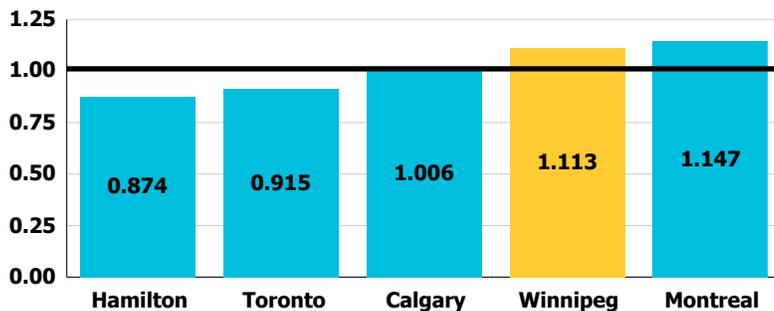


Increase due to movement of cost from Medical Services and Disaster Preparedness and Response to Fire Rescue and Response for Service Based reporting purposes. Winnipeg's cost is comparable with the average (\$159.52).

	2015	2016	2017	2018	2019
Wpg. Trend	\$148.54	\$150.80	\$147.73	\$145.58	\$163.92

Source: Municipal Benchmarking Network Canada (FIRE220)

### Fire Suppression Staff per 1,000 Population (2019)



Winnipeg maintains a steady level of fire suppression staff. Winnipeg's staff per 1,000 population is slightly higher than the average (1.011)

	2015	2016	2017	2018	2019
Wpg. Trend	1.185	1.158	1.135	1.130	1.113

Source: Municipal Benchmarking Network Canada (FIRE212)

# Fire and Injury Prevention

Includes:

- Fire and Injury Prevention Education
- Fire Inspection

## Description

Reduce the incidence of illness, injury, death and property loss due to fire, accident or personal health by educating citizens regarding fire and life safety, and through the enforcement of the Manitoba Fire Code and the Fire Prevention By-law.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## Key Goals

1. Provide fire and life safety educational programming to citizens of all ages to help prevent fire and medical emergencies and reduce injury, death, and property loss.
2. Identify the need for, develop new educational programming, and deliver that programming to identified groups within our community.
3. Promote and participate in public safety initiatives with partner agencies.
4. Enforce structural fire and life safety standards through the provision of plan examination, building fire inspection services and enforcement.
5. Ensure the required maintenance of fire and life safety systems is conducted by qualified individuals through the ongoing licensing of service persons.
6. Regulate potentially hazardous activities to ensure they are conducted in an approved, and safe manner through permit processes.

## Service Level Statistics

Description	2017	2018	2019	2020
Fire Prevention By-Law/Fire Code Inspections	10,210	10,836	11,115	11,169
Operations Inspections [A]	1,297	1,116	1,021	265
Permits Issued	254	311	339	215
Property File Searches/Plans Examined	1,019	890	921	702
Fire Code/By-Law Violations Cited	12,408	11,304	10,057	12,833
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	611	657	520	365
Fire Safety House [A]	205	152	203	0
Other Community Events [A]	161	112	123	5
Fire Safety Lectures/Presentations [A]	209	184	211	0
Medical/Injury Prevention Lectures/Presentations [A]	174	186	197	67
Youth Fire Stop	13	53	13	15
Career Symposiums [A]	7	14	5	0
Evacuation Fire Drills [A]	100	80	108	6
Fire/Paramedic Station Tours [A]	159	154	129	7
Community Fire Prevention Partnership [A]	309	1,648	600	36
Arson Prevention in Schools [A]	35	45	11	6
Career Camps [A] [B]	n/a	19	12	0
Community Education [A] [B]	n/a	7	1	2

[A] Many Fire Prevention and Public Education activities and services were halted beginning in March 2020 due to the Coronavirus (COVID-19) pandemic.

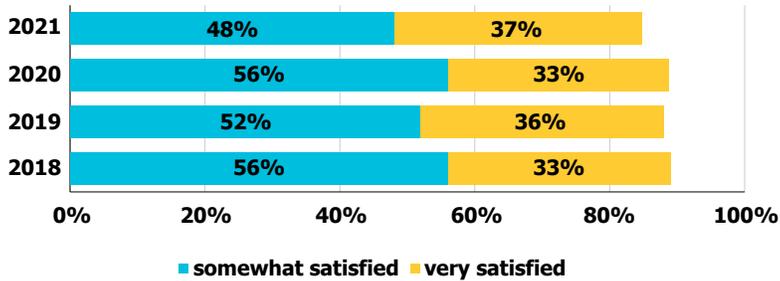
[B] Data Collection began in 2018.

# Fire and Injury Prevention

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Fire and Injury Prevention Education

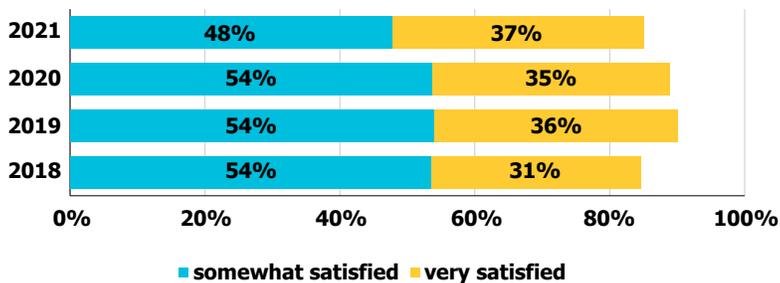


Citizens continue to be satisfied with efforts in fire and safety education.

	2018	2019	2020	2021
<b>Total Satisfied</b>	89%	88%	89%	85%

Source: City of Winnipeg Annual Citizen Survey

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

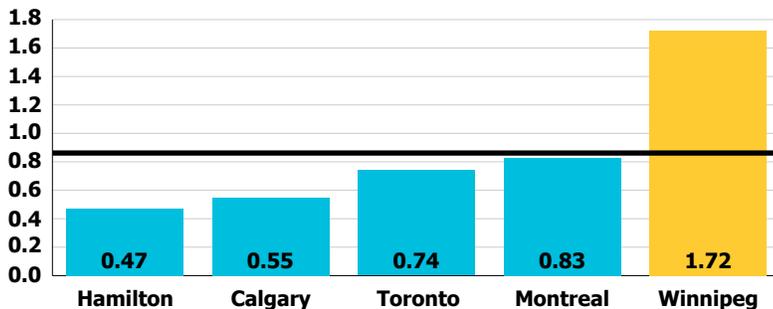


The survey results continue to indicate a high level of citizen satisfaction with the safety of existing buildings through fire inspections and enforcement.

	2018	2019	2020	2021
<b>Total Satisfied</b>	85%	90%	89%	85%

Source: City of Winnipeg Annual Citizen Survey

#### Rate of Residential Structural Fires with Losses per 1,000 Households (2019)



Winnipeg continues to experience substantially more fires per household than any of our comparator cities. Winnipeg's diverse community faces a large number of socio-economic challenges. This combined with older housing stock results in a higher residential fire rate than the average (0.86).

Wpg. Trend	2015	2016	2017	2018	2019
	1.43	1.23	1.34	1.53	1.72

Source: Municipal Benchmarking Network Canada (FIRE115)

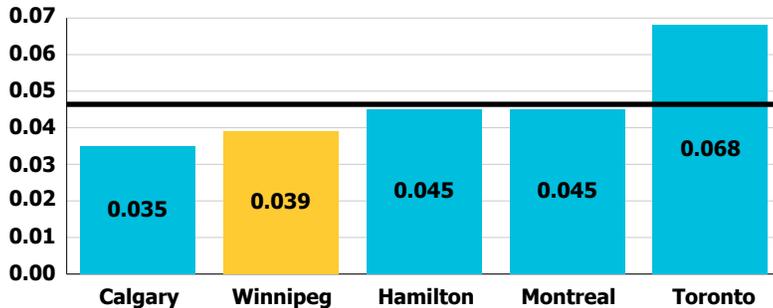
# Fire and Injury Prevention

## Rate of Non-Residential Structural Fires with Losses per 1,000 Population (2019)

Wpg. Trend	2015	2016	2017	2018	2019
	n/a	n/a	0.170	0.176	0.162

## Efficiency Measurements

### Fire Prevention Staff per 1,000 Population (2019)

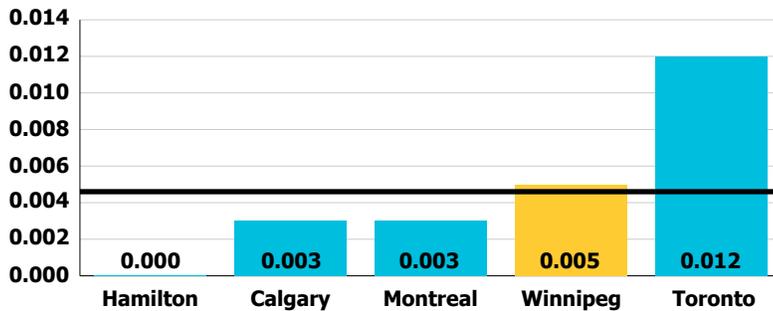


The number of Fire Prevention Staff per 1,000 population remains lower than three of the other comparator cities and is lower than the average (0.035).

Wpg. Trend	2015	2016	2017	2018	2019
	0.029	0.034	0.032	0.040	0.039

Source: Municipal Benchmarking Network Canada (FIRE213)

### Fire Education Staff per 1,000 Population (2019)



Fire Education Staff decreased from 5 to 4, resulting in a lower rate. Winnipeg's staff is comparable to the average (0.006).

Wpg. Trend	2015	2016	2017	2018	2019
	0.007	0.007	0.007	0.007	0.005

Source: Municipal Benchmarking Network Canada (FIRE214)

# Medical Response

## Includes:

- *Community Paramedicine*
- *Emergency Ambulance*
- *Medical Transfers*

## Description

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.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## 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. Leverage quality improvement to achieve the highest level of customer satisfaction.
4. Pursue partnerships to enhance delivery of medical service.

## Service Level Statistics

Description	2017	2018	2019	2020
Emergency Medical Incidents-Total Ambulance Dispatched	64,418	67,679	73,420	72,026
Emergency Medical Incidents-Ambulance Only Dispatched	22,268	23,392	25,703	31,711
Emergency Medical Incidents-Ambulance & Fire Dispatched	42,150	44,287	47,717	40,315
Scheduled Inter-facility Transfers-Total Dispatched	6,414	6,104	6,098	7,138
Emergency Patient Transports	51,770	53,194	55,607	53,778
Patients Assessed or Treated at Scene (not transported)	25,712	26,340	27,246	26,931
Total Patient Contacts (no Community Paramedicine)	81,967	83,794	86,769	82,981
Patient Contacts per Thousand Population	109.4	111.2	113.6	108.2
Main Street Project Patient Contacts	13,948	13,547	14,062	11,688
Community Paramedicine Patient Contacts (EPIC) [A]	1,421	1,254	1,261	2,691

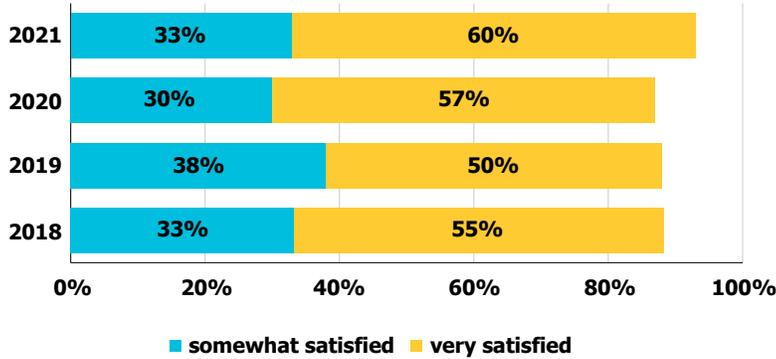
[A] EPIC = Emergency Paramedics in the Community program

# Medical Response

## Performance Measurements

### Effectiveness Measurements

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



Citizen satisfaction with medical response to incidents remains high. Customer service remains a core focus for new employee orientations as well as part of continuing education programs for existing employees.

	2018	2019	2020	2021
<b>Total Satisfied</b>	88%	88%	87%	93%

Source: City of Winnipeg Annual Citizen Survey

#### 90th Percentile Response Time

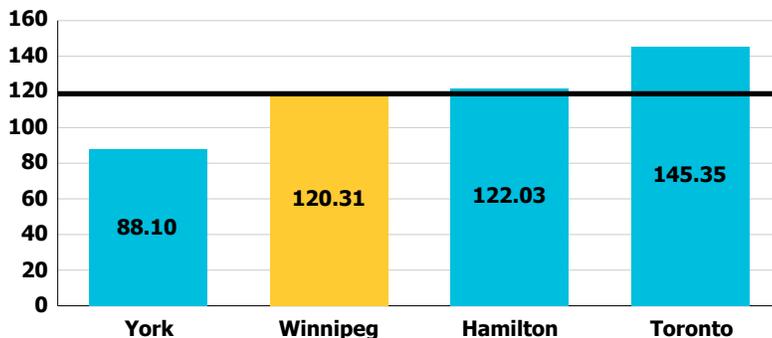
	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	7.88	8.15	8.18	8.52	9.90

2017 and 2019 restated due to reporting error.

In 2020, from the time of unit notification of an emergency call, a paramedic-staffed unit arrives at the scene in 9:54 or less (or 9.90 minutes), 90% of the time.

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

#### Total Emergency Medical Service Responses per 1,000 Population (2019)



In 2019, the Winnipeg Fire Paramedic Service responded to 120.31 medical incidents for every 1,000 citizens. Winnipeg's responses per 1,000 population is comparable with the average (118.95).

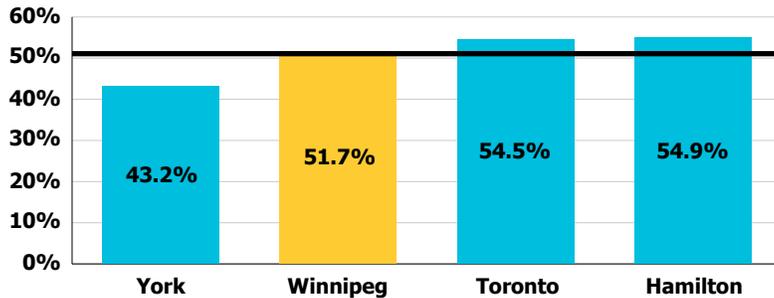
	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	100.68	102.51	111.28	114.05	120.31

Source: Municipal Benchmarking Network Canada (EMDS229)

Wpg Trend 2015-2018 restated due to error.

# Medical Response

## Percent of Ambulance Time in Excess of Standard 30 Minutes Lost to Hospital Turnaround (2019)



	2015	2016	2017	2018	2019
Wpg. Trend	56.2%	53.8%	54.6%	50.7%	51.7%

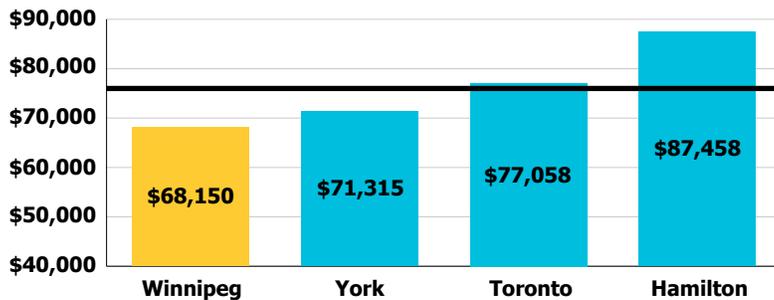
Source: Municipal Benchmarking Network Canada (EMDS155)

Wpg Trend 2015-2018 restated due to error.

For each emergency patient transport to hospital, 51.7% 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. Winnipeg's percent of time is comparable to the average (51.1%).

## Efficiency Measurements

### Emergency Medical Service Operating Cost per 1,000 Population (2019)

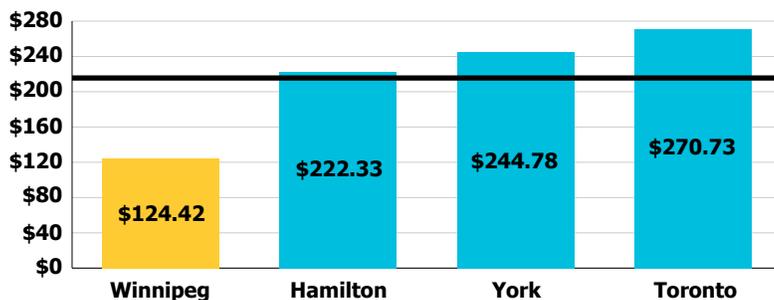


	2015	2016	2017	2018	2019
Wpg. Trend	\$75,374	\$77,111	\$78,427	\$84,430	\$68,150

Source: Municipal Benchmarking Network Canada (EMDS256)

This value has decreased in 2019 due to a realignment of some costs to Fire and Rescue Response following a change in funding model. Winnipeg's cost is lower than the average (\$75,995).

### Emergency Medical Service Operating Cost per Weighted Vehicle In-Service Hour (2019)



	2015	2016	2017	2018	2019
Wpg. Trend	\$133.00	\$141.02	\$142.94	\$153.75	\$124.42

Source: Municipal Benchmarking Network Canada (EMDS306)

Wpg Trend 2015-2018 restated due to error.

Winnipeg's integrated fire paramedic service delivery model accounts for the marked differences from other municipalities. Winnipeg's operating cost per weighted vehicle in-service hour is lower than the average (\$215.57).

# Medical Response

## Emergency Medical Service Total Cost per Patient Transported (2019)



Winnipeg's integrated fire paramedic service delivery model accounts for the marked differences from other municipalities. Winnipeg's cost per patient transported is lower than the average (\$1,093.83).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$1,028.63	\$1,066.46	\$1,056.36	\$1,154.96	\$900.91

Source: Municipal Benchmarking Network Canada (EMDS321T)

# Emergency Management

## Description

Provide a prompt and coordinated response by the City of Winnipeg to major peacetime disasters by:

- Minimizing the impact of an emergency or disaster on the City of Winnipeg.
- Protecting and preserving the health and property of the citizens of Winnipeg.
- Maintaining and restoring essential services during an emergency or disaster.
- Building resilient communities through sustainability, business continuity and enhanced recovery programs.

OurWinnipeg: A City that Works - Safety and Security  
- Emergency Preparedness, Response & Recovery

## Key Goals

1. Prepare and test plans and strategies for new and emerging health risks and hazards.
2. Develop new and/or enhance current partnerships with other levels of government, authorities and community agencies.
3. Enhance the City's emergency plan to be more responsive to the needs of at risk populations (e.g. disabled, seniors, and children) and geographic communities and stakeholders within Winnipeg.
4. Provide emergency management education and training to staff, partnering agencies, and the general community.

## Service Level Statistics

Description	2017	2018	2019	2020
OEM Presentations/Consultations Delivered	21	16	2	3
OEM Disaster Management Training Sessions Delivered	9	4	4	2
OEM Individuals Trained [A]	150	83	122	78
OEM Exercises (internal and with stakeholders)	6	5	4	3
OEM Notifications and Threat Assessments [B] [C]	n/a	12	1	7
EOC / Multiple Department Activation	2	4	4	2
EOC Days Activated [C]	14	4	9	332

\* OEM - The Office of Emergency Management  
EOC - Emergency Operating Centre

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

[B] Data collection began in 2018.

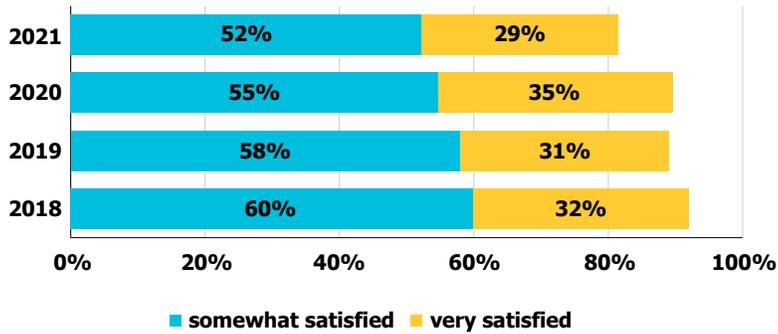
[C] Emergency Operations consistent beginning in March 2020 due to the Coronavirus (COVID-19) pandemic.

# Emergency Management

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Level of City Preparedness, Ability to Respond, and Assist Residents (Natural and Human-Caused Disasters)



Citizen satisfaction remains high with about 81% of citizens satisfied with disaster planning and response for emergencies like floods, tornadoes, train or airplane incidents. In 2020, the City coordinated a response to the unprecedented COVID-19 pandemic and the resulting and dynamic impacts on City services and employees.

	2018	2019	2020	2021
<b>Total Satisfied</b>	92%	89%	90%	81%

Source: City of Winnipeg Annual Citizen Survey

#### Number of City Staff Trained to Work within the Emergency Operation Centre (EOC)

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	17	40	57	30

The Office of Emergency Management is developing and partnering to provide targeted courses to enhance the number of City staff trained to work within the emergency response during a disaster event.

#### Number of Mock or Real Emergency Responses

Actions	2016	2017	2018	2019	2020
Number of Emergency Exercises	12	6	5	4	3
Number of EOC Events	5	2	4	9	1
Number of EOC Operational Days	5	14	4	9	332

Beginning March 2020, Emergency Operations consistent due to the Coronavirus (COVID-19) pandemic. The City continues to stage several mock disasters/exercises each year including partner agencies to ensure inter-agency awareness and effective working relationships are in place. Real emergencies provide a practical application of the working knowledge and relationships developed during these exercises.

# Emergency Management

## Efficiency Measurements

### Office of Emergency Management (OEM) Operating Cost per Capita

	2016	2017	2018	2019	2020
Wpg. Trend	\$0.37	\$0.37	\$1.36	\$1.18	\$1.78

2020 saw an increase in operational cost due to addition of two business continuity management employees, increased funding for an operational exercise and purchase of business continuity software.

# Recreation

## Includes:

- Arenas
- Aquatic Services
- Recreation Services
- Community Centres

## Description

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

Includes the administration of the Community Centre Renovation Grant Program to support repairs, upgrades, retrofits, safety improvements, and renovation projects at City of Winnipeg community centre facilities.

OurWinnipeg: Quality of Life - Opportunity, Vitality, Creativity

## Key Goals

1. Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
2. Provide leadership and support the work of other service providers to build the foundation for quality of life and to promote a safe and healthy community.
3. Provide recreation services by collaborating and leveraging resources through partnerships.
4. Provide equitable opportunities to participate in recreation programs and services.
5. Provide meaningful and relevant recreational opportunities to increase the participation of Indigenous youth in City of Winnipeg services.
6. Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.

## Service Level Statistics

Description	2017	2018	2019	2020 [A]
% of Prime Time Ice Sold in the Regular Season (Jan/Feb, Oct-Dec)	82%	85%	81%	83%
Number of Aquatics Paid Courses	8,333	7,788	8,498	3,790
Number of Recreation & Leisure Paid Courses	3,431	3,538	3,518	1,664
Number of Hours of Recreation, Leisure & Aquatics Paid Courses	79,056	78,232	81,206	11,659
Number of Registered Course Subsidies Issued [B]	2,365	3,065	3,861	3,437
Number of Facility Pass Subsidies Issued	4,288	5,161	6,534	2,428
Number of Public Swim Visits to Outdoor Pools	155,967	151,073	129,297	89,861
Participation Visits to Free Recreation, Leisure & Swim Programming [C]	257,028	239,121	252,855	59,937
Number of Hours of Wading Pool Free Programming [D]	21,331	22,483	21,739	13,676
Number of Hours of Spray Pad Free Programming	21,186	23,947	22,700	20,801
Number of Recreation Grants Administered	7	7	7	7
Value of Recreation Grants Administered	\$2,130,014	\$2,157,374	\$2,217,374	\$2,109,993

[A] For 2020, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders.

[B] Beginning in 2020, Leisure Guide subsidies are now awarded as \$300/person activity credits for self-registration, and not uniquely per course.

[C] Total Free Swim, Free Public Skate & Free Children/Youth/Adult Drop-In Visits.

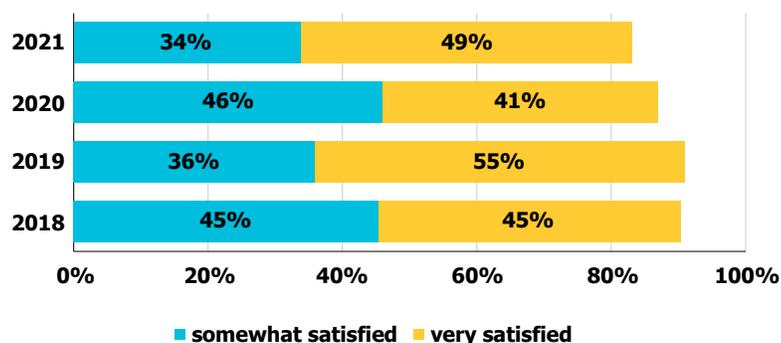
[D] 2020 reflects staggered re-opening of facilities and reduced number of wading pools re-opened (40 out of 81).

# Recreation

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with City-Operated Recreation Programs (respondents who used recreation programs)



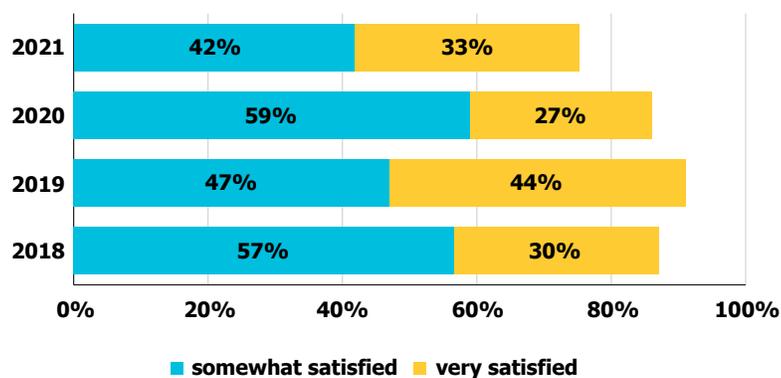
In 2021, 83% of citizens who participated in recreation programs were satisfied with the programs offered by the City (e.g. swimming lessons, Learn to Skate, or other Leisure Guide programs).

Since March 2020, recreation programs have been significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders, which may have led to the decrease in satisfaction.

	2018	2019	2020	2021
<b>Total Satisfied</b>	90%	91%	87%	83%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with the Condition of Recreation Facilities (respondents who used recreational facilities)



For those respondents who use City recreation facilities, 75% of citizens surveyed were satisfied with the condition of recreation facilities in 2021. This represents a decrease since 2020 when 86% were satisfied.

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

	2018	2019	2020	2021
<b>Total Satisfied</b>	87%	91%	86%	75%

Source: City of Winnipeg Annual Citizen Survey

#### Number of Registrants per 1,000 Population

Program	2016	2017	2018	2019	2020
Aquatics	46.94	49.09	44.36	51.96	19.11
Learn to Skate	8.71	9.04	9.25	10.13	6.93
Recreation and Leisure (other)	28.65	29.25	29.61	31.34	11.54

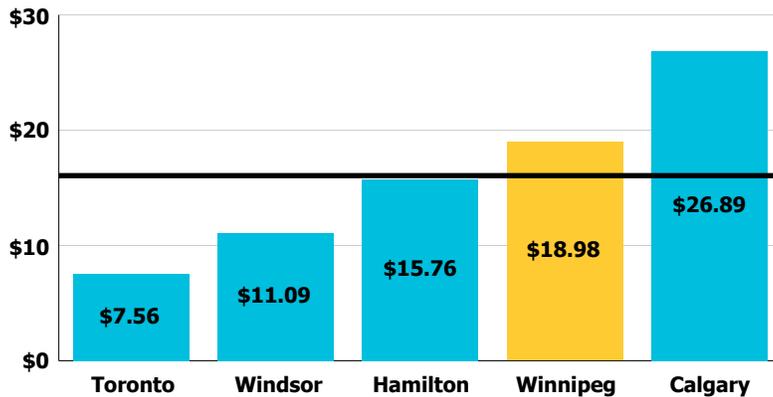
This measurement represents the number of registrants for paid programming only and does not include free programming participants. Recreation and Leisure excludes Aquatics and Learn to Skate.

For 2020, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders.

# Recreation

## Efficiency Measurements

### Total Cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage (2019)



	2015	2016	2017	2018	2019
Wpg. Trend	\$15.95	\$17.33	\$18.53	\$20.14	\$18.98

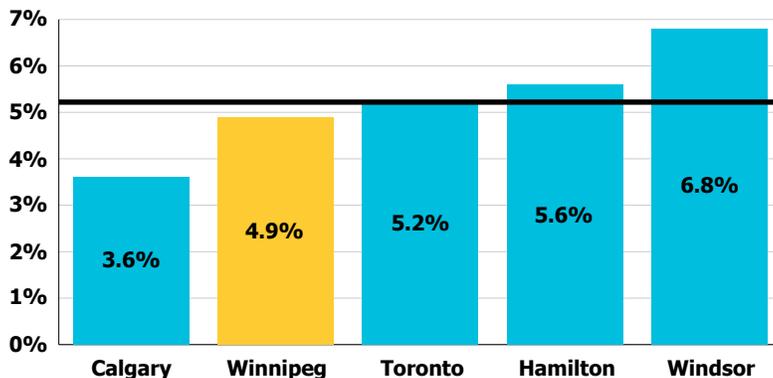
Source: Municipal Benchmarking Network Canada (SREC310T)

Total cost for recreation programs and recreation facilities includes operating costs for registered and non-registered recreation programs and operating costs for recreation facilities, including arenas, community centres, fitness centres, indoor and outdoor pools, wading pools and spray pads.

Operating costs increase annually for inflation related to repairs, maintenance, utilities and operating supplies as well as negotiated increases for salaries and benefit costs related to programming and maintenance staff.

The average of the comparable cities reported is \$16.06.

### Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population (2019)



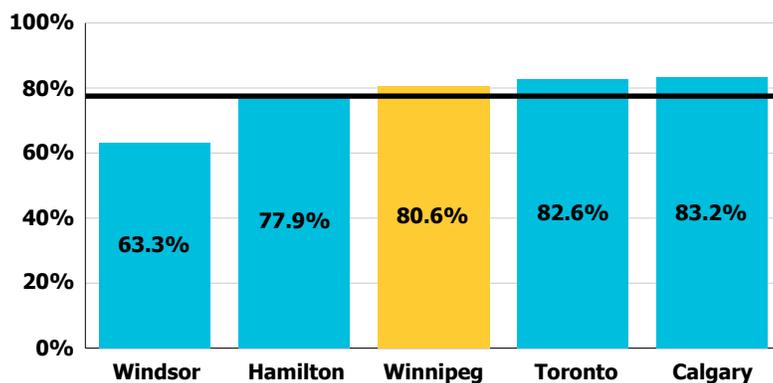
	2015	2016	2017	2018	2019
Wpg. Trend	4.6%	4.6%	4.6%	4.7%	4.9%

Source: Municipal Benchmarking Network Canada (SREC140)

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

The average of the comparable cities reported is 5.2%.

### Utilization Rate for Directly Provided Registered Programs (2019)



	2015	2016	2017	2018	2019
Wpg. Trend	76.9%	74.8%	76.4%	78.1%	80.6%

Source: Municipal Benchmarking Network Canada (SREC410)

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

The average of the comparable cities reported is 77.5%.

# Recreation

## Performance Measurements

### Recreation Facility Costs

Arenas	2018	2019	2020
Facility Costs	\$3,697,006	\$4,121,954	\$4,243,671
No. of Facilities	12	12	12

Aquatic Services	2018	2019	2020
Facility Costs	\$13,421,663	\$14,027,159	\$11,817,707
No. of Facilities	125	123	123

Recreation Services	2018	2019	2020
Facility Costs	\$1,177,874	\$1,388,451	\$1,195,941
No. of Facilities	13	13	13

Community Centres	2018	2019	2020
Facility Costs*	\$6,902,111	\$6,994,054	\$7,223,349
No. of Community Centres	63	63	63

\* Includes the maintenance provided by Municipal Accommodations and the Universal Funding Formula Grants provided to the community centres intended for building maintenance.

Recreation facility costs represent basic maintenance for recreation facilities, such as utilities, labour and materials, to provide a given level of service. Facility maintenance costs are still incurred while facilities are closed for refurbishment or renovations.

Facility costs represent operating expenses and do not include any capital investment funding.

Community centre facilities are owned by the City of Winnipeg, but operated/managed by the community via volunteer-run boards.

For 2020, facility costs were impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders.

The average age of City of Winnipeg recreation facilities is 49 years.

# 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

Develop, operate, maintain and preserve all parks and open spaces to promote vibrant, healthy communities while fostering environmental stewardship.

OurWinnipeg: A Sustainable City - Environment

## 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.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of fields aerated (visited)	1,393	1,727	1,502	1,526
Number of fields top dressed (visited)	656	664	680	672
Number of fields fertilized (visited)	772	768	782	840
Total hectares of parks and open spaces [A]	3,610	3,615	3,592	3,577
Total hectares of maintained park, boulevard and athletic field turf [B] [C]	2,325	2,275	2,254	2,630
Park pathways/walkways maintained (km) [A] [B]	280	284	286	342
Number of athletic fields in Parks and Open Spaces [A] [B]	665	667	668	710
Number of playground sites in Parks and Open Spaces [A] [B]	499	501	505	524
Number of 311 service requests	14,650	15,778	23,318	14,290
Number of park projects (new / completed)	12 / 36	60 / 50	39 / 54	24 / 52
Number of environmental program participants [C]	5,427	5,020	5,436	1,167
Number of ecologically significant natural areas	476	479	495	467
Number of boulevard and park trees	304,530	302,986	299,798	294,444
Number of trees planted [D]	2,448	2,586	1,434	1,387
Number of Dutch Elm Disease (DED) trees removed (Parks and Open Spaces/private, other properties) [E]	6,575	9,031	6,093	10,315
Number of non-DED trees removed (Parks and Open Spaces)	2,093	2,894	3,301	3,594
Number of trees pruned	11,154	12,395	9,751	9,363

[A] Inventory excludes Assiniboine Park

[B] Adjustments to query methodology in 2020 has resulted in an increase in reported values

[C] Reduced number of participants in 2020 is a result of the COVID-19 pandemic

[D] Significant decrease in plantings is a result of funding reallocation towards tree health management

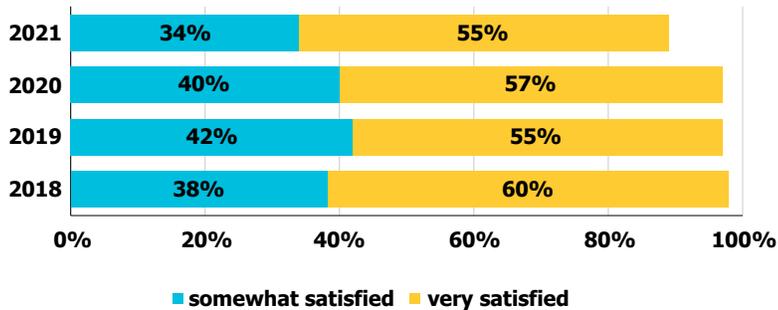
[E] Tree removals increased in 2020 to address backlog created by a reallocation of resources during the 2019 storm cleanup

# Parks and Urban Forestry

## Performance Measurements

### Effectiveness Measurements

**Citizen Satisfaction with Condition of Major Parks (e.g. St. Vital or Kildonan) (respondents who have used major parks)**

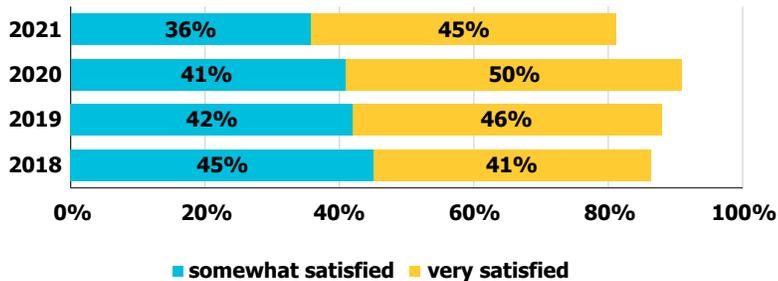


89% of citizens who have used the City's major parks were either somewhat satisfied or very satisfied in 2021. This is a significant decrease from previous years' data which may correlate to a sharp increase in park usage throughout 2020 as a result of the COVID-19 pandemic.

	2018	2019	2020	2021
<b>Total Satisfied</b>	98%	97%	97%	89%

Source: City of Winnipeg Annual Citizen Survey

**Citizen Satisfaction with Condition of Local Parks in Your Neighbourhood**



81% of respondents were somewhat satisfied or very satisfied with the condition of local parks in their neighbourhoods in 2021. This is a significant decrease from previous years' data and may correlate to a sharp increase in park usage throughout 2020 as a result of the COVID-19 pandemic.

	2018	2019	2020	2021
<b>Total Satisfied</b>	86%	88%	91%	81%

Source: City of Winnipeg Annual Citizen Survey

**Tree pruning cycle (1 in X years)**

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	22.2	27.3	26.5	31.0	31.0

The 2020 tree pruning cycle shows that the average tree is pruned once every 31 years. The trend over the last five years reflects reallocation of funding and resources from the tree pruning program to Dutch Elm Disease and Emerald Ash Borer management.

# Parks and Urban Forestry

## Performance Measurements

### Average weekly total of park and boulevard area mowed in season (hectares)

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	n/a	n/a	n/a	1,028.0

New GPS technology now enables Public Works to directly measure the productivity of mowers. The hectares mowed is captured weekly and presented as an average for the year.

### Percentage of trees replaced after removal

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	n/a	n/a	n/a	19.0%

The replacement rate reflects the planting of new trees compared to the number of trees removed. This is a new measure added in 2020, and data is unavailable for prior years.

### Percentage of playgrounds in fair or better condition

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	n/a	97.0%	96.0%	95.0%

Playgrounds are an important amenity that have been prioritized for funding in recent years to maintain their overall quality city-wide.

## Efficiency Measurement

### Annual cost per hectare to mow park and boulevard areas

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$3,042.00	\$2,803.00	\$2,963.00	\$3,091.00	\$2,947.00

These costs vary from year to year dependent upon weather conditions and their impact on growth rates and corresponding mow frequencies.

# Community Liveability

## Includes:

- Community By-law Enforcement
- Vacant Building Enforcement
- Community Development
- Community Crisis Response
- Community Grants
- Bicycle Recovery

## Description

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

- Community By-law Enforcement Services - promoting neighbourhood liveability by regulating housing and property standards on all properties, with a specialized focus on vacant buildings.
- Business Licensing.
- Community Development - community-based solutions to enhance well-being of all Winnipeggers.
- Crisis response coordination - connecting citizens to available supports and services.
- Critical support services for citizens during local emergencies (24 hours a day, seven days a week).
- Administration of grants to community organizations, including the Community Incentive Grant Program (CIGP), the 24/7 Safe Space Grant Program, and Safety and Crime Prevention Grants.
- Administration of a bicycle recovery program.

OurWinnipeg: Quality of Life - Opportunity, Vitality

## Key Goals

1. To utilize our performance management systems in order to move towards a centralized by-law enforcement dispatch model to improve service levels.
2. To continue to build on the success of our community-based civic engagement model to strengthen partnerships and increase community capacity.
3. To continue to deliver a coordinated, integrated, and seamless service response to address community needs and priorities that contribute to building healthy communities.
4. To continue to deliver an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

## Service Level Statistics

Description	2017	2018	2019	2020 [A]
No. of Service Requests [B]	12,703	14,478	23,053	16,580
No. of Service Requests per By-Law Officer	652	712	1,048	947
No. of Property Standards Inspections/Visits [B]	24,715	26,469	35,727	27,793
No. of Vacant Buildings as at January 1	536	536	470	593
No. of Vacant Buildings Added to List During the Year	235	199	376	248
No. of Vacant Buildings Removed from List During the Year	235	265	253	298
No. of Compliance Orders Issued [B]	4,955	6,848	10,736	7,594
No. of Offence Notices Served (Tickets) [B]	290	1,950	4,314	2,763
No. of Property Clean-Ups Conducted by the Public Service	540	587	987	748
No. of Business Licenses Issued	918	894	878	817
No. of Organizations/Networks/Working Groups Engaged With [C]				115
No. of Individuals Consulted/Engaged to Inform Programs/Policies/Initiatives [C]				375
No. of Community Partners Collaborating on Projects/Initiatives [C]				98
No. of Crisis Response/Resource Connection/Information Referrals Responded to	246	297	406	414
No. of Emergencies Responded/No. of Individuals Impacted	14 / 538	14 / 170	14/249	17/306
No. of Community Grants Administered [D]	20	18	17	23
Value of Community Grants Administered [D]	\$1,622,037	\$1,577,039	\$1,077,039	\$1,437,570
No. of New Bike Registrations [E]	510	2,451	2,858	2,367

[A] In 2020, by-law enforcement staff provided COVID-19 pandemic-related enforcement and support.

[B] Fluctuations can be attributed to a combination of increased public complaints and activism, and improved business efficiencies.

[C] New for 2020. Historical data not available.

[D] Excludes CIGP. Effective 2020, includes five community grants previously classified as operating expenses.

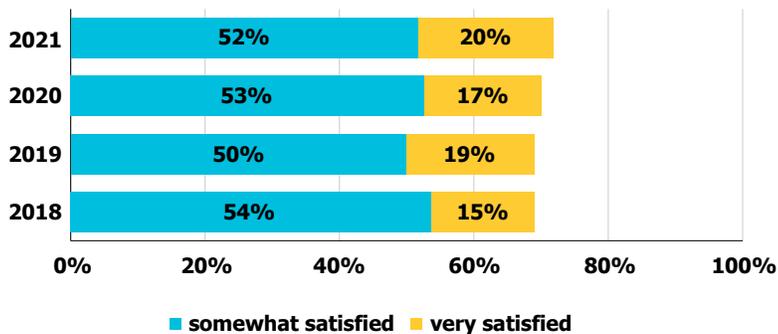
[E] The online bike registry launched in April 2018.

# Community Liveability

## Performance Measurements

### Effectiveness Measurements

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



In 2021, 72% of citizens indicated that they were satisfied with the efforts to ensure residential property standards are met through inspections.

	2018	2019	2020	2021
<b>Total Satisfied</b>	69%	69%	70%	72%

Source: City of Winnipeg Annual Citizen Survey

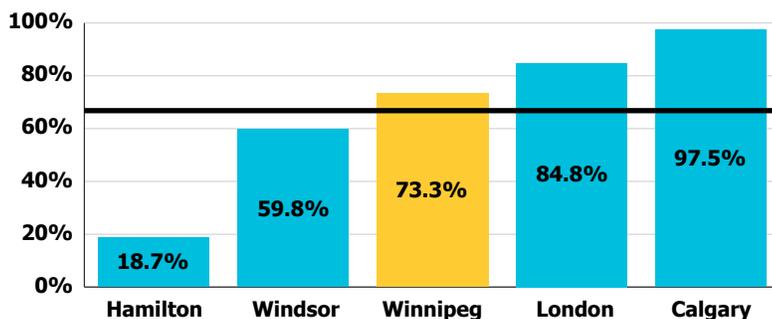
#### Average Number of Working Days to Respond to a Public Request for Service

Program	2016	2017	2018	2019	2020
Neighbourhood Liveability Program	12.0	20.0	24.0	13.9	11.2
Vacant Building Program	11.0	13.0	17.0	6.6	7.1
Vegetation Program	3.0	24.0	18.0	7.0	3.9

The average time to respond to a complaint is affected by multiple factors, including staffing levels, the number of high priority calls received, complexity of investigations, as well as prioritizing compliance inspections.

The decrease in 2020 is based on efficiencies to internal business processes and fewer service requests as compared to 2019, not an increase of staff. In 2020, by-law enforcement staff provided COVID-19 pandemic-related enforcement and support.

#### Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws (2019)



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

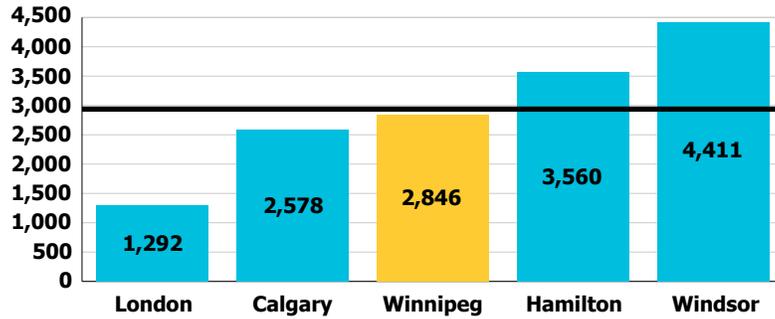
The average of comparable cities reported is 66.8%

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	90.1%	89.7%	93.5%	80.9%	73.3%

Source: Municipal Benchmarking Network Canada (BYLW120)

# Community Liveability

## Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints per 100,000 Population (2019)



Noise refers to mechanical noise only.

Officers do not control the number of observed or reported incidents of by-law infractions.

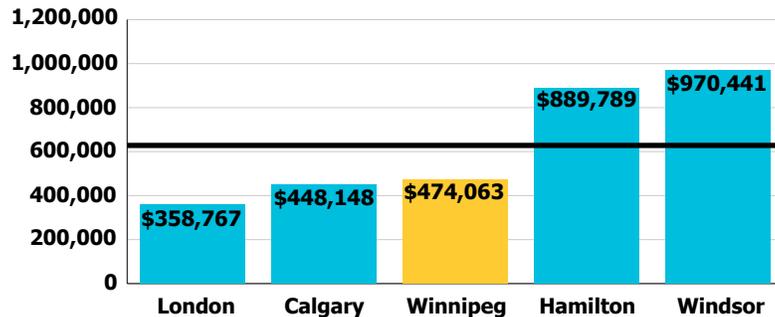
The average of the comparable cities reported is 2,937.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	2,008	1,938	1,725	1,770	2,846

Source: Municipal Benchmarking Network Canada (BYLW205)

## Efficiency Measurement

### By-Law Enforcement Operating Cost for Noise, Property Standards, Yard Maintenance and Zoning By-Laws per 100,000 Population (2019)



Noise refers to mechanical noise only.

The increase in 2019 is due to an increase in staffing for the Pilot Grass Remediation Program.

The average of the comparable cities reported is \$628,242.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$454,353	\$495,250	\$449,359	\$411,051	\$474,063

Source: Municipal Benchmarking Network Canada (BYLW273)

# Libraries

## Includes:

- *Library Circulation*
- *Library Information*
- *Children's Library*

## Description

Enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.

Key services include programming, technology, facilities and collections.

OurWinnipeg: Quality of Life - Opportunity, Vitality, Creativity

## Key Goals

1. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
2. Invest in more programs and services that advance digital literacy.
3. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
4. Adjust open hours of library branches to encourage new library users to visit and to be more convenient.
5. Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.
6. Increase awareness of the library and its benefits through expanded promotion of programs/services.
7. Develop stronger relationships with newcomers and Indigenous peoples by providing responsive programs and services.
8. Provide opportunities for older adults to meet, learn and contribute so that we build strong connections within the community.
9. Expand the impact of the library beyond branches through community outreach and digital services.

## Service Level Statistics

Description	2017	2018	2019	2020 [A]
Number of Items Circulated	4,888,125	4,879,201	5,006,407	2,881,774
Number of Information Questions Answered	163,957	231,896	267,951	97,488
Number of Library Material Holdings	1,262,438	1,290,385	1,278,273	1,233,040
Number of Programs (All ages)	3,808	3,603	3,886	1,131
Number of Programs (Children/Youth)	2,770	2,487	2,530	1,098
Number of Attendees at Programs (All ages)	100,650	95,272	101,371	28,465
Number of Attendees at Programs (Children/Youth)	77,184	69,743	70,210	15,936
Number of Computer Bookings	368,544	313,010	266,914	54,542
Number of Visits to Library Website	11,628,048	11,596,929	14,964,147	10,101,549 [B]
Number of Annual In-person Visits	2,969,413	2,832,351	2,418,558	804,183

[A] For 2020, services were significantly impacted by COVID-19 pandemic-related closures. Library branches were closed starting March 14, 2020 and after that date reopened and closed as public health orders permitted. For the remainder of 2020, limited contactless pickup was in place for approximately four months, in person browsing for approximately two months, and in-person programming was not offered.

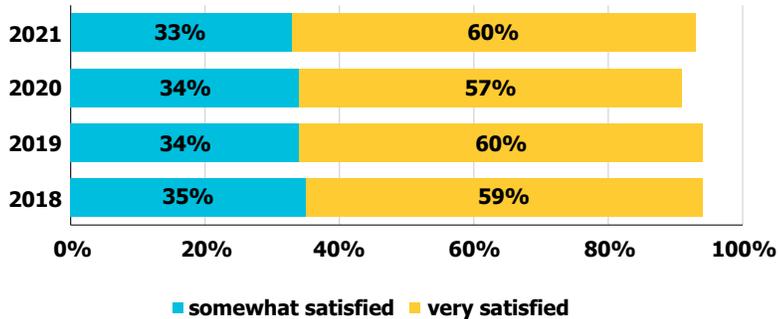
[B] Number of visits to library website decreased due to COVID-19 pandemic-related closures. The library website could not be accessed from public computer workstations in library facilities for a significant portion of 2020.

# Libraries

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Libraries (respondents who used libraries)



Citizen satisfaction remains very high for library services. Satisfaction was 93% in 2021.

	2018	2019	2020	2021
<b>Total Satisfied</b>	94%	94%	91%	93%

Source: City of Winnipeg Annual Citizen Survey

#### Material Expenditures per Capita (2019)

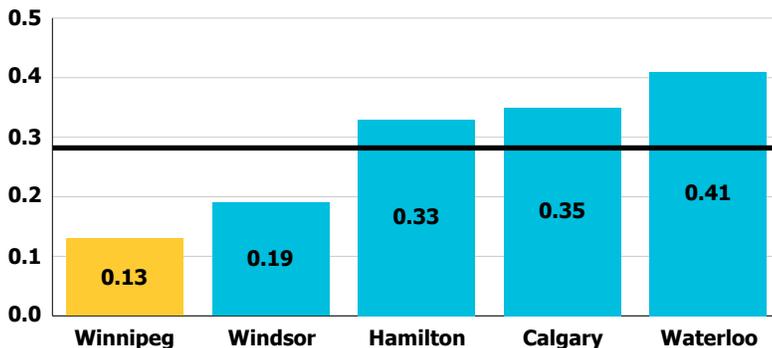


The average combined general and electronic library materials expenditures for the comparable cities reported is \$4.46.

Wpg. Trend	2015	2016	2017	2018	2019
General Library Materials	\$3.09	\$2.98	\$3.21	\$3.23	\$2.99
Electronic Library Materials	\$1.62	\$1.49	\$1.19	\$1.10	\$1.27

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

#### Annual Program Attendance per Capita (2019)



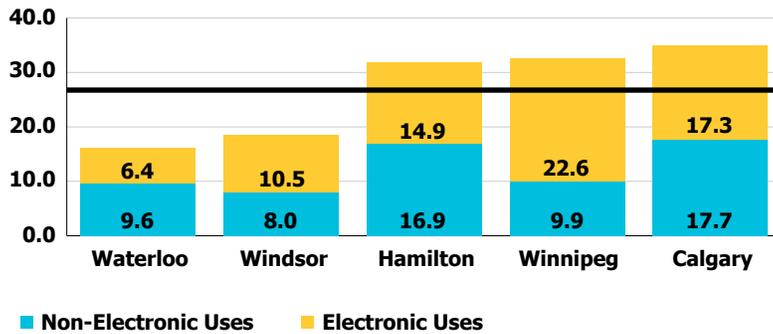
The average program attendance per capita for the comparable cities reported is 0.28.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	0.14	0.14	0.13	0.13	0.13

Source: Municipal Benchmarking Network Canada (PLIB115)

# Libraries

## Annual Library Uses per Capita (2019)



The average combined electronic and non-electronic library uses per capita for the comparable cities reported is 26.8.

Wpg. Trend	2015	2016	2017	2018	2019
Electronic Uses	21.10	22.40	18.10	17.90	22.60
Non-Electronic Uses	12.20	11.80	11.00	10.40	9.90

Source: Municipal Benchmarking Network Canada (PLIB106, PLIB107)

## Efficiency Measurements

### Library Facility Costs

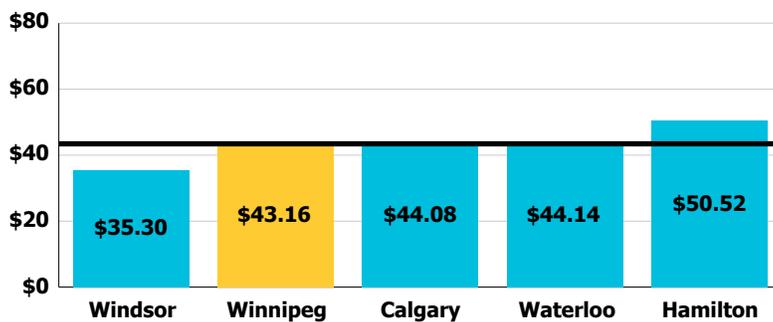
	2018	2019*	2020
Library Facility Costs	\$8,687,075	\$8,575,294	\$8,397,045
Number of Branches	20	20	20

\*2019 facility costs restated to correct a calculation error.

Library facility costs represent market value rent for city-owned properties, leased costs for third party-owned properties, and basic maintenance for library facilities, such as utilities, janitorial, snow removal, and basic tenant improvements, to provide a given level of service. Facility costs are still incurred while branches are closed for refurbishment or renovations.

Facility costs represent operating expenses and do not include any capital investment funding.

### Operating Cost of Library Services per Capita (2019)



Operating costs include facility costs (see above).

The average of the comparable cities reported is \$43.44. Winnipeg continues to offer one of the most cost-effective library services in Canada.

	2015	2016	2017	2018	2019
Wpg. Trend	\$40.40	\$41.44	\$40.90	\$41.83	\$43.16

Source: Municipal Benchmarking Network Canada (PLIB221)

# Arts, Entertainment and Culture

## Includes:

- Arts, Entertainment and Culture Grants
- Arts, Entertainment and Culture Events
- Museums
- Assiniboine Park Conservancy

## Description

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 an accredited zoo that is a leader in environmental and wildlife education, research, and conservation; public art galleries, and an outdoor theatre that hosts a variety of performance and community events; the Park Café restaurant; unique event venues; and outdoor gardens, greenspace, trails and athletic fields for year-round leisure activities. The Leaf - Canada's Diversity Gardens, under construction in 2021, will be the first and only garden attraction in North America to tell Canadians' cultural stories through the world of plants;
- 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.

OurWinnipeg: Quality of Life - Opportunity, Vitality, Creativity

## Key Goals

1. Work with Assiniboine Park Conservancy to support capital development and improvement to the Park.
2. Support film, culture and special events by working cooperatively with civic departments and other organizations to provide logistical support to the film industry, event organizers, and arts organizations.

## Service Level Statistics

Description	2017	2018	2019	2020 [A]
<b>Film, Culture, and Special Events</b>				
Visitors Attending Festivals [B]	1,231,336	1,219,432	1,186,582	290,890
Visitors Attending Cultural Events [B]	2,956,557	2,920,842	2,833,308	1,403,210
Manitoba Value in Film Industry [C]	\$139 million	\$269 million	\$261.5 million [D]	[D]
Special Events Held in Winnipeg	393	509	525	45
Number of Full Length Feature Films Filmed in Winnipeg	67	75	100	31

[A] For 2020, film, culture and special events were significantly impacted by the COVID-19 pandemic.

[B] Source: Winnipeg Arts Council. For 2020, a significant portion was online attendance due to the COVID-19 pandemic.

[C] Source: Manitoba Film & Sound

[D] Amount in 2019 is the total for 2019 and 2020. Information is not available broken out by year.

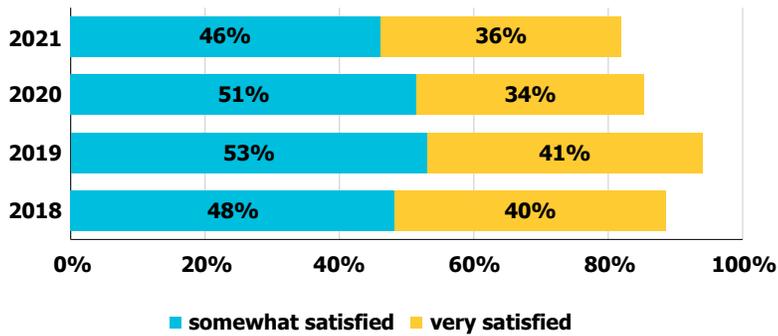
# Arts, Entertainment and Culture

## Performance Measurements

### Effectiveness Measurement

#### Citizen Satisfaction with City's Support for Arts, Entertainment & Culture

Citizen satisfaction with the City's support for arts, entertainment and culture remains high (82% of citizens are satisfied).



	2018	2019	2020	2021
<b>Total Satisfied</b>	88%	94%	85%	82%

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.

OurWinnipeg: A Sustainable City - Environment

## Key Goals

1. Provide quality pest control services by conducting effective and coordinated nuisance mosquito control and mosquito-borne disease control.
2. Ensure pest control is carried out safely by employing surveillance-based integrated pest management strategies to effectively control targeted species with biological and reduced risk products.
3. Protect the urban forest by reducing the damage caused by tree pest caterpillars, Elm Bark Beetle and Emerald Ash Borer.
4. Demonstrate exemplary customer service by providing a timely response to all complaints and notifications of pest nuisance that may pose a threat to the public.
5. Foster transparent communication by improving availability, usefulness and timeliness of information-sharing on pest control services.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of hectares larvicided with biorational insecticides [A] [B]	11,464	17,398	19,527	23,235
Number of hectares larvicided by aircraft	7,950	10,020	13,307	15,840
Number of hectares larvicided by ground-based operations	3,514	7,378	6,220	7,395
Number of hectares fogged for adult nuisance mosquito control [B]	0	0	2,464	35,208
Number of hours committed to larval mosquito surveillance	27,026	24,796	27,890	22,908
Number of trap nights for adult mosquito surveillance	5,661	5,587	5,513	5,661
Number of non-compliance citations issued by Manitoba Conservation and Climate	0	0	0	0
Number of residential buffer zones for one or more treatment programs	1,164	533	692	906
Number of boulevard and parkland trees treated for defoliator insects	44,585	26,073	53,157	45,658
Number of parkland trees treated for the control of Elm Bark beetle	82,325	20,197	6,521	9,018
Number of stumps treated for the control of Elm Bark beetle	5,277	1,871	529	1,035
Number of ash trees injected to control Emerald Ash Borer	n/a	1,119	1,010	1,120
Number of 311 inquiries [B]	2,751	1,228	3,185	4,889
Number of website visits	158,333	62,740	114,426	171,628

[A] In addition to Winnipeg, portions or all of the following municipalities are larvicided: East St. Paul, Headingley, Ritchot, Rosser, Springfield, St. Clements, Tache, West St. Paul, MacDonald, St. Andrews

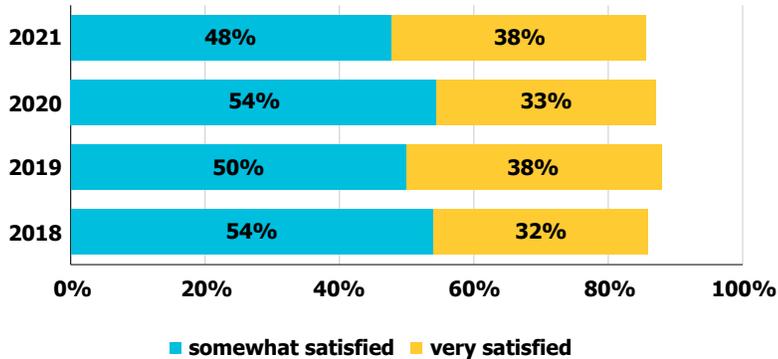
[B] Drier than normal conditions resulted in less mosquito control activities in 2017 and 2018

# Insect Control

## Performance Measurements

### Effectiveness Measurements

#### Citizen satisfaction with insect control



86% of citizens are either somewhat satisfied or very satisfied with Insect Control services in 2021, a slight decrease from 87% in 2020.

	2018	2019	2020	2021
<b>Total Satisfied</b>	86%	88%	87%	86%

Source: City of Winnipeg Annual Citizen Survey

#### Percentage of days during the mosquito control season where the city-wide trap mosquito biting pressure is less than 1 bite per minute

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	59.0%	100.0%	100.0%	89.5%	87.6%

Adult mosquito activity varies from May-September. When the city-wide mosquito biting pressure increases above 1 bite per minute, residents will be bothered and adult mosquito control may be required. In 2016, two city-wide adult mosquito control treatment programs were required. In 2019, only Parks and Open Spaces were treated for adult mosquitoes and in 2020, there was one city-wide adult mosquito control program.

#### Percent reduction in adult female mosquitoes after seven collection days from the completion of city-wide treatment with DeltaGard 20 EW

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	n/a	n/a	n/a	n/a	66.7%

Adult mosquito treatment is necessary when the thresholds are met for the City's Adult Mosquito Control Policy and the Provincial Pesticide Use Permit. DeltaGard 20 EW is used for adult mosquito treatments. No city-wide treatments were required from 2017-2019. In 2020, the city-wide average trap count was reduced by approximately 67% after one treatment of the city and no additional treatments were required.

# Insect Control

## Efficiency Measurements

### Cost per hectare for aerial application of biorational larvicides

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$219	\$302	\$303	\$266	\$278

The cost has varied year to year due to two factors: the number of hectares which are treated each year, and the product type and quantity which is used each year. The fixed costs are fairly stable from year to year so in drier years, where less hectares are treated, the cost per hectare is high relative to wetter years. In recent years, use of more longer lasting insecticides has increased to limit the year to year variation in the quantity applied.

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### Cost per hectare for ground application of biorational insecticides

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$512	\$1,323	\$672	\$830	\$559

The cost is directly related to weather conditions and includes fixed and variable costs. The fixed costs are fairly stable from year to year but are much higher than the variable costs. As a result, in drier years, where less hectares are treated, the cost per hectare is significantly higher compared to wetter years.

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### Cost per residential property of the adult mosquito treatment program

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$1.08	\$0.23	\$0.20	\$0.19	\$2.68

The cost is directly related to weather conditions and includes fixed and variable costs. In 2016 two significant rainfall events required two separate treatments. In 2017 and 2018 treatment programs were not required but there were fixed costs. In 2019, a very small program was required, while in 2020, one city-wide treatment was required.





Photo Credit: Ray Yuen, courtesy of Winnipeg Police Board

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# Winnipeg Police Board

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# Police Response

## Includes:

- *Police Response*
- *Contract Policing*
- *Crime Investigation*
- *Police Training*

## Description

The Winnipeg Police Service (WPS) provides emergency, urgent, and non-urgent responses to public calls for service. In addition, the Service undertakes criminal investigations, offender identification, arrest or other resolution. The Service is also responsible for training all police and civilian members of the WPS. The Service must direct its resources appropriately and efficiently to ensure that response is always available to answer to public needs.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## Key Goals

1. Collaborate to reduce demand for police response.
2. Promote safety of downtown and other at risk neighbourhoods.
3. Prevent and disrupt gang and illicit drug activity.
4. Enhance training and professionalism.
5. Focus on employee safety health and wellness.

## Service Level Statistics

Description	2017	2018	2019	2020
Police Officer Complement (Authorized)	1,412	1,360	1,359	1356
Civilian Staff Complement (Authorized)	551	554	555	561
Police Officer to Civilian Staff Ratio	2.6:1	2.5:1	2.4:1	2.4:1
Police Officer to Population Ratio (per 100,000)	192.0	181.4	177.9	176.8
Total Calls for Service to the Communications Centre	585,984	618,321	648,247	610,774
Total Dispatched and Police-Initiated Calls	225,129	225,204	231,670	241,717
% of Total Calls	38.4%	36.4%	35.7%	39.6%
Police-Initiated Events	80,540	75,320	75,512	83,388
% of Dispatched Call and Police-Initiated Calls	35.8%	33.4%	32.6%	34.5%
Citizen Generated Events	144,591	149,884	156,158	158,329
% of Dispatched Call and Police-Initiated Calls	64.2%	66.6%	67.4%	65.5%
Dispatched via Queue Management Team (QMT)	3,002	7,934	6,397	4,584
% of Dispatched Call and Police-Initiated Calls	1.3%	3.5%	2.8%	1.9%
<b>Dispatched and Police-Initiated Calls by Priority Level</b>				
Priority 0 to 2: Emergency	21,535	19,823	17,817	15,889
Priority 3 to 4: Urgent	79,669	84,564	90,326	92,138
Priority 5 to 9: Non-urgent	123,927	120,817	123,527	133,690

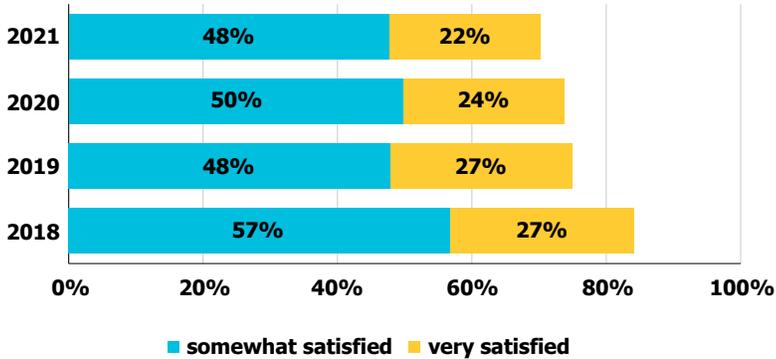
QMT was formerly known as Alternate Phone Response

# Police Response

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Police Service Efforts in Crime Control

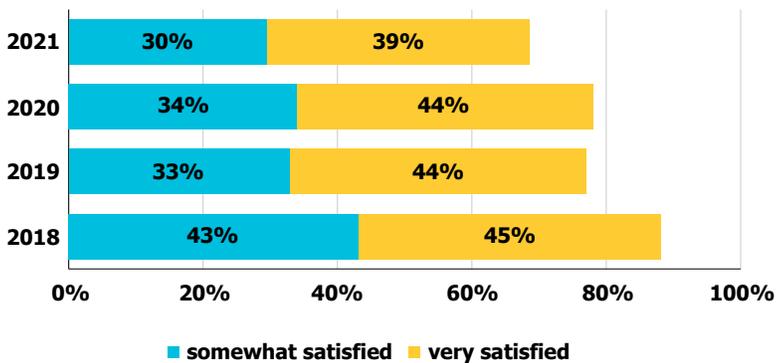


Citizen satisfaction is influenced by many factors, such as enforcement, high profile events, media and social media; 2020 was an extraordinary year of high profile events in Winnipeg, as well as throughout Canada and the USA. These are assumed to be factors in the 2021 results.

	2018	2019	2020	2021
<b>Total Satisfied</b>	84%	75%	74%	70%

Source: City of Winnipeg Annual Citizen Survey

#### Citizen Satisfaction with Police Response (Respondents who used 911)



See above comment.

	2018	2019	2020	2021
<b>Total Satisfied</b>	88%	77%	78%	69%

Source: City of Winnipeg Annual Citizen Survey

#### 911 Calls Answered in 10 seconds or less

	2016	2017	2018	2019	2020
<b>% of Calls</b>	92.3%	96.0%	93.8%	93.7%	95.2%

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

# Police Response

## Violent Criminal Code Violations - Winnipeg

Code Type	2015	2016	2017	2018	2019
Population	709,298	719,758	735,552	749,534	763,922
Homicide	22	25	24	22	44
Attempted Murder	16	27	23	21	11
Sexual Assault	696	783	785	788	810
Other Sexual Offences	101	206	225	209	209
Assault	5,223	5,441	5,473	5,374	5,727
Abduction	5	6	5	3	5
Robbery	1,458	1,822	2,053	2,262	2,160
Other Crimes	63	73	52	33	55
Total Violent Criminal Code Violations	9,440	10,271	10,418	10,453	10,878
Violent Crime Rate	11.7	12.9	13.9	13.9	14.2

Violent crimes hit a historic low in 2014 but the trend has been increasing since then.

Violent Crime rates are shown in events/100,000 persons.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2020 were not yet available at time of publication.

Source: WPS Annual Statistical Report

## Property Criminal Code Violations - Winnipeg

Code Type	2015	2016	2017	2018	2019
Break & Enter	4,835	5,063	5,108	6,067	6,461
Possess Stolen Property	476	494	574	713	836
Motor Vehicle Thefts	2,482	2,321	2,327	2,806	3,461
Theft - Over \$5,000 (Non-Motor Vehicle)	216	250	244	287	282
Theft - \$5,000 and Under (Non-Motor Vehicle)	11,402	12,090	13,850	17,765	22,070
Fraud	1,917	2,122	2,473	3,045	4,069
Mischief	11,155	11,968	12,741	13,749	13,991
Arson	397	512	501	393	313
Total Property Criminal Code Violations	32,889	34,820	37,818	44,825	51,483
Property Crime Rate	41	47	50	60	67

Expanding the online reporting of property crimes makes reporting easier for the public, accounting for some of the continued increase in property crime rates.

Fraud incidents include Identity Fraud and Identity Theft.

Property crime rates are shown in events/100,000 persons.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2020 were not yet available at time of publication.

Source: WPS Annual Statistical Report

# Police Response

## Weighted Clearance Rates

Weighted Clearance Rate	2015	2016	2017	2018	2019
Winnipeg	38%	36%	37%	33%	33%
Regina	42%	39%	43%	37%	38%
Saskatoon	37%	37%	36%	34%	36%
Calgary	28%	26%	27%	26%	27%
Edmonton	40%	41%	40%	38%	35%
Weighted Clearance Rate - Violent Crimes	2015	2016	2017	2018	2019
Winnipeg	57%	52%	53%	49%	50%
Regina	64%	55%	68%	58%	58%
Saskatoon	52%	47%	41%	46%	49%
Calgary	49%	48%	47%	43%	44%
Edmonton	55%	50%	56%	54%	50%
Weighted Clearance Rate - Non-Violent Crimes	2015	2016	2017	2018	2019
Winnipeg	27%	25%	27%	24%	23%
Regina	34%	33%	34%	30%	31%
Saskatoon	31%	33%	34%	31%	29%
Calgary	21%	20%	20%	21%	22%
Edmonton	34%	37%	34%	33%	30%

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

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2020 were not yet available at time of publication.

Source: Statistics Canada, CCJCSS, CMA data

## Crime Severity Indices

Violent Crimes	2015	2016	2017	2018	2019
Winnipeg	124.9	143.9	153.5	161.4	174.0
Regina	108.5	127.0	104.6	120.4	132.6
Saskatoon	113.2	110.4	107.9	109.1	134.7
Calgary	72.9	64.1	73.5	78.0	84.5
Edmonton	105.1	102.1	107.0	107.2	109.1
Non-Violent Crimes	2015	2016	2017	2018	2019
Winnipeg	76.6	87.2	89.9	104.0	116.2
Regina	109.8	125.0	114.3	128.6	128.7
Saskatoon	112.2	118.3	117.2	120.9	110.8
Calgary	81.2	82.1	84.5	91.5	95.7
Edmonton	101.4	107.8	114.0	117.4	116.7
Total Crime Severity Index	2015	2016	2017	2018	2019
Winnipeg	89.6	102.4	106.9	119.4	131.7
Regina	109.6	125.8	111.9	126.6	130.0
Saskatoon	112.7	116.4	115.0	118.0	117.3
Calgary	79.1	77.5	81.8	88.1	92.9
Edmonton	102.6	106.5	112.3	114.9	114.9

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

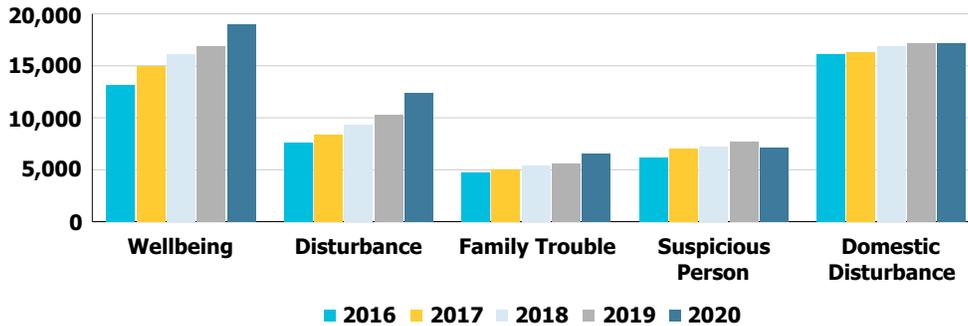
All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2020 were not yet available at time of publication.

Source: Statistics Canada CCJS, CMA data

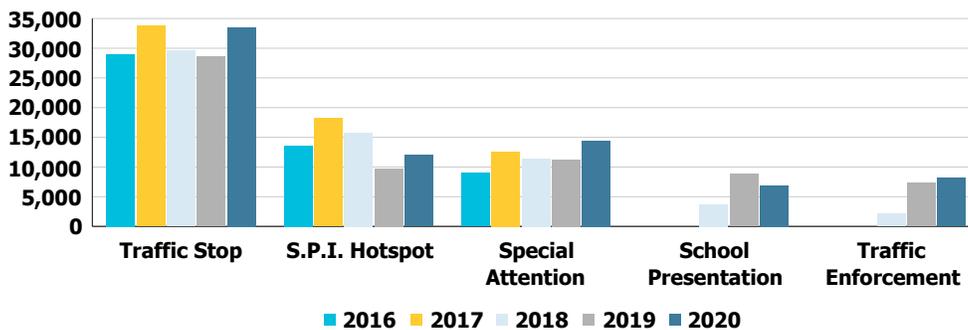
# Police Response

## Top Five Events - Reported to Police



For the first time in recent record, Check Wellbeing exceeded Domestic Disturbance as the most reported event to police.

## Top Five Events - Initiated by Police

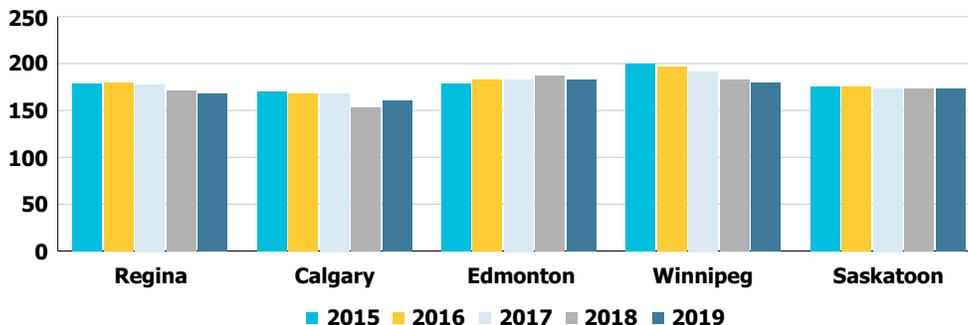


Smart Policing Initiatives (S.P.I.) are intelligence-led, evidence-based and proactive policing tactics. 'S.P.I. Hotspot' is a proactive initiative relating to a place of interest.

School Presentation and Traffic Enforcement are new categories split off from a larger bracket in 2017; thus, no data are available pre-2018.

## Efficiency Measurements

### Rate of Sworn FTE (per 100,000 population)



Winnipeg's rate of sworn officers per population has been dropping steadily since 2015. 2019 is comparable to other municipalities.

Benchmarking data uses CCJCSS data, applicable as at May 15. Consequently, these data may vary slightly from other complement data presented herein.

Benchmarking data for 2020 were not yet available at time of publication.

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	197	192	184	178	177

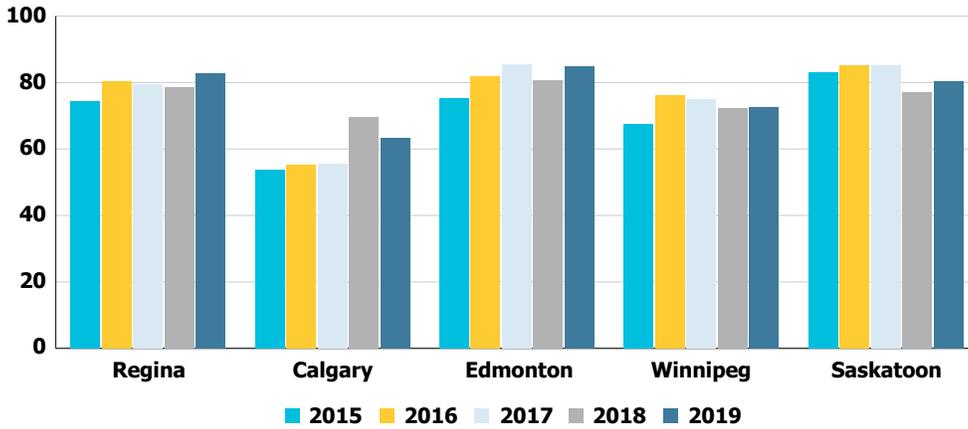
Source: 2016-2019 data from Statistics Canada Police personnel and selected crime statistics, 2020 data calculated by WPS Business Intelligence Unit

# Police Response

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

Winnipeg non-sworn personnel includes Cadets.

Benchmarking data for 2020 were not yet available at time of publication.



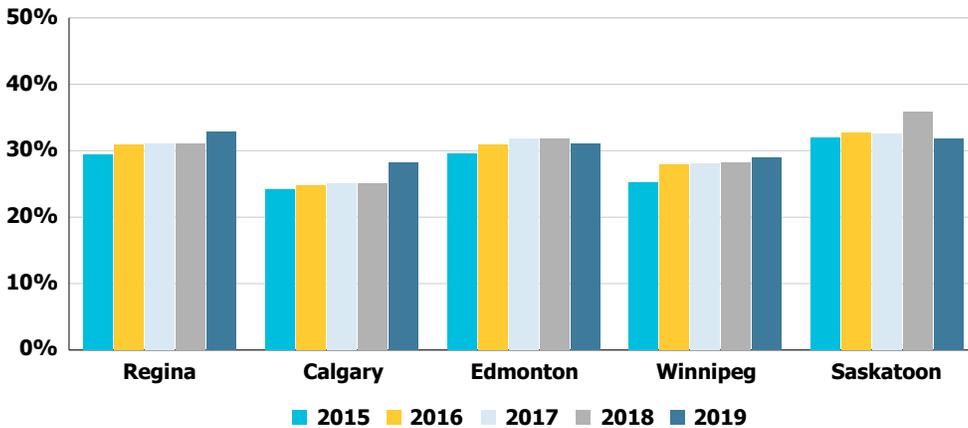
	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	76	75	74	73	73

Source: 2016-2019 data calculated from Statistics Canada data; 2020 data calculated by WPS Business Intelligence Unit.

## Percentage of Civilian Staff of Total Police Personnel

Winnipeg's percentage of civilian staff has been slightly increasing since 2015.

Benchmarking data for 2020 were not yet available at time of publication.



	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	28%	28%	29%	29%	29%

Source: 2016-2019 data calculated from Statistics Canada data; 2020 data calculated by WPS Business Intelligence Unit.

# Crime Prevention

## Includes\*:

- Community Policing
- Crime Prevention Initiatives

## Description

Promote safer communities through engagement, education, and proactive policing.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## Key Goals

1. Foster relationships, partnerships, understanding and trust.
2. Focus on restorative justice and diversions.
3. Promote communication transparency and accountability.

## Service Level Statistics

Description	2017	2018	2019	2020
<b>Community Policing</b>				
Number of Followers on Social Media Platforms	111,000	118,591	200,176	225,375
Thunderwing: Number of referrals	29	54	25	26
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [A]	72.9%	N/A	66.3%	N/A
Citizen Survey: WPS Confidence (% of respondents have average or higher confidence in WPS) [A]	91.3%	N/A	92.0%	N/A
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [A]	72.9%	N/A	64.2%	N/A
Number of proactive and reactive events in Centreline [B]	19,274	18,278	23,693	28,414
Joint projects for Highway Traffic Act and impaired driving enforcement	n/a	102	104	106
Public website development: hits, page views, engagement from social media [C]	n/a	191,230	1,411,896	1,149,795
Counter Exploitation Unit/Missing Persons Unit interventions [D]	n/a	1,022	972	1,040
Number of WPS Diversions [E]	n/a	401	409	1,118
Number of arrests that involve illicit drugs	n/a	1,091	995	1,071
<b>Proactive Policing</b>				
Total Proactive target driven events: Smart Policing Initiatives Events	24,001	20,372	12,582	14,991
Prevention & Intervention: Missing Person Incidents [E]	2,724	2,496	2,685	2,593

\* Street Lighting has moved to the Transportation Planning and Traffic Management service.

[A] The Winnipeg Police Service (WPS) conducts the survey every second year. The 2019 WPS Survey reworded some of its survey questions and answers. The changes may have confounded the results, as compared to previous years. Caution should be used in comparing 2017 to 2019 results.

[B] In 2019, the WPS redefined the boundaries for Centreline (a comprehensive downtown strategy developed by WPS). The data contained within have been restated to reflect current boundaries. Consequently, these data do not match data submitted in previous Volumes for this measure.

[C] Increase in 2019 due to a growing embracement of social media as a legitimate means of communication by the public.

[D] This figure only includes interventions up to September, 2019 (Q3). Final quarter data are not available from Division.

[E] 2020 data used new methodology--please use caution when comparing numbers to previous reports.

# Crime Prevention Performance Measurements

## Effectiveness Measurement

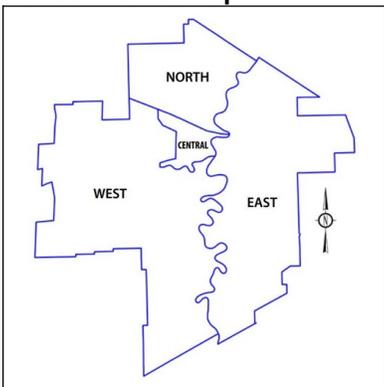
### Citizens' Total Feeling of Safeness by District and Time of Day [A]

District	Daytime 2013	Daytime 2015	Daytime 2017	Daytime 2019	Nighttime 2013	Nighttime 2015	Nighttime 2017	Nighttime 2019
Central (1)	89.0%	88.0%	92.0%	86.0%	44.0%	54.0%	50.0%	33.0%
West (2) [B]	98.0%	97.0%	98.0%	95.0%	79.0%	80.0%	79.0%	75.0%
North (3)	95.0%	95.0%	92.0%	86.0%	48.0%	58.0%	48.0%	44.0%
East (4)	98.0%	89.0%	97.0%	96.0%	70.0%	76.0%	76.0%	71.0%
District 6 [B]	97.0%	98.0%	n/a	n/a	83.0%	n/a	n/a	n/a

[A] Total "feeling of safeness" combines "very safe" and "reasonably safe" responses.

[B] In 2013, the WPS amalgamated Districts #2 and #6 into the West District. Caution should be exercised in interpreting the comparison data.

### Police District Map



# Traffic Safety and Enforcement

## Includes:

- Traffic Safety & Enforcement - Automated
- Traffic Safety & Enforcement - Officer

## Description

Improve traffic safety through focusing efforts on enforcement and education.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

OurWinnipeg: A City that Works - Safety and Security  
- Collaborate to Make Safe Communities

## Key Goal

Promote road safety and driver responsibility.

## Service Level Statistics\*

Description	2017	2018	2019	2020
<b>General Traffic Enforcement</b>				
Total Number of Traffic Stops	33,752	29,556	28,591	33,498
Highway Traffic Act Provincial Offence Notices Issued [A]	45,803	36,021	35,970	29,559
Highway Traffic Act Warnings Issued	9,940	9,808	8,494	9,952
Percentage of Notices Issued	70.5%	66.8%	72.9%	70.3%
<b>Photo Enforcement</b>				
Reduced School Zone	50,125	41,784	41,793	33,661
All Other Zones	47,196	55,378	49,231	41,937
<b>Intersection Safety Cameras</b>				
Speeding	34,132	34,010	28,448	26,386
Red Light	10,154	9,856	9,520	7,470
<b>Criminal Code Driving Offences</b>				
Persons Charged with Impaired Driving	440	439	381	289
Persons Charged with Other Criminal Code Driving Offences	228	382	228	396
<b>Education</b>				
Number of Safe Driving Public Service Announcements	1,214	2,142	2,999	1,592

- \* Sources:
- Winnipeg Police Service Annual Statistical Reports
  - Winnipeg Police Traffic Division
  - Photo Enforcement Safety Program Annual Report: Just Slow Down

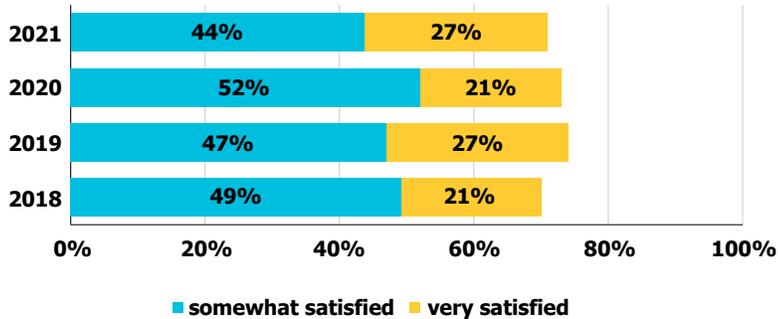
[A] 2018 and 2019 have been restated due to changes in Provincial Regulations, previous Provincial-based Offences to enable comparability.

# Traffic Safety and Enforcement

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Enforcement of Traffic Laws

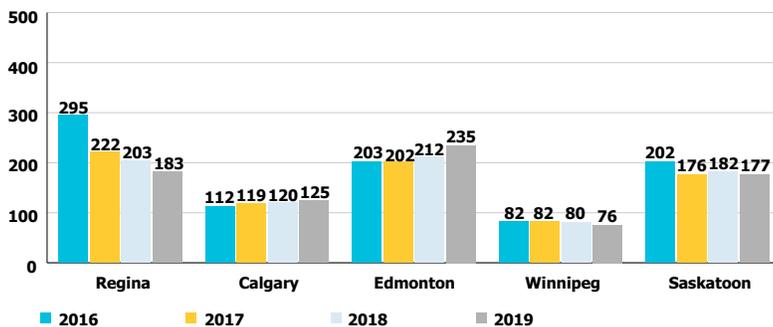


Citizen satisfaction is influenced by many factors, such as enforcement, high profile events, media and social media; 2020 was an extraordinary year of high profile events in Winnipeg, as well as throughout Canada and the USA. These are assumed to be factors in the 2021 results.

	2018	2019	2020	2021
<b>Total Satisfied</b>	70%	74%	73%	71%

Source: City of Winnipeg Annual Citizen Survey

#### Impaired Driving Charges per 100,000 Population



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

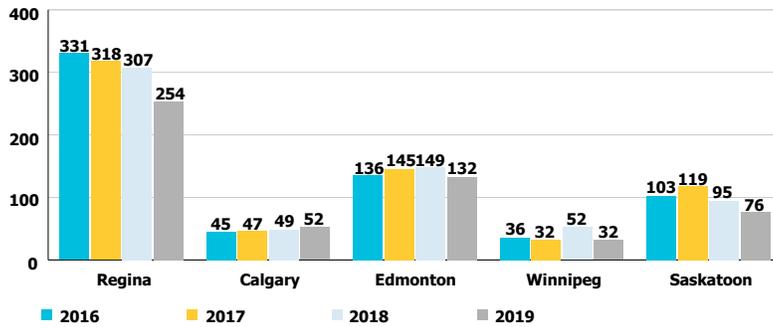
All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2020 were not yet available at time of publication.

Source: Statistics Canada, CCJCSS, Census Metropolitan Area (CMA) data.

# Traffic Safety and Enforcement

## Other Criminal Code Traffic Charges per 100,000 Population



Winnipeg's non-impaired criminal code traffic offences rates remain lower than those of other major prairie cities.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Data for 2020 were not yet available at time of publication.

Source: Statistics Canada, CCJCSS, CMA data.





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# Innovation and Economic Development

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# Innovation, Transformation and Technology

## Includes:

- Innovation
- Information Technology
- Enterprise Architecture
- Enterprise Transformation

## Description

The Innovation, Transformation and Technology service includes enabling innovation across the city, finding new ways to deliver services to improve effectiveness and efficiency and maximize value to the citizen.

Providing change management support to the organization as it adopts a culture of innovation and implements the required processes to identify, evaluate and implement high value innovation opportunities that support our most important business outcomes.

Implementation of enterprise architecture practices to identify and document business services, inter-relationships with other services and supporting capabilities to facilitate effective business planning across the city.

Providing technology leadership to all city services and advise on solutions that support their evolving needs of today and the future.

OurWinnipeg: A City that Works - City Building - Key Directions for Entire City

## Key Goals

1. Enable a culture of innovation and learning in customer service delivery across the City.
2. Empower our people to continually improve services and processes through data-driven decisions and responsive technology platforms.
3. Communicate service outcomes and activity to the public with transparency, accuracy, and timeliness in support of our commitment to open government.
4. Collaborate across the City and with partners to maintain high satisfaction with innovation and technology services.
5. Manage information and technology risks to maintain and create public value through the services the City provides.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of Open Data Datasets	114	126	141	164
Number of Technology Service tickets addressed	30,023	31,854	32,809	34,817
Infrastructure Condition	B-	B-	B-	B-
Number of Innovation ideas received [A]	17	52	30	42
Number of Innovation projects initiated [A]	9	19	10	8
Return on Investment attained on Innovation projects	\$119,000	\$562,000	\$1,301,000	\$1,453,987
Cumulative number of City Staff in Innovation network	0	20	100	175

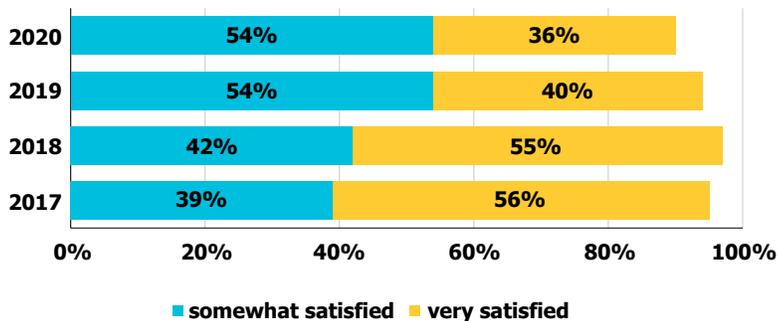
[A] In 2017 the number is related to the Innovation Capital Fund (ICF) (City Clerks). In 2018 the number is a combined ICF and Innovation Strategy Program (Innovation and Technology).

# Innovation, Transformation and Technology

## Performance Measurements

### Effectiveness Measurements

#### City Department's Satisfaction with Services (2020)

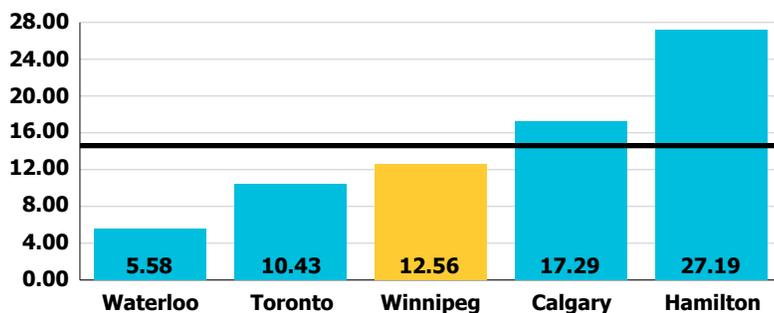


Client satisfaction continues to remain high based on ongoing survey results.

	2016	2017	2018	2019	2020
<b>Total Satisfied</b>	95%	95%	97%	94%	90%

Source: Innovation, Transformation and Technology Client Survey

#### Number of Visitor Sessions to Municipal Website per Capita (2019)



Winnipeg has one of the highest levels of website usage indicating the citizens are eager to engage digitally for services. Winnipeg's number of visitor sessions are comparable with the average (14.61).

2018 and 2019 results lower due to refining the measurement approach, eliminating non-human (bot) visits.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	17.34	17.66	18.47	12.18	12.56

Source: Municipal Benchmarking Network of Canada (INTN105)

### Efficiency Measurements

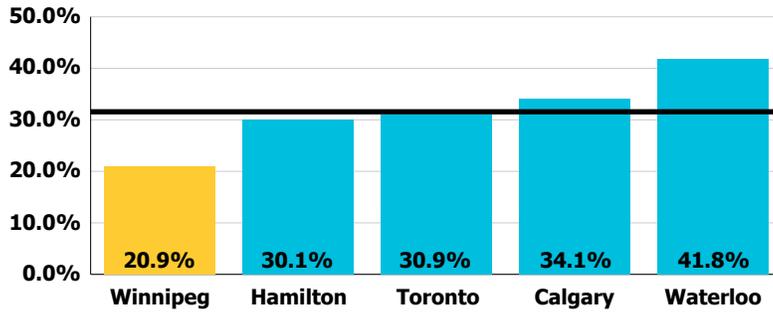
#### Open Datasets per 100,000 Capita

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	14.83	15.22	16.71	18.46	21.47

Winnipeg's Open Data Program is expanding and maturing to support open and transparent government, ranked as one of best in Canada in the Open Cities Index (OCI) by the independent Public Sector Digest.

# Innovation, Transformation and Technology

## Percentage of Smartphones per Municipal FTE (2019)

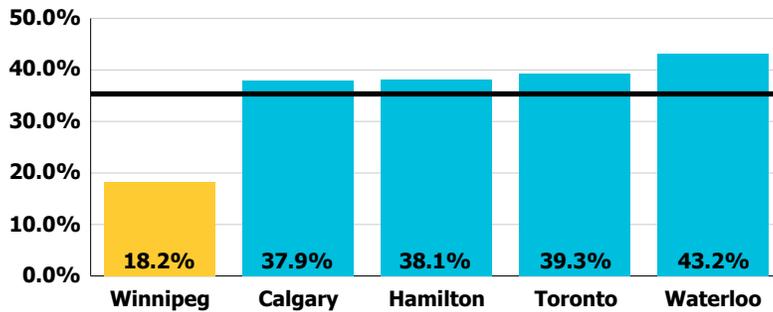


Winnipeg's adoption of mobile technology to enhance service delivery is significantly lower than other cities (average is 31.6%), an indication there are additional opportunities for service automation.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	22.3%	21.8%	21.9%	20.5%	20.9%

Source: Municipal Benchmarking Network of Canada (INTN216)

## Laptops as a percent of total devices (2019)



Winnipeg's adoption of mobile technology to enhance service delivery is significantly lower than other cities average (35.3%) is an indication there are additional opportunities for service automation.

2019 percentage is lower due to enhanced record keeping.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	38.0%	39.3%	24.0%	43.2%	18.2%

Source: Municipal Benchmarking Network of Canada (INTN212/(INTN212+INTN214+INTN216))

# Economic Development

## Description

Encourage economic growth and prosperity in Winnipeg through delivery of Council approved programs, partnership with senior levels of government, and support to partner agencies and businesses as well as to coordinate resources across City departments to respond to high priority projects of strategic economic importance to the City.

Service activities include:

- Partner with the Province of Manitoba in creation of business development programs and initiatives.
- Support partner agencies including Economic Development Winnipeg and Yes! Winnipeg in business attraction, expansion and retention.
- Support CentreVenture Development Corporation in strategic development initiatives, programs and development projects in the downtown.
- Coordinate interdepartmental responses to confidential and high profile strategic economic incentive requests to attract new business.
- Report and make recommendations to Council regarding economic development initiatives and tax increment financing programs to support local business and economic growth and prosperity of Winnipeg.
- Administer Council approved tax increment financing (TIF) programs.
- Manage strategic economic development projects.

OurWinnipeg: A City that Works - Safety and Security  
- Prosperity

## Key Goals

1. Build a strong economic climate for Winnipeg.
2. Facilitate strategic economic development incentives that demonstrate a return on investment to Winnipeg.
3. Identify opportunities to respond to critical success factors for industries wanting to do business in Winnipeg through existing City services, incentives and discount programs.
4. Capitalize on opportunities to establish intergovernmental and public/private partnerships.
5. Identify and recommend, policies, processes and resources required to support Manitoba's economic development strategy and new tax increment financing (TIF) framework.

## Service Level Statistics

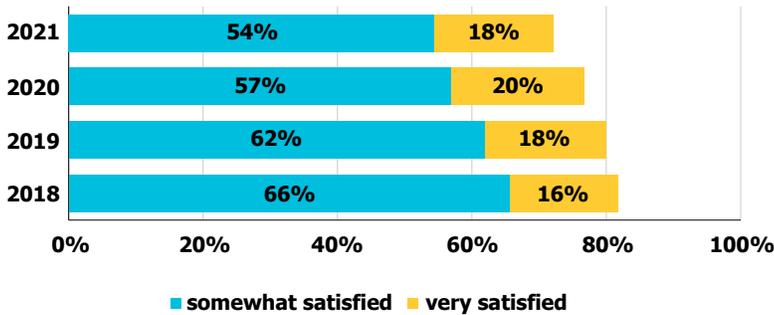
Description	2017	2018	2019	2020
Residential Building Permit Applications	6,649	6,493	6,639	6,924
Residential Building Permit Application Value (in millions)	\$643	\$563	\$547	\$667
Commercial Building Permits Issued	3,657	3,398	3,483	2,845
Commercial Building Permit Value (in millions)	\$1,208	\$882	\$1,156	\$948
Total Building Permit Value (in millions)	\$1,851	\$1,445	\$1,703	\$1,615
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	20	19	20	18
Construction Value of Downtown Projects Above (in millions)	\$146	\$50	\$45	\$24
Number of Major City-Wide Development Projects (>\$2 million)	88	81	114	93
Construction Value of Major City-Wide Projects (in millions) (>\$2 million)	\$896	\$554	\$811	\$666
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,708	16 / 4,679	16 / 4,668	16 / 4,717

# Economic Development

## Performance Measurements

### Effectiveness Measurements

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

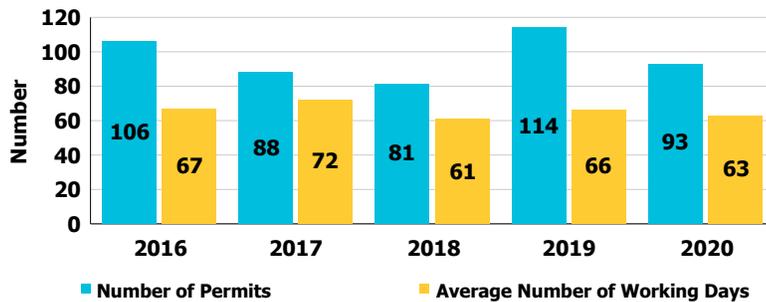


Satisfaction with the City's efforts in attracting business and major events has been trending downward, with the largest decrease concurrent with the COVID-19 pandemic.

	2018	2019	2020	2021
<b>Total Satisfied</b>	82%	80%	77%	72%

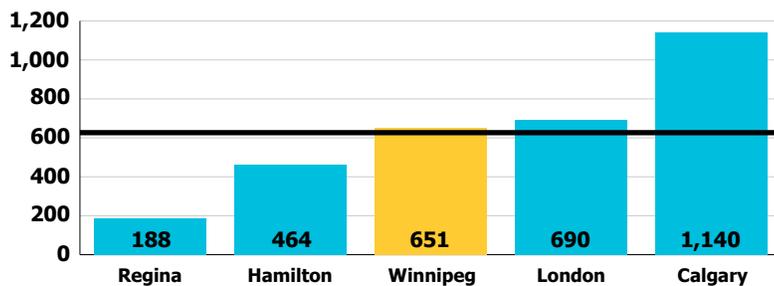
Source: City of Winnipeg Annual Citizen Survey

#### Major Development Applications / Average Permit Approval Time



Major development applications are a relatively small subset of the permits that are processed each year and are unique with respect to their complexity in design, nature and consideration of alternative by-law and code compliance solutions.

#### New Residential Units Created per 100,000 Population (2019)



This is an economic indicator that highlights development trends in a municipality. Typically, there is a correlation between the number of new residential dwelling units, population growth and the overall economic growth of a municipality. Winnipeg's new residential units created per 100,000 population is comparable to the average (627).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	469	543	650	498	651

Source: Municipal Benchmarking Network Canada (BLDG221)

# Economic Development

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

City	2020	City	2021f	City	2022f-2025f
Victoria	-2.4	Edmonton	6.4	Saskatoon	3.3
Halifax	-2.5	Calgary	5.8	Calgary	2.9
Regina	-3.4	Québec City	5.6	Edmonton	2.9
Vancouver	-4.0	Saskatoon	5.4	Regina	2.7
Ottawa-Gatineau	-4.2	Montréal	5.0	Toronto	2.6
<b>Winnipeg</b>	-4.3	Regina	4.9	Hamilton	2.5
Montréal	-4.5	Halifax	4.9	<b>Winnipeg</b>	2.5
Toronto	-4.7	Victoria	4.9	Montréal	2.3
Saskatoon	-4.8	Vancouver	4.9	Halifax	2.2
Québec City	-5.0	<b>Winnipeg</b>	4.6	Vancouver	2.2
Hamilton	-5.3	Hamilton	4.0	Québec City	2.2
Calgary	-5.7	Toronto	3.6	Victoria	1.9
Edmonton	-6.6	Ottawa-Gatineau	3.5	Ottawa-Gatineau	1.8

Current economic forecasts are based on optimistic outlooks of the COVID-19 pandemic and the resulting public health restrictions. However, the outlook for the COVID-19 pandemic continues to remain highly uncertain mainly due to the slow global vaccine rollout and the potential emergence of new variants of concern. Using epidemiological research/modelling is informative for developing economic scenarios by providing some clarity in where the state of public health measures could be and thus what parts of our economy will continue to be dramatically impacted by COVID-19. The scenario based approach has been used by the City of Winnipeg since the onset of the pandemic to inform financial and strategic decisions, with the most recent scenarios released in March 2021 [http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20210312\(RM\)FI-3](http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=A20210312(RM)FI-3).

Source: Conference Board of Canada Major City Insights - Spring 2021

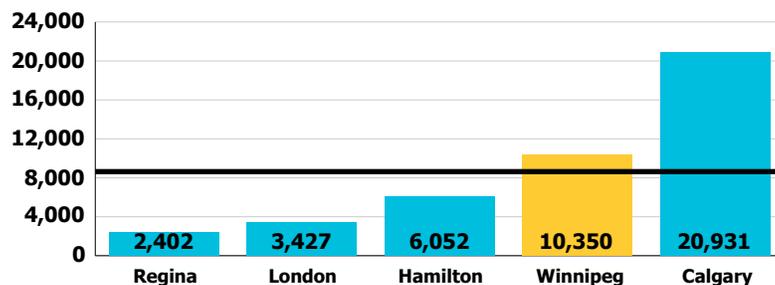
f - forecast

## Construction Value to Total Building Permits Issued per Capita

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	\$2.70	\$2.40	\$2.42	\$2.91	\$2.87

The City has seen an increase in construction value due to current real estate market trends combined with population growth.

## Number of Building Permits Issued (2019)



This measure includes residential and ICI (Industrial, Commercial and Institutional) building permits issued. Building permits are defined as "permits required for construction" and are subject to the respective Building Code Act of each province. Winnipeg's number of building permits issued is above the average (8,632).

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	10,654	10,929	11,669	9,879	10,350

Source: Municipal Benchmarking Network Canada (BLDG801)

# Winnipeg Fleet Management Agency (SOA)

## Description

Winnipeg Fleet Management Agency (WFMA) 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 fleet asset disposal
6. Fuel
7. Repair and maintenance

OurWinnipeg: A Sustainability City - Environment

## Key Goals

1. Develop innovative strategies and efficiencies through the introduction of new technologies and business processes that enhance fleet services across WFMA.
2. To be a leader in environmental stewardship through the management of WFMA's fueling infrastructure and promote fleet emission reductions.
3. Optimize the operational and financial performance of WFMA's repair and manufacturing facilities to support the delivery of essential services to a diverse civic customer base.
4. Improve customer service and satisfaction through effective fleet service delivery.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of vehicle and equipment units managed	2,199	2,230	2,273	2,237
Number of vehicle and equipment bid opportunities completed	64	58	57	30
Number of vehicle and equipment units acquired	265	325	200	102
Number of insurance and license registrations completed [A]	1,849	1,864	1,916	1,813
Number of service repairs, by work order lines completed [A]	28,873	30,673	32,265	31,185
Number of service labour hours completed [A]	52,424	52,620	51,211	46,607
Number of parts transactions [A]	32,454	35,914	32,525	30,870
Number of fuel fill-up transactions and odometer readings verified	115,955	115,275	116,544	104,619
Litres of unleaded gasoline, clear diesel, and marked diesel provided [B]	7,770,068	7,719,032	7,860,658	7,206,367
Number of vehicle and equipment motor pool rental days provided	108,489	109,069	108,275	112,143
Number of vehicle and equipment units disposed	234	322	317	156

[A] 2017 to 2019 restated due to change in methodology.

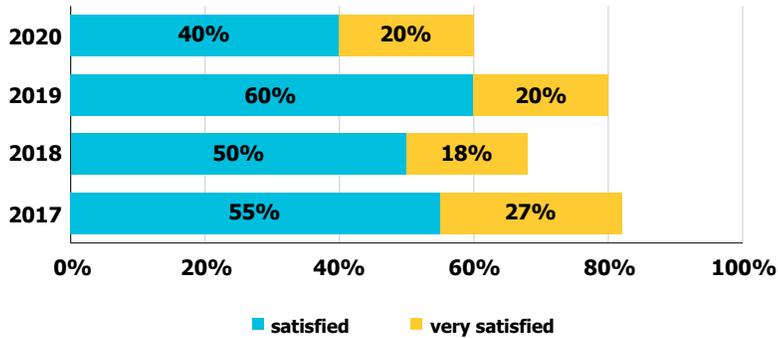
[B] The decrease in 2020 is likely attributed to the COVID-19 pandemic.

# Winnipeg Fleet Management Agency (SOA)

## Performance Measurements

### Effectiveness Measurement

#### City Departments' Satisfaction with Fleet Management Services

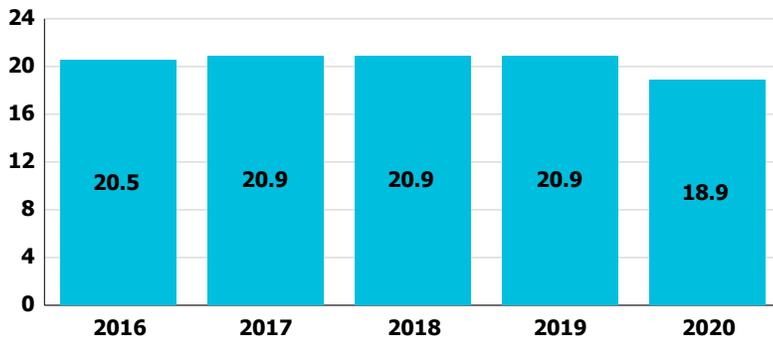


Winnipeg Fleet Management Agency conducted a customer survey and approximately 60% of the customers were satisfied with Fleet Management services. The internal customer satisfaction survey was delayed in 2021 and had very low response rate (30% of normal), resulting in results that have limited utility in analysis.

	2016	2017	2018	2019	2020
Wpg. Trend	72%	82%	68%	80%	60%

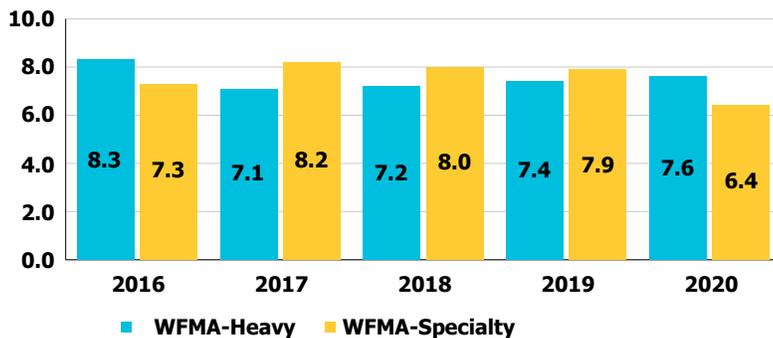
### Efficiency Measurements

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



Light fleet average fuel efficiency is based on data gathered from January 1, 2016 to December 31, 2020 and is reported for the City excluding Transit. The decrease in 2020 is likely attributed to the COVID-19 pandemic.

#### 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, 2016 to December 31, 2020, and is reported for the City excluding Transit.

# Winnipeg Fleet Management Agency (SOA)

## Operating Cost per Vehicle Kilometre (Municipal Equipment) (2019)



	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$0.55	\$0.67	\$0.59	\$0.67	\$0.55

Source: Municipal Benchmarking Network Canada (FLET326)

Winnipeg's operating cost per vehicle kilometre is lower than the average (\$0.82).

Operating costs exclude Transit, Winnipeg Police Service and Winnipeg Fire Paramedic Service. Higher costs for some comparison cities reflect municipal service delivery differences. For example, street side garbage and recycling pick up in other municipalities results in low kilometre travel but high volume fuel consumption, thus increasing the per kilometre cost significantly; municipalities such as Winnipeg that do not provide this service in-house, do not incur these high per kilometre costs.

Operating cost accounts for work order costs (labour, parts, external repairs), and fuel costs. Costs exclude depreciation, license, insurance, and other indirect costs such as training.

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

Department	2016	2017	2018	2019	2020
Assessment & Taxation	9.90	9.80	9.80	8.50	9.00
Corporate Support Services *	20.80	20.40	20.80	15.70	14.30
Winnipeg Fire Paramedic Service	19.00	19.80	20.90	20.80	20.40
Fleet Management Agency	18.30	19.70	21.70	22.00	20.00
Planning, Property and Development	19.80	20.00	20.20	21.30	19.00
Winnipeg Parking Authority	13.30	13.30	14.50	12.90	11.90
Public Works - Engineering	13.80	15.10	15.70	15.20	13.70
Public Works - Parks & Open Spaces	24.50	25.10	25.10	25.20	24.10
Public Works - Streets Maintenance	23.10	23.60	22.60	23.00	23.00
Public Works - Traffic Signals	30.70	37.00	32.40	25.40	23.30
Public Works - Transportation Signals	22.50	22.60	20.70	20.50	21.50
Winnipeg Police Service	19.50	19.80	19.50	20.00	19.00
Water & Waste - Engineering	17.60	17.50	17.10	17.10	16.80
Water & Waste - Environmental Standards	13.00	14.40	10.50	9.80	10.40
Water & Waste - Solid Waste	24.80	23.10	24.10	24.60	23.00
Water & Waste - Wastewater	22.00	22.00	22.20	21.80	21.90
Water & Waste - Water Services	24.30	24.40	24.30	23.60	21.30

\* Starting in 2019 Corporate Support Services was split into Innovation, Human Resources Service, and Customer Service & Communication.

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

# Winnipeg Parking Authority (SOA)

## Includes:

- *Parking Facilities*
- *On-Street Parking Enforcement*
- *On-Street Parking*
- *Vehicles for Hire*
- *MBEA non-parking*

## Description

The Parking Authority provides management for City-owned on-street and off-street parking. It provides leadership to local parking service providers and provides input from a parking services perspective in support of public policy objectives.

The Parking Authority currently manages and administratively supports the Screening and Adjudication process for all Municipal By-law offences which are under the jurisdiction of the Municipal By-law Enforcement Act (MBEA) and Provincial Offences Act.

The Parking Authority also currently provides regulatory and licensing oversight of the Vehicle for Hire industry in the City of Winnipeg including taxis, limousines and personal transportation providers, with an emphasis on safety and accessibility.

OurWinnipeg: A City that Works - Safety and Security  
- Prosperity

## Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate.
2. Ensure the impartiality and transparency of the screening and adjudication process under the Municipal By-law Enforcement Act.
3. Manage the regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.
4. As an indicator of effective customer service, ensure 311 requests are responded to within established timeframes.
5. Ensure all service delivery is operating on at least a full cost recovery basis to meet the WPA mandate to be bottom-line driven.

## Service Level Statistics

Description	2017	2018	2019	2020
Number of Parking Ticket Issued [A]	162,674	139,239	128,118	59,973
Number of High Demand On-Street Spaces	1,319	1,287	1,312	1,312
Number of Low Demand On-Street Spaces	2,571	2,523	2,543	2,512
Average Number of Vehicles for Hire Available per Month [B]	n/a	994	1,244	1,201
Total Vehicles for Hire Trips [C]	n/a	4,309,216	5,435,454	4,133,711
Total Vehicles for Hire Inspections [D]	n/a	16,706	19,969	15,824
Number of MBEA Screening Request processed [E]	11,776	12,004	12,270	7,106

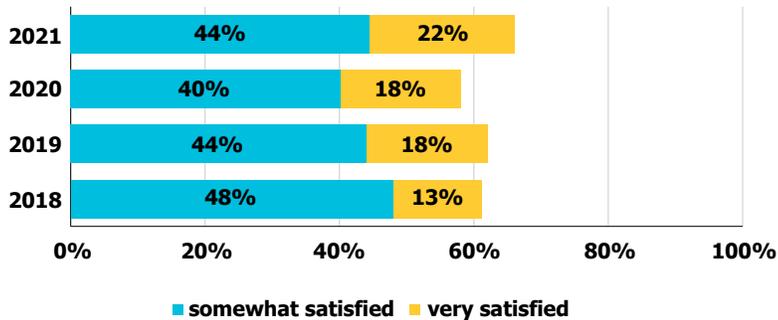
- [A] The number of parking tickets issued in 2020 decreased by 53% due to the suspension of time restrictions enforcement and implementation of one hour free on-street parking during the COVID-19 pandemic.
- [B] The average number of vehicles for hire per month represents the industry supply. It includes taxi cabs and limousines as well as personal transportation providers that offer ridesharing services. The decrease of 3.5% is related to the COVID-19 pandemic and travel restrictions in place throughout the year 2020.
- [C] The number of vehicles for hire trips includes trips provided by taxi cabs, limousines and personal transportation providers that offer ridesharing services. The total trips for 2020 decreased by 24% due to the COVID-19 pandemic and travel restrictions in place throughout the year.
- [D] As part of the regulatory oversight of the vehicles for hire industry, the City conducts regular inspections of both taxi cabs and personal transportation providers to ensure that all vehicle-required safety equipment is functioning as intended as well as to promote safety amongst all industry participants. The total inspections conducted in 2020 decreased by 21% due to the COVID-19 pandemic related restrictions observed throughout the year.
- [E] MBEA non-parking accounted for approximately 8% of MBEA screening request processed in 2020. The number of screening request processed decreased by 42% due to the decrease in the number of tickets issued in 2020 as a result of the COVID-19 pandemic relief programs including the non-enforcement of residential time-limited parking and provision of one hour free on-street parking.

# Winnipeg Parking Authority (SOA)

## Performance Measurements

### Effectiveness Measurements

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

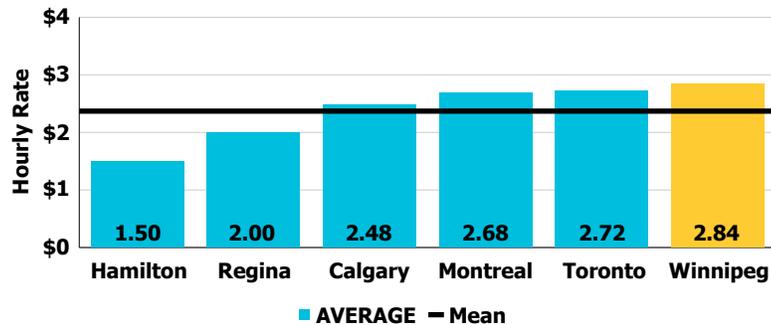


	2018	2019	2020	2021
<b>Total Satisfied</b>	61%	62%	58%	66%

Source: City of Winnipeg Annual Citizen Survey

In 2021, when asked about their level of satisfaction with the availability and convenience of on-street parking, 66% of citizens indicated they were satisfied or somewhat satisfied. The level of citizen satisfaction with on-street parking increased from 58% in 2020 to 66% in 2021. This is the highest level of satisfaction recorded since 2018. There were a number of changes to on-street parking in 2020 including a reduction in the hourly fee for on-street parking approved by the City Council in June 2020 and additional changes made in response to the COVID-19 pandemic such as one hour of complimentary on-street parking, the addition of temporary loading zones and relaxed enforcement of residential time-restricted parking.

#### Weighted Average Hourly Rate for On-Street Parking (2019)

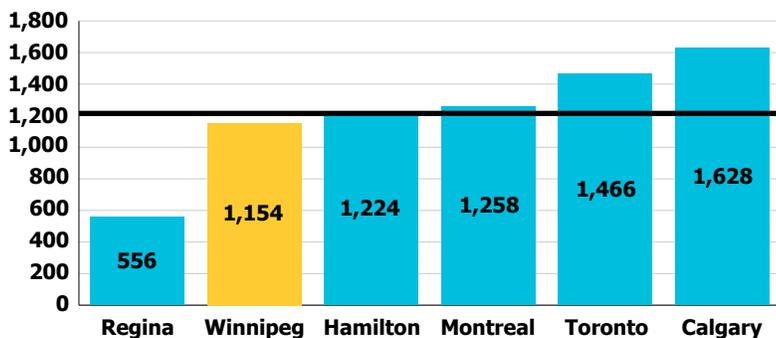


As of June 2020, the weighted average hourly rate for the City of Winnipeg is \$2.09 due to the approval by the City Council of the recommendation to reduce rates by \$0.75 per hour. The recommendation was based on a review of on-street parking space occupancy data as well as hourly rates in other Canadian jurisdictions.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$1.34	\$1.34	\$1.34	\$2.84	\$2.84

Source: Municipal Benchmarking Network Canada (PRKG105)

#### Number of Paid Parking Spaces Managed per 100,000 Population (2019)



Winnipeg's number of paid parking spaces managed per 100,000 population is comparable with the average (1,214.2).

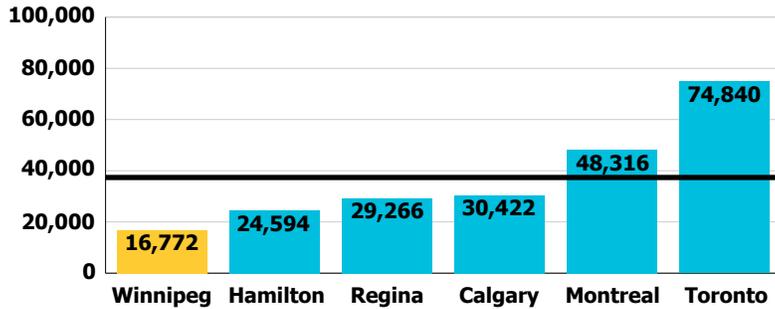
Lower amount in 2019 is due to three surface lots being sold.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	1,166	1,104	1,209	1,192	1,154

Source: Municipal Benchmarking Network Canada (PRKG205)

# Winnipeg Parking Authority (SOA)

## Gross Number of All Parking Tickets Issued per 100,000 Population (2019)



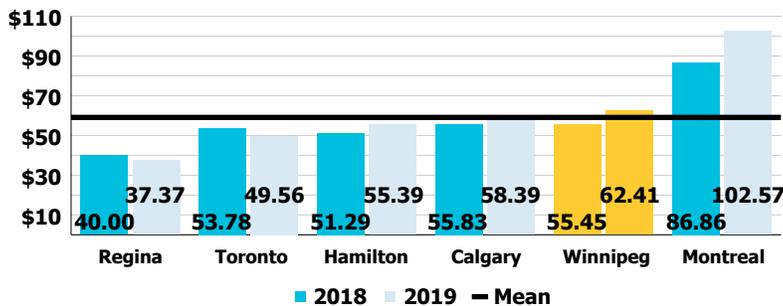
A number of factors may have influenced the gross number of parking tickets issued, including downtown road renewal construction and decreased on-street parking usage. In 2019, tickets issued for snow and parking meter related violations decreased by over 10%. Winnipeg has the lowest parking tickets issued per capital among the cities being compared (Average 37,368.4).

	2015	2016	2017	2018	2019
Wpg. Trend	22,062	20,091	22,615	18,474	16,772

Source: Municipal Benchmarking Network Canada (PRKG220)

## Efficiency Measurements

### Gross Fine Revenue per Ticket (2019)

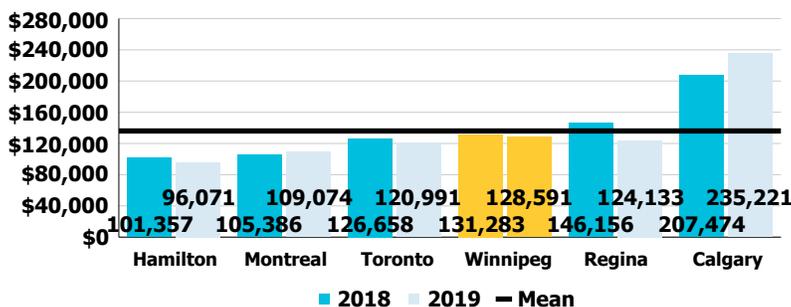


Variations in early payment volumes can have a significant impact on gross fine revenue. The early payment discount was reduced to 25% from 50% in 2018. In 2019, 50% of parking tickets issued were paid within the early payment period of 14 days. Winnipeg has the second highest gross revenue per ticket among the cities being compared.

	2015	2016	2017	2018	2019
Wpg. Trend	\$51.01	\$48.26	\$46.60	\$55.45	\$62.41

Source: Municipal Benchmarking Network Canada (PRKG360)

### Operating Cost for Taxi (Driver and Plate-holder) Licensing per 100,000 population (2019)



The City of Winnipeg commenced regulation of vehicle for hire industry in March 2018. Winnipeg's operating cost is comparable with the average (\$135,680 in 2019).

	2015	2016	2017	2018	2019
Wpg. Trend	n/a	n/a	n/a	\$131,283	\$128,591

# Golf Services (SOA)

## Description

The City of Winnipeg has operated municipal golf courses since 1921. Winnipeg Golf Services was established in 2002 to administer the City's 12 golf course assets. The Agency is responsible for operating and maintaining golf courses, managing contracts and leases for City lands used by privately operated golf courses, managing a contracted cross country ski operation and managing the lease for Thermea Spa.

## Key Goals

1. Improve golf course playability.
2. Improve the image of municipal courses.

OurWinnipeg: A City that Works - Safety and Security  
- Recreation

## Service Level Statistics

Description	2017	2018	2019	2020
<b>Kildonan (39.49 hectares)</b>				
Days Open	186	179	175	162
Total Rounds [A]	24,034	24,884	27,312	33,856
<b>Windsor (46.13 hectares)</b>				
Days Open	166	171	168	162
Total Rounds	20,638	21,482	23,915	31,946
<b>Crescent Drive (15.39 hectares)</b>				
Days Open	158	159	162	158
Total Rounds	13,872	14,158	13,596	24,626
<b>Harbour View (12.8 hectares)</b>				
Days Open	187	174	175	158
Total Rounds	10,262	9,609	9,790	13,815

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

[A] The increase in 2020 is due to a combination of the COVID-19 pandemic and ongoing enhancement of the municipal golf courses.

# Golf Services (SOA)

## Performance Measurements

### Efficiency Measurement

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

<b>Kildonan Golf Course</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total Cost (Operations)	\$941,862	\$907,486	\$780,641	\$839,176	\$847,303
Total Revenue	\$947,487	\$892,786	\$994,485	\$1,064,110	\$1,429,739
Net Revenue/(Loss)	\$5,625	(\$14,700)	\$213,844	\$224,934	\$582,436
Operating Cost per Round	\$35.97	\$37.76	\$31.37	\$30.73	\$25.03
<b>Windsor Golf Course</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total Cost (Operations)	\$829,506	\$802,284	\$703,944	\$701,902	\$707,737
Total Revenue	\$716,839	\$723,005	\$754,331	\$844,411	\$1,206,536
Net Revenue/(Loss)	(\$112,667)	(\$79,279)	\$50,387	\$142,509	\$498,799
Operating Cost per Round	\$38.93	\$38.87	\$32.77	\$29.35	\$22.15

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

<b>Crescent Drive Golf Course</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total Cost (Operations)	\$314,642	\$302,752	\$327,524	\$302,874	\$319,767
Total Revenue	\$243,778	\$235,939	\$253,952	\$254,407	\$486,321
Net Revenue/(Loss)	(\$70,864)	(\$66,813)	(\$73,572)	(\$48,467)	\$166,553
Operating Cost per Round	\$20.94	\$21.82	\$23.13	\$22.28	\$12.98
<b>Harbour View Golf Course</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total Cost (Operations)	\$190,813	\$195,187	\$204,567	\$175,664	\$226,093
Total Revenue	\$68,135	\$72,280	\$69,961	\$71,308	\$106,044
Net Revenue/(Loss)	(\$122,678)	(\$122,907)	(\$134,606)	(\$104,356)	(\$120,048)
Operating Cost per Round	\$16.96	\$19.02	\$21.29	\$18.53	\$16.37

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

#### Golf Services Operating Cost per Hole Played

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Kildonan Golf Course	\$2.00	\$2.10	\$1.74	\$1.71	\$1.39
Windsor Golf Course	\$2.16	\$2.16	\$1.82	\$1.63	\$1.23
Crescent Drive Golf Course	\$2.33	\$2.42	\$2.57	\$2.48	\$1.44
Harbour View Golf Course	\$1.88	\$2.11	\$2.37	\$2.06	\$1.82

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.

The lower operating cost in 2020 are a result of expenses remaining relatively the same and an increase in rounds played

# Animal Services (SOA)

## Description

Provide animal control measures under the Responsible Pet Ownership By-Law. The Agency's services include:

- Licensing: Pet licensing and permits.
- Kenneling: Kenneling and care for stray pets. Quarantine kenneling for biting dogs.
- Adoption: A progressive adoption program for unclaimed dogs, which reduces euthanasia.
- Educational Outreach: Attendance at community events regarding responsible pet ownership and pet safety. Additional ongoing presentations to school groups, service organizations, and newcomer groups.
- By-Law Enforcement: Enforcement of the Responsible Pet Ownership By-Law, neighbourhood dispute resolution, investigation and response, pick up of injured animals, after hours emergency response, police and fire assists, investigation of illegal animal complaints.

The Agency also provides funding to the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals, and a subsidized cat spay/neutering program.

OurWinnipeg: Quality of Life - Vitality

## Key Goals

1. Improve the health and safety of neighbourhoods through the enforcement of the Responsible Pet Ownership By-Law and education regarding responsible pet ownership.
2. Enhance public image, customer service and satisfaction through the improvement of front-line service delivery.
3. Provide professional, caring and appropriate responses to citizen and pet owners' concerns, and humane alternatives to unclaimed animals.

## Service Level Statistics

Description	2017	2018	2019	2020 [A]
Number of requests for service	12,755	10,325	10,262	8,782
Number of dogs impounded	987	972	900	758
Number of dogs adopted	239	286	348	254
Number of dogs returned to owners by the Animal Services Agency	646	564	499	350
Number of licensed pets reunited with their owner by 311 [B]	670	534	619	391
Number of dogs sent to rescues	65	28	27	150 [C]
Number of dogs euthanized [D]	31	32	11	4
Number of biting dog complaints	236	248	240	193
Number of biting dogs quarantined	60	78	40	16
Number of dogs running at large complaints	2,402	2,646	2,105	1,668
Number of cats running at large complaints	680	783	733	735
Number of current dog licenses	51,665	48,302	46,769	48,091
Number of current cat licenses	27,026	26,053	27,020	27,187
Number of by-law charges laid	1,045	749	981	1,098

[A] In 2020, the COVID-19 pandemic meant that more residents were at home with their pets. This resulted in fewer complaints/requests for service and fewer impounded dogs.

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

[C] Reflects an increase in available space at shelters and rescues due to a surge in demand for rescue dogs. Animal Services works to move dogs out of care as quickly as possible.

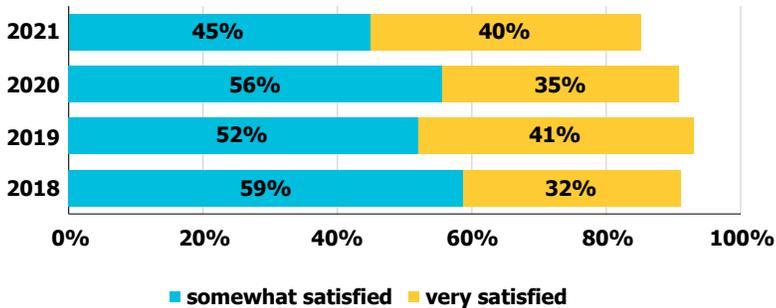
[D] Out of the 4 dogs euthanized in 2020, 3 had bitten people.

# Animal Services (SOA)

## Performance Measurements

### Effectiveness Measurements

#### Citizen Satisfaction with Animal Services

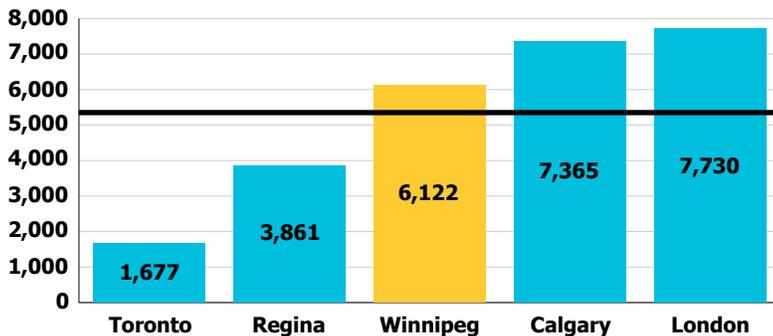


In 2021, 85% of respondents indicated they were satisfied with the provision of animal services.

	2018	2019	2020	2021
<b>Total Satisfied</b>	91%	93%	91%	85%

Source: City of Winnipeg Annual Citizen Survey

#### Number of Dog Licenses / Registrations Issued per 100,000 Population (2019)



The average of the comparable cities reported is 5,351.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	6,775	7,420	6,893	6,409	6,122

Source: Municipal Benchmarking Network Canada (BYLW110)

#### Live Release Rate

	2016	2017	2018	2019	2020
<b>Wpg. Trend</b>	97.0%	97.0%	96.0%	99.0%	99.0%

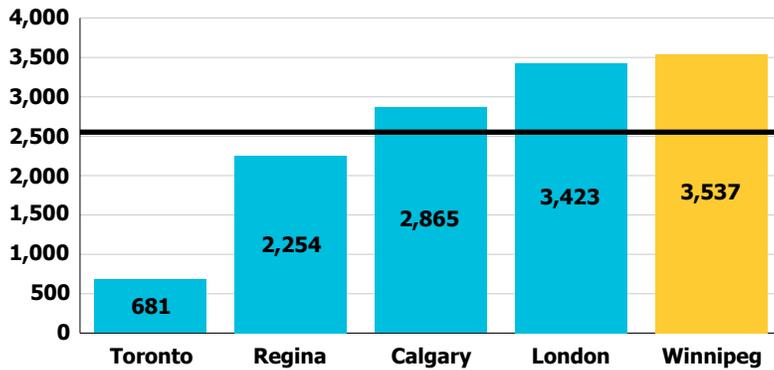
Indicates percentage of dogs that leave Animal Services alive either back to their owner, to a rescue or adopted to a new family.

# Animal Services (SOA)

## Number of Cat Licenses / Registrations Issued per 100,000 Population (2019)

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

The average of the comparable cities reported is 2,552.

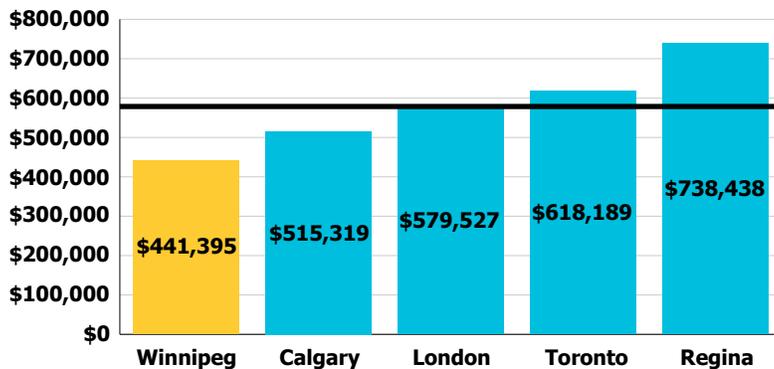


	2015	2016	2017	2018	2019
Wpg. Trend	3,187	3,929	3,606	3,457	3,537

Source: Municipal Benchmarking Network Canada (BYLW115)

## Efficiency Measurements

### Operating Cost of Enforcement for Animal Control By-laws per 100,000 Population (2019)



Year-over-year changes are due to fluctuations in corporate allocations (mainly attributed to the Workers Compensation liability).

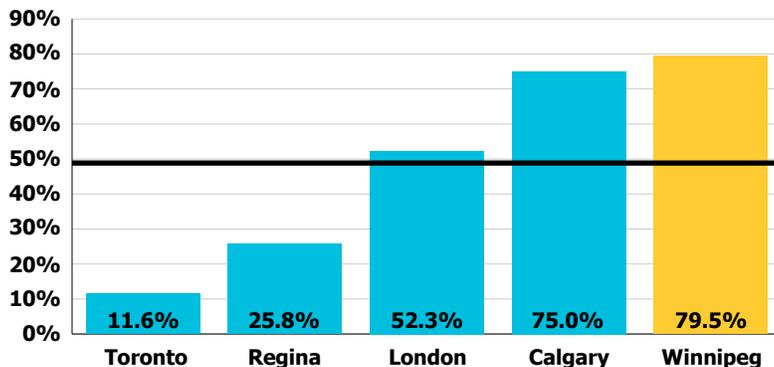
Animal Services has maintained a strong license compliance rate, which is the Agency's primary source of funding. FTEs have been held at 27.

The average of the comparable cities reported is \$578,574.

	2015	2016	2017	2018	2019
Wpg. Trend	\$493,774	\$555,927	\$476,326	\$379,879	\$441,395

Source: Municipal Benchmarking Network Canada (BYLW275)

### Percent of Recovery of Animal Control Costs (2019)



Year-over-year changes are due to fluctuations in corporate allocations (mainly attributed to the Workers Compensation liability).

Animal Services has maintained a strong license compliance rate, which is the Agency's primary source of funding. FTEs have been held at 27.

The average of the comparable cities reported is 48.8%.

	2015	2016	2017	2018	2019
Wpg. Trend	65.9%	59.8%	76.6%	93.3%	79.5%

Source: Municipal Benchmarking Network Canada (BYLW318)





Photo Credit: City of Winnipeg

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## Executive Policy Committee

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# Organizational Support Services

## Includes:

- Chief Administrative Office
- Communications
- Financial Management
- Human Resource Services
- Indigenous Relations
- Infrastructure Planning
- Legal Services

## Description

Organizational Support Services provides leadership and professional services to support the delivery of public services to the citizens of Winnipeg. By providing financial, human resource, and other specialized services, Organizational Support Services ensures that the civic organization has the capability and technical expertise to support the delivery of public services.

OurWinnipeg: A City that Works - City Building - Key Directions for Entire City

## Key Goals

1. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. To provide the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. To provide strategic direction and leadership in the planning and governance of City-wide business service delivery, including enhancement of decision making, as well as asset use optimization.
5. To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.

## Service Level Statistics

Description	2017	2018	2019	2020
Tax Supported Operating Budget	\$1.079 billion	\$1.082 billion	\$1.125 billion	\$1.144 billion
Utility Operating Budget (expenditures) [A]	\$582 million	\$593 million	\$685 million	\$619 million
Special Operating Agencies Operating Budget (expenditures)	\$73 million	\$84 million	\$89 million	\$85 million
Capital Budget [B]	\$453 million	\$380 million	\$368 million	\$369 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.1%	53.2%	52.7%	52.4%
Average Annual Headcount	10,444	10,490	10,638	10,388
Average Age of City Employees / Average Years of Service	41.88 / 11.60	41.78 / 11.46	42.07 / 11.63	42.46 / 12.71
Number of Workers Compensation Claims	1,343	1,296	1,391	1,442
Number of News Releases	443	361	527	486
Translation - Words Translated [C]	486,371	414,834	555,773	769,679
Media Inquiries [D]	2,226	2,742	2,945	2,404
In-person Interactions - Bilingual Service Centre	7,163	10,903	9,842	8,924
Number of Public Engagement Events [E]	93	61	104	87

[A] 2017 to 2020 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately \$35.6 million, \$38.2 million, \$34.2 million, and \$34.6 million, respectively.

[B] 2017 and 2018 restated include capital from special operating agencies.

[C] Increase in 2020 is attributed to having two full-time translators for the majority of 2020, as opposed to a single translator in 2019 as well as an increase in translation requests due to the COVID-19 pandemic.

[D] 2020 decline in media inquiries due to in-person press briefings occurring at minimum once a week throughout the year to address COVID-19 related inquiries.

[E] Fewer Public Engagement Events in 2018 due to the election and the 2020 Events is for period of March 2020 to March 2021.

# Organizational Support Services

## Indigenous Relations

### Description

The Division establishes and maintains meaningful relationships and partnerships with and between Indigenous peoples, communities, and governments to assist the City of Winnipeg in our commitments to reconciliation.

OurWinnipeg: Quality of Life - Opportunity, Vitality, Creativity

### Key Goals

1. Support the City of Winnipeg to achieve transformative change in its journey of reconciliation through the Winnipeg Indigenous Accord, Welcoming Winnipeg: Reconciling our History, OurWinnipeg 2045, Truth and Reconciliation Commission (TRC) Calls to Action, Missing and Murdered Indigenous Women, Girls and Two-Spirit Calls for Justice, and Oshki Annishinabe Nigaaniwak, the City's Indigenous Youth Strategy.
2. Promote and achieve understanding, trust, respect and reconciliation between the City of Winnipeg, Indigenous peoples, rightsholders, communities and partners through dialogue and collaborative decision-making.
3. Embed Indigenous knowledge, protocols, and rights within the City of Winnipeg in the spirit of truth, reconciliation and collaboration.

### Service Level Statistics

Description	2017	2018	2019	2020
<b>INTERNAL</b>				
Number of internal requests for support	26	38	47	109
Number of policy, process, system or physical changes	3	9	1	2
Number of staff who participated in education and awareness opportunities [A]	3,364	5,546	2,345	489
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	35	34	29	40
<b>EXTERNAL</b>				
Number of external requests for support	83	72	62	67
Number of youth participants	335	204	279	262
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens	42	40	30	24
Number of Accord partners (cumulative)	105	135	166	187
Number of attendees at IRD Events [B]	n/a	n/a	285	159

[A] Achieved goal of providing mandatory Indigenous Awareness Training to all Public Service staff in 3 years; COVID-19 impacted education and awareness opportunities in 2020.

[B] This number is an estimate.

# Assessment, Taxation and Corporate

Includes:

- Assessment and Taxation
- Corporate Accounts

## Description

Provide timely and accurate property and business valuations, tax billing and collection services.

General revenue and corporate expenses/savings that are not attributable directly to any other public or internal service, include:

- Taxation revenue and tax credits.
- Operating grants from the Province of Manitoba.
- Provincial payroll tax and offsetting support grant from the Province.
- Revenue from sale of Winnipeg Hydro/utility dividends.
- Pension contribution adjustments.
- Interest income.
- Debt and finance charges not attributable to any other City services.
- Corporate risk management.

OurWinnipeg: A City that Works - Safety and Security  
- Prosperity

## 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.

## Service Level Statistics

Description	2017	2018	2019	2020
<b>Budgeted Revenue:</b>				
Property tax [A]	\$570.2 million	\$586.9 million	\$609.1 million	\$620.0 million
Business tax	\$57.5 million	\$56.9 million	\$56.9 million	\$57.9 million
Other taxation [A]	\$24.1 million	\$24.2 million	\$24.7 million	\$25.9 million
<b>Property Tax:</b>				
Residential properties	215,871	218,361	220,877	222,819
Non-residential properties	13,799	13,873	13,863	13,848
% Residential	94.0%	94.0%	94.1%	94.1%
% Non-residential	6.0%	6.0%	5.9%	5.9%
Total market value assessment	\$85.3 billion	\$89.6 billion	\$90.8 billion	\$96.9 billion
Total taxable portioned assessment	\$41.4 billion	\$43.6 billion	\$44.2 billion	\$47.2 billion
% Residential	73.2%	72.06%	72.28%	71.68%
% Non-residential	26.8%	27.94%	27.72%	28.32%
Number of real and personal property assessment notices produced [B]	26,208	225,735	24,533	230,750
<b>Business tax:</b>				
Number of businesses	15,393	15,708	15,112	15,299
<b>Collections:</b>				
Current	97.7%	98.0%	97.7%	97.9%
Arrears	63.8%	59.8%	61.7%	45.7%

[A] Local improvements revenue included in property tax and not other taxation.

[B] General Reassessment in 2018 and 2020.

# Contact Centre - 311

## Description

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.

OurWinnipeg: A City that Works - Safety and Security - Prosperity

## Key Goals

1. Improve citizen satisfaction through the ease of use and access to 311.
2. Improve call tracking capabilities to better analyze citizen needs for service.
3. Improve service request routing and tracking to ensure accountability to citizens.

## Service Level Statistics

Description	2017	2018	2019	2020
Total Calls Received [A]	959,676	858,962	799,210	629,265
Total Calls Answered [A] [B]	808,666	666,565	674,011	475,223
Number of Service Requests	496,946	417,628	374,623	278,826
Number of Information Requests	646,192	583,016	526,211	337,040
Number of Emails	107,082	93,107	112,460	119,364
Average Talk Time (in minutes)	4:39	4:54	5:13	5:41
Average Wait Time (in minutes) [C]	3:04	7:36	2:56	5:27
Number of Self Service Online	1,782	2,032	2,084	2,144
Number of Mobile App Interactions [D]	1,032	1,464	3,233	2,930
Number of In-person Interactions [E]	6,459	22,360	36,757	23,540
Number of Social Media Interactions	13,862	12,969	17,017	18,514

[A] The difference between Total Calls Received and Total Calls Answered is due to a combination of abandoned calls, as well as the use of an Interactive Voice Response (IVR) system which answers the caller's question without needing to speak to an agent.

[B] Overall call volumes decreased but complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. More interactions are also seen in other service channels other than phone.

[C] Increase in 2018 wait time due to issues with staffing. Decrease in wait time in 2019 due to lower turnover of Customer Service Representatives (CSRs), updated training curriculums that results CSRs taking calls earlier in the training process as well as fewer calls received. Increase in wait time in 2020 due to more complex calls mainly related to provision of COVID-related information for the public and additional processes that CSRs follow relative to COVID enforcement.

[D] Mobile App service was discontinued in October 2020.

[E] Increase in 2018 In-person Interactions is attributable to lack of recording the statistic in 2017.

# Council Services

## Includes:

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

## Audit

### Description

The Audit Department is classified as an independent external auditor under Government Auditing Standards due to statutory safeguards that require the City Auditor to report directly to Council, through the Audit Committee. The Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee).

The purpose of the Audit Department is to provide independent and objective information, advice and assurance with respect to the performance of civic services in support of open, transparent and accountable government. The value to Council is the ability to use credible information to support their decision-making efforts. Stakeholders are the Public Service and residents.

OurWinnipeg: A City that Works - Safety and Security  
- Prosperity

### Key Goals

1. To support the achievement of transparent, efficient and effective City government services.
2. To deliver value-added, cost-effective and innovative audit services and reports.
3. To continue the proactive involvement of Audit in organizational initiatives.
4. To complete the projects identified in the audit plan and to report results to stakeholders.
5. To promote a respectful, team-oriented and professional workplace.

### Service Level Statistics

Description	2017	2018	2019	2020
Audit Committee Meetings	5	5	8	5
<b>Audit Projects Completed</b>				
Assurance Projects	24	21	24	20
Advisory Projects	3	2	4	4
Investigation Projects [A]	81	114	105	139
Projects in Progress	18	12	17	16

[A] In 2020 there were 139 new Fraud & Waste Hotline reports - 17 investigations were in progress and were carried over to 2021.

# Council Services

## City Clerks

### Description

The City Clerk's Department provides direct policy, procedural and administrative services to the Mayor, Speaker and Members of Council, Executive Policy Committee, Standing Policy Committees, the Mayor's Office and Senior Administrators. The Department is the gateway to the City for political decision-making and providing access to information about the City, its services and the decision-making process. It captures, communicates and maintains a complete and accurate record of all Council decisions since the City's inception.

The City Clerk's Department has statutory responsibility for the administration of elections and by-elections as designated by The City of Winnipeg Charter, The Municipal Councils and School Boards Elections Act and for supporting Council and its Committees under The City Organization By-law, and undertakes all hearings related to assessment appeals through the Board of Revision. As well, the Department coordinates requests for access to information under The Freedom of Information and Protection of Privacy Act (FIPPA), leads the City-wide records and information management program and preserves civic history through the operation of the City of Winnipeg Archives.

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### Key Goals

1. Ensure democracy for the citizens of Winnipeg through the undertaking of the 2022 Civic Election, maximizing voting opportunities and candidate participation.
2. Undertake the 2022 Board of Revision Assessment Appeal hearing process, accepting, scheduling and hearing up to 6,000 appeals from residents and businesses.
3. Increase the volume of digital records holdings retained by the City of Winnipeg Archives, through the digitization / scanning of existing paper records and encouraging the submission of new electronic records.
4. Undertake an orientation for the new 2022 - 2026 City Council, ensuring members of Council receive the information and training needed to serve citizens successfully as elected officials.

### Service Level Statistics

Description	2017	2018	2019	2020
Total Committee meetings held	277	244	247	208
Public Council / Standing Committee meetings undertaken	114	84	118	87
Committee meeting videos - live streamed & posted	241	222	217	203
Board of Revision appeals filed	5,653	602	5,923	888
Board of Revision hearings	337	318	401	324
Board of Adjustment meetings	24	23	23	5
Board of Adjustment orders issued	257	322	316	58
Appeal Committee hearings	66	66	94	75
Decision Making Information System site visits	n/a	527,385	557,033	910,101
Decision Making Information System documents posted	1,004	811	1,369	1,818
FIPPA requests processed	859	917	1,049	846
Records requested from Records Centre	1,301	903	804	936
Records requested from Archives	1,473	1,061	1,187	845
In-person visits to Archives	347	353	304	167
Mail and phone inquiries processed by Archives	1,021	908	919	841
Public tours	29	11	14	4
Archival exhibits	5	4	7	3
Records transferred to Archives / Records Centre	961	155	1,932	692
Digital records transferred to Archives	n/a	n/a	n/a	1.28TB
Visits to Archives Website	35,579	105,475	89,426	144,392

# Organizational Balanced Scorecard

## Citizen and Stakeholder Perspective

Corporate Objective	Performance Measure	2018	2019	2020	2021
Maximize Customer Satisfaction	Citizen satisfaction with City services	1.58%	1.92%	1.53%	1.57%
	Citizen satisfaction with customer service	0.88%	1.02%	0.95%	0.88%
	Citizen satisfaction with value received for tax dollar	0.24%	0.25%	0.26%	0.32%
Corporate Objective	Performance Measure	2017	2018	2019	2020
Improve Customer Service	Average 311 wait time (minutes) [A]	.08%	7:36	0.08%	5:27

## Financial Resource Perspective

Corporate Objective	Performance Measure	2017	2018	2019	2020
Deliver Cost-Effective Services	City's operating expenditures/capita (all services)	\$1,725	\$1,738	\$1,804	\$1,803
	Municipal property taxes on the average house	\$1,694	\$1,733	\$1,774	\$1,815
Strengthen Financial Performance	City Credit Rating - Moody's	Aa2	Aa2	Aa2	Aa2
	City Credit Rating - Standard & Poor's	AA	AA	AA	AA
	Debt/capita - Tax Supported and Other Funds	\$918	\$878	\$1,016	\$1,007
	Debt/capita - Utilities and Other	\$382	\$408	\$677	\$743
	Debt/capita - Total City	\$1,415	\$1,398	\$1,799	\$1,855
	Stabilization reserve balances as a % of tax supported operating expenditures	7.5%	10.2%	9.5%	10.2%
	Tax collection rate for current taxes	97.74%	98.00%	97.68%	97.91%
	Achieved the International Association of Assessing Officers (IAAO) Appraisal Quality Standards [B]	Yes	Yes	Yes	Yes
	International Organization for Standardization (ISO) 9001:2008 certified for Assessment [C]	Yes	Yes	Yes	Yes
Strengthen Financial Reporting	Canadian Award for Financial Reporting - GFOA [D]	Yes	Yes	Yes	n/a
	Distinguished Budget Presentation Award - GFOA [E]	n/a	Yes	Yes	Yes

## Employee and Organizational Perspective

Corporate Objective	Performance Measure	2017	2018	2019	2020
Promote Learning & Growth	In-house training hours per annual average headcount [F]	15.92	18.58	16.97	10.43
Recruit & Retain Skilled & Diverse Workforce	Employee Turnover Rate < 2 years [G] [Q]	0.53%	0.65%	0.81%	0.90%
	Employee Turnover Rate 2-10 years [G] [Q]	0.85%	1.00%	1.23%	0.83%
	Employee Turnover Rate >10 years [G] [Q]	0.34%	0.19%	0.20%	0.54%
	Workplace Diversity - Women	30.19%	29.90%	30.00%	29.35%
	Workplace Diversity - Indigneous Persons	8.86%	9.71%	10.24%	10.71%
	Workplace Diversity - Visible Minorities	13.40%	14.98%	15.86%	16.21%
	Workplace Diversity - Persons with Disabilities	2.48%	2.76%	2.87%	2.91%
Safe & Healthy Workforce	Sick time usage per annual average headcount (in hours)	72.39	75.13	81.02	81.18
	Number of lost time injuries/100 workers/year	7.3	7.4	7.9	8.2

## Internal Business Process Perspective

Corporate Objective	Performance Measure	2017	2018	2019	2020
Increase Operational Efficiencies of Support Services	Audit costs as a percentage of operating expenditures [Q]	.07%	0.08%	0.07%	0.08%
	Assessment and Taxation costs as a percentage of operating expenditures [H] [Q]	1.37%	1.72%	1.35%	1.41%
	City Clerks costs as a percentage of operating expenditures [I] [Q]	0.45%	0.60%	0.52%	0.50%
	Legal costs as a percentage of operating expenditures [J] [Q]	0.22%	0.23%	0.24%	0.30%
	Corporate Support Services costs as a percentage of operating expenditures [K] [Q]	2.14%	2.30%	n/a	n/a
	Human Resource Services costs as a percentage of operating expenditures [H] [K] [Q]	n/a	n/a	0.40%	0.36%
	Customer Service & Communications costs as a percentage of operating expenditures [K] [M] [Q]	n/a	n/a	0.58%	0.42%
	Innovation, Transformation & Technology costs as a percentage of operating expenditures [K] [Q]	n/a	n/a	1.49%	1.51%
	Corporate Finance costs as a percentage of operating expenditures [N] [Q]	0.67%	0.67%	0.60%	0.60%
	Cost per 311 interaction [A]	\$5.44	\$6.15	\$6.54	\$6.99
Optimize Business Processes	% of value-added audit recommendations implemented in the last five years	84%	66%	62%	70%
	% of property assessment roll value sustained after 1st level appeal - Residential	99.5%	99.9%	99.1%	99.9%
	% of property assessment roll value sustained after 1st level appeal - Business	96.3%	99.7%	93.4%	99.8%
	Average time per permanent hire (days) - External [G] [O] [P] [Q]	100.55	95.30	98.54	130.33
	Average time per permanent hire (days) - Internal [G] [O] [P] [Q]	80.32	66.11	73.05	80.79

- [A] Increase in 2018 wait time due to issues with staffing. Decrease in wait time in 2019 due to lower turnover of Customer Service Representatives (CSRs), updated training curriculums that results CSRs taking calls earlier in the training process as well as fewer calls received. Increase in wait time in 2020 due to more complex calls mainly related to provision of COVID-related information for the public and additional processes that CSRs follow relative to COVID enforcement.
- [B] Statistical measures relative to the International Association of Assessing Officers (IAAO) Standards are determined at the time of General Assessment. The measures indicate accuracy, uniformity and equity of appraisals relative to market value.
- [C] The ISO quality standard specifies requirements for a quality management system where an organization needs to demonstrate its ability to consistently provide a product or service that meets customer and applicable regulatory requirements, and aims to enhance customer satisfaction through the effective application of the system. By being ISO 9001:2000 certified the Department has positioned itself among the industry leaders in the field of valuation and taxation.
- [D] 2020 results are not known at the time of printing.
- [E] Did not apply for the award in 2018.
- [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] Includes Permanent Employees.
- [H] Assessment and Taxation costs as a percentage of operating expenditures increased due to increased funding for bad debts as a result of the COVID-19 Pandemic and appeal liabilities.
- [I] City Clerks costs as a percentage of operating expenditures decreased due to a decrease in the grant to Winnipeg Arts Council and reversal of over-accrual of election rebates.
- [J] Legal Services costs as a percentage of operating expenditures increased as a result of increased external legal costs and increased salaries and benefits.
- [K] 2018 figures have not been restated for the reorganization of Corporate Support Services (CSS). In 2018, Human Resource Services, Customer Service & Communications, and Innovation and Technology were reported as CSS.
- [L] Human Resource Services (HRS) costs as a percentage of operating expenditures decreased due to reduced positions from the multi-year budget, and distribution of the Employee Assistance Program from being held corporately in HRS to all other departments.

## Internal Business Process Perspective

- [M] Customer Service & Communications costs decreased as a result of reclassification of revenue to recoveries on the expenditure side, thereby reducing overall expenditures.
- [N] Corporate Finance costs as a percentage of operating expenditures increased due to decrease in recoveries for investment management services.
- [O] Length of time is measured from job closing date to the date the person starts in the position.
- [P] 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.
- [Q] 2017 to 2019 restated due to change in methodology.

# Organizational Performance Measurements

## Benchmarking

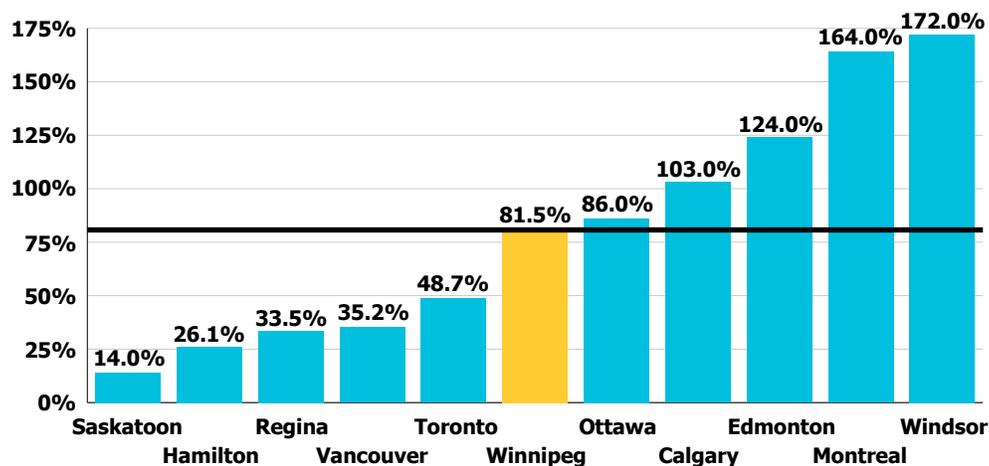
### Credit Ratings - City Comparison (2020)

City	Moody's	Standard & Poor's
Ottawa	Aaa	AA
Calgary	no rating	AA+
Edmonton	no rating	AA
Vancouver	Aaa	AAA
Toronto	Aa1	AA
<b>Winnipeg</b>	<b>Aa2</b>	<b>AA</b>
Hamilton	no rating	AA+
Montreal	Aa2	AA-

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

Source: Compiled by the City of Winnipeg from rating agency information.

### Direct Debt as a Percent of Operating Revenues - City Comparison (2019)

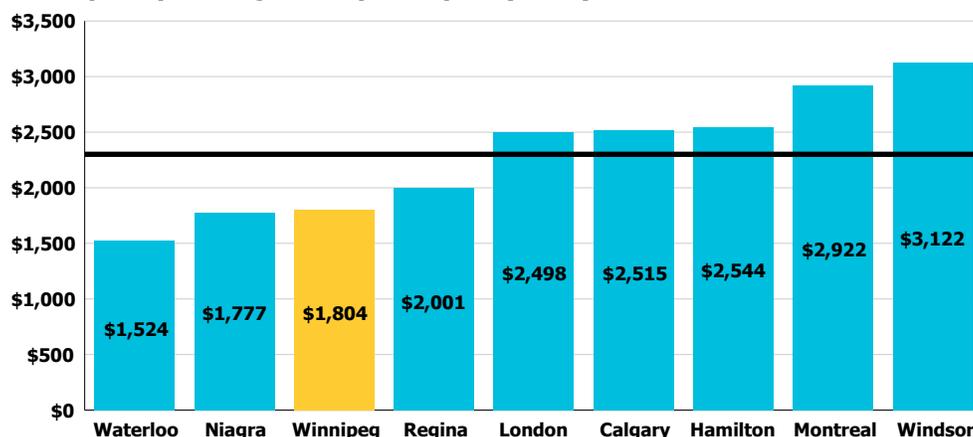


Winnipeg's direct debt as a percentage of operating revenues is slightly above average (80.7%) when compared to other major Canadian cities.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	69.0%	70.0%	66.1%	64.5%	81.5%

Source: Standard & Poor's

### Municipal Operating Costs per Capita (2019)



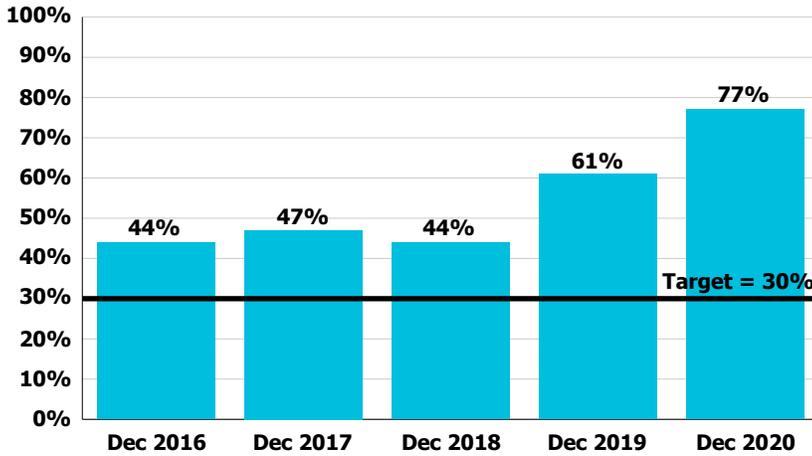
Winnipeg's municipal operating costs per capita is lower than the average (\$2,301) when compared to other major Canadian cities.

	2015	2016	2017	2018	2019
<b>Wpg. Trend</b>	\$1,713	\$1,773	\$1,725	\$1,738	\$1,804

Source: Municipal Benchmarking Network Canada (MUN050 / Population)

# Organizational Performance Measurements

## Total City Liquidity



This measure is an important indicator of the City's ability to service its financial obligations. Liquidity is actively monitored to ensure it remains within acceptable parameters. An internal target of a minimum of 30% is utilized for treasury management and reporting.

The City of Winnipeg calculates liquidity as Free Cash Flow plus Liquid Assets and Committed Credit Facilities, divided by Consolidated Operating Expenditures minus Amortization.





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## Appendices

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## Service Based Budget – Services By Policy Area

Service	Sub-Service	Service	Sub-Service
<b>Infrastructure Renewal and Public Works</b>		<b>Protection, Community Services and Parks</b>	
<b>Roadway Construction and Maintenance</b>	Bridge Construction and Maintenance Regional Streets Construction and Maintenance Local Streets Construction and Maintenance Regional Sidewalk Construction and Maintenance Local Sidewalk Construction and Maintenance	<b>Fire and Rescue Response</b>	Fire Suppression and Life Rescue Fire Investigation Speciality Rescue Fire Paramedic Response
<b>Transportation Planning and Traffic Management</b>	Street Lighting Transportation Planning and Design Traffic/Right of Way Management	<b>Fire and Injury Prevention</b>	Fire and Injury Prevention Education Fire Inspection
<b>Roadway Snow Removal and Ice Control</b>	Regional Streets Snow and Ice Removal Local Streets Snow and Ice Removal  Sidewalk Snow and Ice Removal Park and Facility Snow and Ice Removal Snow Disposal Sites	<b>Medical Response</b>	Emergency Ambulance Medical Transfers Community Paramedicine
<b>Public Transit</b>	Conventional Transit Transit Plus Chartered Bus and Special Events	<b>Emergency Management</b>	Emergency Management
<b>City Beautification</b>	Litter Collection Public Gardens/Landscaping Ornamental Lighting/Flags and Banners/Public Art Graffiti Control Regional Street Cleaning Local Street Cleaning	<b>Recreation</b>	Aquatics Services Recreation Services Arenas Community Centres
<b>Water and Waste, Riverbank Management and the Environment</b>		<b>Parks and Urban Forestry</b>	Park Grass Maintenance Park Amenity Maintenance Athletic Field Maintenance Park Pathway Maintenance Park Planning/Development Tree Planting Tree Pruning and Removal (non-DED) Dutch Elm Disease Control (DED) Weed Control Natural Areas Management Playground Management Winter Amenity Maintenance Boulevard Maintenance
<b>Water</b>	Water Supply and Treatment Water Distribution	<b>Community Liveability</b>	Vacant Building Enforcement Community By-law Enforcement Bicycle Recovery Community Crisis Response Community Grants Community Development
<b>Wastewater</b>	Wastewater Collection Wastewater Treatment	<b>Libraries</b>	Library Circulation Library Information Children's Library
<b>Land Drainage and Flood Control</b>	Flood Control Land Drainage Waterways Management	<b>Arts, Entertainment and Culture</b>	Arts, Entertainment and Culture Grants Arts, Entertainment and Culture Events Museums Assiniboine Park Conservancy
<b>Solid Waste Collection and Disposal</b>	Solid Waste Collection Solid Waste Disposal	<b>Insect Control</b>	Insect Control
<b>Recycling and Waste Diversion</b>	Recycling Waste Diversion	<b>Winnipeg Police Board</b>	
<b>Property and Development, Heritage and Downtown Development</b>		<b>Police Response</b>	Police Response Contract Policing Crime Investigation Police Training
<b>City Planning</b>	Area Development and Renewal Planning City-wide Long Range Planning	<b>Crime Prevention</b>	Community Policing Crime Prevention Initiatives
<b>Neighbourhood Revitalization</b>	Housing Initiatives	<b>Traffic Safety and Enforcement</b>	Traffic Safety and Enforcement-Automated Traffic Safety and Enforcement-Officer
<b>Development Approvals, Building Permits and Inspections</b>	Residential Development Approvals and Inspection Commercial Development Approvals and Inspection	<b>Innovation and Economic Development</b>	
<b>Heritage Conservation</b>	Heritage Conservation	<b>Innovation, Transformation and Technology</b>	Innovation Information Technology Enterprise Architecture Enterprise Transformation
<b>Property Asset Management</b>	Municipal Accommodations Land and Property Pool Facilities Arena Facilities Recreation Centres Community Centre Facilities	<b>Economic Development</b>	Economic Development
<b>Cemeteries</b>	Cemeteries (Brookside, St. Vital, and Transcona)	<b>Animal Services SOA</b>	Animal Control and Care
<b>Executive Policy</b>		<b>Winnipeg Fleet</b>	Fleet Vehicles
<b>Organizational Support Services</b>	Chief Administrative Office Communications Financial Management Human Resource Services Infrastructure Planning Indigenous Relations Legal Services	<b>Golf Services SOA</b>	Golf Courses
<b>Assessment, Taxation and Corporate</b>	Assessment and Taxation Corporate Accounts	<b>Winnipeg Parking Authority SOA</b>	Parking Facilities On-Street Parking Enforcement On-Street Parking Vehicles for Hire MBEA non-parking
<b>Contact Centre - 311</b>	Contact Centre - 311		
<b>Council Services</b>	Auditing Mayor and Council Archives-City Clerks Elections-City Clerks Citizen Access and Appeals Council Support-City Clerks Executive Support		