


# OurWinnipeg™

## REPORT TO THE COMMUNITY, 2016

Winnipeg

Cover Photo: Welcome Wall in Bonnie & John Buhler Hall at the Canadian Museum for Human Rights
Credit: Chris Sobkowicz

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# INTRODUCTION

We are pleased to present the fifth and final *OurWinnipeg* Report to the Community, which provides an update on *OurWinnipeg* related activities connected to key areas of the plan from the last 12 months. In 2016, the City will initiate its provincially-mandated review of *OurWinnipeg*. Once that review is complete, we expect to resume our communications with the community about progress being made on a renewed vision for Winnipeg.

The report title bears the year in which the report is issued (2016), but activities in the report are predominantly those that were completed or initiated in the previous calendar year (2015). Within this report you will find updated information related to key measures of growth and change, such as population growth and housing starts. Each of the sections also provides an overview of recent city and community activities, programs, projects and initiatives, as well as a tracking progress section which includes a mix of qualitative and quantitative information allowing us to track trends over time.

## OurWinnipeg

In July 2011, City Council approved *OurWinnipeg*, its development plan to guide the physical, social, environmental and economic development of our city over the next 25 years. *OurWinnipeg* was created with the input of more than 40,000 Winnipeggers through the most creative and collaborative planning process ever undertaken in our city – SpeakUpWinnipeg. *OurWinnipeg* and SpeakUpWinnipeg received the Planning Award of Excellence from the Canadian Institute of Planners in 2011 and the Manitoba Planning Excellence Award from the Province of Manitoba in 2012.

To learn more about *OurWinnipeg* and to read the plan, visit:
**www.winnipeg.ca/interhom/CityHall/OurWinnipeg/**

The City of Winnipeg is steadily changing. Urban renewal initiatives and programming have increased interest in downtown and urban neighbourhood development, while the City continues planning for growth across the urban structure. The City continues to introduce and revise policies, strategies and implementation tools to meet the goals and objectives laid out in *OurWinnipeg*.

Working towards *OurWinnipeg's* vision of "living and caring because we plan on staying", this report highlights the many partnerships that City departments have formed, both internally and externally. Many of these partnerships focus on providing young people, newcomers and indigenous people with recreation, education, and training opportunities, so they can grow and thrive in an increasingly diverse Winnipeg.

Recognizing the diversity of Winnipeggers, the City must continue to strive for an inclusive community. By celebrating diversity and by recognizing, encouraging and supporting social spaces and economic opportunities, we can continue to shape a city for all people.

Winnipeg continues to build on partnerships with its communities through various program offerings, engagement strategies, and outreach initiatives. *OurWinnipeg's* Report to the Community tracks our progress to date and communicates how Winnipeg is moving forward and planning for the future.

Looking forward, there are many accomplishments to come, and plenty of work to do. In the coming years the formal review of *OurWinnipeg's* vision and directions will

enable us to continue to build a greater city. Only through reflection, evaluation, and commitment to continued planning will we be able to continue our journey together towards a city that thrives.

The initiatives and results captured in this report are a testament to the collaboration of the many thousands of Winnipeg citizens and organizations that have participated in the creation of *OurWinnipeg* and are working together to implement our plan.



Marbles at Mayfair by Erica Swederowski. Credit: Robert Tinker, photo courtesy of Winnipeg Arts Council

## POPULATION GROWTH AND PLANNING FOR CHANGE

Winnipeg's population grew by about 10,000 people, to approximately 718,400. With population growth expected to average 1.1 percent per year to 2040, Winnipeg's population is likely to increase by about 204,200 people over the next 25 years. The Winnipeg Census Metropolitan Area (CMA) which includes the City of Winnipeg and 11 surrounding Rural Municipalities is expected to eclipse 1 million people by 2035. There were approximately 4,000 housing starts in Winnipeg in 2015. The longer term annual average for housing starts is expected to be 4,850, with a high of 5,100 by 2040.

# URBAN STRUCTURE

In order to plan for growth and change in the City of Winnipeg over the next twenty-five years, we need a good understanding of what exists today, a vision of what kind of city we want for our future, and a clear, yet flexible direction of how we can achieve that vision. *OurWinnipeg* lays out a context-sensitive vision for how growth and development within the city will be accommodated now and into the future. This vision is expressed through the plan's Urban Structure Map.

## Policy Direction

Winnipeg will enhance the quality, diversity, completeness and sustainability of stable neighbourhoods and manage the extension of municipal services for new growth. The majority of this growth will be in Transformative Areas, which include the Downtown, Mixed-Use Centres, Mixed-Use Corridors, Major Redevelopment Sites and New Communities. While maintaining sensitivity to the supply and needs of employment lands and rural and agricultural areas, a criteria-based approach, which may include a variety of tools, will be utilized to accommodate sustainable growth in Winnipeg.

## Recent City and Community Activities

2015 saw planning work initiated in a number of Major Redevelopment Sites. As a result of some of this work, Council endorsed the Area Master Plan for the Assiniboia Downs to guide future Council decision making related to development applications within the area defined by the plan. The Plan reinforces the importance of the wider area as a regional mixed use centre and helps optimize existing investment, municipal infrastructure, and facilities, as directed by the *Complete Communities Direction Strategy*. It is anticipated that the Plan will serve as the basis for negotiating a Municipal Development and Services Agreement in the establishment of a new Aboriginal Economic Development Zone.

In January 2016, Council adopted a number of changes to the *Downtown Winnipeg Zoning By-law*, which includes corrections to errors, added detail to improve clarity, updated parking development standards, limitations on non-conforming signs and restrictions on digital signs above 25 feet in height. These changes were pursued to improve the clarity and functionality of the by-law and achieve better alignment with *OurWinnipeg* and *Complete Communities Direction Strategy* policies.

In March 2015, Council directed the Winnipeg Public Service to "explore how to improve safety for new development in proximity to railway operations". The Public Service provided a background report, "Improving Safety for New Development in Proximity to Railway Operations in the City of Winnipeg". Council adopted all of the report's recommendations in early 2016.

To support the establishment of sidewalk patios associated with food and drinking establishments, the Urban Planning Division has prepared a brochure that lays out the process, standards and expectations for creating sidewalk patios.

In November, the City also launched Planning Ed - Winnipeg's first planning education initiative. The program aims to provide information that is of interest and relevance to members of our community about how we plan for and accommodate growth and change. The first workshop, "Land Use Planning - The Big Picture" was well attended. Additional workshops are being planned for 2016 in response to community interest.

## Web Links

**OurWinnipeg and the Complete Communities Direction Strategy**
www.winnipeg.ca/interhom/CityHall/OurWinnipeg/

**Local Area Plans**
www.winnipeg.ca/ppd/planning_secondary.stm

**Planning Ed.**
www.winnipeg.ca/ppd/planning/planninged/



A new City brochure helps make Patio Season in Winnipeg easier for eating and drinking establishments.

## Tracking Progress

Much of the new development in Winnipeg will take place in Transformative Areas over the next 20 years, while continued development will be accommodated in Areas of Stability. In 2015, building permits were issued for 3,700 new dwelling units. While this represents a 22% decrease from permits issued in 2014, it represents an increase of 17% over the number of permits issued in 2013. Of the permits issued in 2015, 22% were for residential units in downtown and mature communities, and 78% were issued for recent and new communities.

# WASTE MINIMIZATION

Prior to 2011, Winnipeg's diversion rate hovered around 15%, one of the lowest in Canada for a major municipality. A Garbage and Recycling Master Plan, implemented in 2012, was designed to increase our waste diversion rate to 50% or more by reducing household garbage and significantly increasing household recycling. This comprehensive waste management strategy is an integral part of meeting *OurWinnipeg* goals, including sustainability, creating liveable communities and being a competitive city.

## Policy Direction

*OurWinnipeg* calls for the sustainable management and reduction of solid waste and for setting long-term goals for solid waste diversion. The *Garbage and Recycling Master Plan* integrates and optimizes service levels and efficiency for all facets of the solid waste management system while minimizing environmental impact to achieve these directions.

2015 was the third year of the Near Term phase of the Master Plan (2012 to 2017). Winnipeg's 2015 diversion rate was 31.4%, surpassing the targeted diversion rate of 30%.

## Recent City and Community Activities

The landfill gas flaring system at the Brady Road Resource Management Facility (BRRMF) captured and flared 110,314 tonnes of carbon dioxide. This is equivalent to avoiding the carbon dioxide emissions of 23,224 passenger cars. The system also helps reduce nuisance landfill odour.

The BioSolids Composting facility, commissioned in May 2015, composted 3,500 tonnes of biosolids, representing 7% of the 2015 tonnage of biosolids that the Brady Road Resource Management Facility received from the City's three sewage treatment plants. The composted material is being used as final cover at the BRRMF.

The City operates the facility's composting operation, landfill gas collection and flaring system, and surface water and leachate management in accordance with the Environmental Act licence for the BRRMF. Work continued on a landscaping plan to outline how visual and physical buffers will be used to protect adjacent properties from facility operations. The construction of a new berm continued along the boundary of BRRMF using lime mud, a natural by-product of the sugar refining process from a former Manitoba sugar beet processing plant, reusing hundreds of thousands of cubic metres of material that would otherwise be landfilled.

The City of Winnipeg continues its partnerships with Wood Anchor, a reclaimed lumber and wood products company, and with the Winnipeg Repair Education and Cycling Hub (WRENCH), which recovered approximately 7 metric tonnes of discarded bicycles and parts from the landfill in 2015.



More than 45 volunteers reclaim bikes and parts at the WRENCH's 2015 "Empty the 'Fill" event. Credit: Benita Kliewer, the WRENCH

## Tracking Progress

The *Garbage and Recycling Master Plan* reflects input from public participation, the general principles of zero waste, and a waste hierarchy that encourages efficient use of resources and waste minimization. This transitions the waste management emphasis in Winnipeg from disposal to diversion. The system strives for a balance among:

- environmental protection - through increased diversion, decreased burial of waste and decreased greenhouse gas emissions
- program costs - understanding that City residents are affected by the costs associated with all program changes
- social considerations - understanding that waste management is a service fundamental to the needs of the community

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|
| Diversion (Residential) | 18.50% | 25.50% | 28.10% | 29.7% | 31.4% |
| Residential Waste Disposed (tonnes) | 209,741 | 201,741 | 173,897 | 176,011 | 177,845 |
| Residential Recycling Collected (tonnes) | 45,835 | 48,087 | 53,657 | 54,465 | 55,697 |
| Leaf and Yard Waste Program (tonnes) | 6,598 | 10,081 | 23,223 | 29,754 | 32,947 |

## Web Links

**Current Water and Waste Initiatives**
www.wwdengage.winnipeg.ca

**Garbage and Recycling Services**
www.winnipeg.ca/waterandwaste/recycle
www.winnipeg.ca/waterandwaste/garbage

**2015 highlights include:**

- A 70% increase from the 2011 diversion rate.
- A 15% decrease in in the amount of garbage disposed of in 2011
- A 21% increase in the amount of recyclables collected since 2011
- 5 times more yard waste collected than in 2011.

# WATER QUALITY AND CONSUMPTION

Safe drinking water is an absolute requirement to protect public health within our community, and Winnipeggers expect the City to take all necessary steps to provide this essential resource. While Winnipeg has an abundant water supply, we still need to be diligent in using it responsibly and sustainably. The City will continue to provide safe and reliable drinking water and promote water conservation.

## Policy Direction

*OurWinnipeg* sets a direction to ensure the quality and safety of our drinking water as well as maximizing our existing water supply and ensuring the availability of future water supplies.

In Manitoba, public water systems are regulated under The *Drinking Water Safety Act*. The City has a Public Water System Operating License PWS-09-412-01, which sets limits and requirements for the operation of the water supply system and drinking water quality.

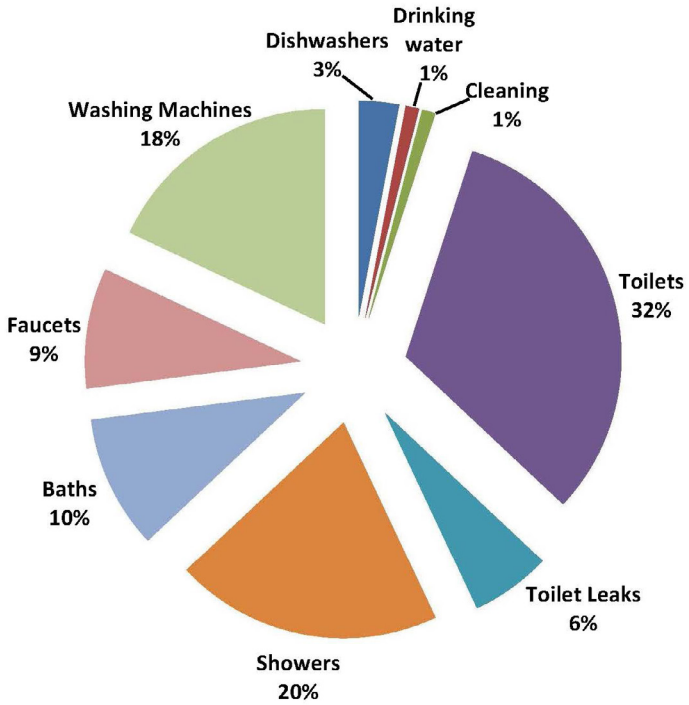
## Recent City and Community Activities

The Water Conservation program actively promotes the Residential Toilet Replacement Credit Program. Since the program's inception in October 2009, approximately 18,200 credits have been approved, resulting in approximately 400 million litres of annual water savings. The average daily water consumed in 2015 was 168 million litres per day, meaning the City is saving more than two days of treated drinking water annually.

The City continued its partnership with the United States Environmental Protection Agency's (EPA) WaterSense program to promote water efficient fixtures in Winnipeg. The WaterSense label ensures consumer confidence and applies to toilets, urinals, showerheads, bathroom faucets and landscape irrigation controllers.

The Water Conservation program promoted WaterSense's "Fix a Leak Week" in March 2015, by encouraging residents to "get a handle on leaks". A number of short videos about using your water meter as a leak detector and checking your toilets for leaks are available on the City's website.

The City continued its partnership with FortWhyte Alive to promote the Youth Water Education Program for middle year students in Winnipeg. FortWhyte Alive continued its participation in "Fix a Leak Week" by having a Leak Detector Challenge for Winnipeg schools. In the fall of 2015, six schools participated, resulting in approximately 5,000 litres per day in water savings from repaired leaks.




Winnipeg Residential Indoor Water Use

## Tracking Progress

Water use in Winnipeg has continued to decline since a peak in 1990. The amount of water we consume has decreased by more than 41% from 399 litres per capita per day (L/c/d) in 1990 to 234 L/c/d in 2015. The majority of this decrease can be attributed to the promotion of water conservation programs, water efficient technology and government regulations, such as the 2011 *Manitoba Plumbing code*. In this code, maximum flow rates are listed for toilets, showerheads and faucets. Declining per capita water use allows the City to maintain our abundant water supply and defer capital water infrastructure upgrades.

Winnipeggers enjoy drinking water quality above and beyond the guidelines set out by Health Canada. An Annual Report documenting the drinking water supplied to our customers is submitted to the Office of Drinking Water and is available on the City's website.

## Web Links

**City of Winnipeg – Water Services**
www.winnipeg.ca/waterandwaste/water

**City of Winnipeg Water Conservation Program – Residential Toilet Replacement Credit Program**
www.winnipeg.ca/waterandwaste/water/conservation/toiletreplacement

**City of Winnipeg Water Conservation Program – Fix a Leak Week**
www.winnipeg.ca/waterandwaste/water/conservation/fixLeakWeek

**City of Winnipeg – Water Supply System Annual Report**
www.winnipeg.ca/waterandwaste/water/qualityReport.stm

**City of Winnipeg – Billed Water Consumption Report**
www.winnipeg.ca/waterandwaste/water/conservation/consumptionReport.stm

# TRANSPORTATION

The ability to provide innovative transportation choices is necessary in supporting *OurWinnipeg*. An anticipated 250,000 new people will call Winnipeg and the surrounding area home by 2031—the highest levels of growth in decades. This growth will result in considerably increased transportation demands, requiring significant changes to the transportation system to accommodate them. The economic prosperity of our city as envisioned in *OurWinnipeg* also depends on the effective and efficient movement of people and goods, and with it, the need for a transportation network that provides sustainable choices.

## Policy Direction

A number of key strategic goals, each built on the strength of the vision and directions established in *OurWinnipeg* and its supporting Directions Strategies form the basis for the *Transportation Master Plan*.

Together, these policy documents stress the importance of integrating transportation and land use planning to ensure that the transportation network supports the city's urban structure through the concept of complete communities. Intrinsic to this is the provision of well maintained, safe and accessible transportation options for residents of all ages and abilities.

## Recent City and Community Activities

In 2015, City Council approved the Pedestrian and Cycling Strategies to shape changes in infrastructure and support programs to encourage walking and cycling in Winnipeg. Because of these strategies, functional studies were started for protected bike lanes on Garry Street, Fort Street and McDermot Avenue, and an enhanced pedestrian and cyclist crossing across Main Street at Assiniboine Avenue. A new non-regional sidewalk budget was also established to support projects that will expand and enhance pedestrian networks.

Public Works continued to make city-wide improvements benefitting pedestrians at signalized intersections. These include the installation of Accessible Pedestrian Signals (APS) providing audible information for people with visual impairments, and the incorporation of Pedestrian Countdown Signals (PCS).

Preparations for Stage 2 of the Southwest Transitway continued, and in 2015, funding from all three levels of government was confirmed. Three proponents were shortlisted to submit proposals to participate in the public-private partnership (P3) to develop, construct, finance and maintain the project. Construction is expected to begin in 2016, with a goal to be open for service in April 2020.

In 2015, further development of Transit's electronic fare collection system included testing and development of the smart card system, which is expected to roll out in 2016. Accessibility and general improvements were also made to approximately 50 transit stops through the stop upgrade program. In addition, the multi-year electric bus demonstration is ongoing, with three buses in full-time service.




Testing of electric buses on the 20 Academy-Watt route
Credit: Nik Thavisone

Carsharing continues to grow in Winnipeg's central neighbourhoods, offering a practical solution for residents who want occasional access to a vehicle or who want to avoid purchasing a second household vehicle. Local carshare service Peg City Car Co-op's fleet has now expanded to 22 vehicles in seven neighbourhoods.

Design studies continued in 2015 for improvements to the regional road network. These include a preliminary design study for the Waverley Underpass, and functional design studies for Marion Street, the Chief Peguis Trail Extension, the William Clement Parkway Extension and the CPR Yards Crossing.

Progress is on track for the Traffic Management Centre to be operational by the end of 2016. This centre will monitor and adjust traffic signal time and respond in real-time to potential transportation system problems.

The Transportation Division continues to streamline and improve processes and project delivery according to the City's asset management plan, which focuses on delivering services based on established levels of service, at an acceptable level of risk, while minimizing the costs of owning, operating, maintaining, and supporting assets. The Transportation Division is currently developing multi-year business cases and providing input for departmental asset management plans, including information about Winnipeg's transportation infrastructure.

## Web Links

**Transportation Master Plan**
www.transportation.speakupwinnipeg.com/

**Winnipeg Transit**
www.winnipegtransit.com/en

**Peg City Car Co-op**
www.pegcitycarcoop.ca

## Tracking Progress

- In 2015, the City began to implement the 2014 Performance Measurement Strategy. Public Works continues to expand and improve data sources and data collection methods to enhance the City's ability to track performance and mode share over time.
- 436 (67%) of all signalized intersections are now equipped with Audible Pedestrian Signals. 127 (20%) are equipped with countdown timers.
- As a result of the dedicated purchase of low floor accessible buses through Transit's annual bus replacement program, Transit's fleet is expected to be fully accessible by 2017.

# SAFETY AND CRIME PREVENTION

Providing an environment where our personal, social and economic goals can be pursued depends on the safety and security of Winnipeg's citizens and its visitors. Crime prevention and reduction, emergency preparedness and safety maintenance are important factors in maintaining a vibrant and sustainable Winnipeg. The directions identified in *OurWinnipeg* establish the foundation from which we can focus our efforts, ensure that security related problems are addressed, and develop a reputation of being a safe city.

## Policy Direction

*OurWinnipeg* provides eleven specific directions addressing safety and security related concerns. Each recognizes that reducing crime and enhancing overall safety requires a collaborative approach between various civic departments, other levels of government and the community. This includes addressing the needs of existing communities while also identifying the needs of new communities as they are planned.

## Recent City and Community Activities

In 2015, The Winnipeg Police Service (WPS) and the Winnipeg Police Board collaborated to introduce a new five-year Strategic Plan, "A Culture of Safety for All", with four key goals: less crime and victimization, engaged communities, effective and efficient service, and a healthy organization.

The WPS also released the 2016 Business Plan, which is based on the four goals noted above, and includes 20 objectives and 52 supporting actions. Established targets, measurements, and progress reporting ensure WPS actions are accountable. One action is to deliver Fair and Impartial Policing training to all WPS members. This training will help fortify community relationships and continue to build an organization that understands and reflects the community it serves.

In 2015, the WPS's Missing Persons Unit hosted 300 students for the Youth Matters Conference. The WPS partnered with various community groups to reach out to students across Winnipeg. This conference served to proactively strengthen relationships between the Winnipeg Police Service and Winnipeg's younger population. Participants attended seminars on important and immediate topics such as bullying, social media, sexual abuse and addiction.

The Enhanced Recreation Programs Initiative continues to improve quality, diversity and accessibility of recreation in Winnipeg's inner-city, by increasing programming and facility hours, introducing new programs, and facilitating participation in program design and implementation. Community Services continues to work with partners



Photo caption: Chief Devon Clunis addresses students at the Youth Matters conference organized by the WPS Missing Persons Unit and other partners. Credit: Winnipeg Police Services

to deliver LiveSAFE programs, including sports and drop-in programs for children and youth up to age 18, a Community Art Initiative, free youth swim nights, and the Check it Out! Mobile Library Service. LiveSAFE also delivers a Youth Mentorship and Leadership Development Program and a direct support and referral service for at-risk children.

The Thunder Wing Hub is a multi-sector committee providing "wrap around" services for residents within a 21 Block area in Winnipeg's North End. A Youth Committee works with the North End Renewal Corporation (NECRC) on a Recreation Delivery Strategy for area residents. A North End Recreation and Wellness Liaison will provide support and leadership for projects, and work with NECRC to address recreation needs and remove barriers to participation in programs and services.

In accordance with 21 Block Project objectives, the Community By-law Enforcement Services Division has conducted proactive Neighbourhood Liveability Sweeps in the William Whyte neighbourhood to promote community safety and wellbeing, and build community awareness.

The City also supports Status 4, a community-driven non-profit organization in Elmwood providing accessible music and media programs to youth. The program also connects youth with other community programs, encouraging choices that will result in a healthy, safe, and productive future.

## Web Links

**Winnipeg Police Service**
www.winnipeg.ca/police/

**WPS Twitter**
www.twittercom/wpgpolice

**WPS YouTube**
www.youtube.com/user/WpgPoliceService

**WPS Pinterest**
www.pinterest.com/wpgpolice

## Tracking Progress

- Winnipeg's population continues to grow, with a 1.5% population increase over the previous year. Over this same period, violent crime decreased 4.5% while property crime increased by 2.5%.
- 3,173 people participated in Winnipeg's SPIN programs, at 36 host sites.

# FIRE AND MEDICAL RESPONSE, FIRE PREVENTION, AND EMERGENCY PREPAREDNESS

The ability to provide the citizens of Winnipeg with a safe and healthy environment is vital in supporting *OurWinnipeg*. The focus of the Winnipeg Fire Paramedic Service (WFPS) is to provide emergency response to the community, supported by accident and injury prevention, education, and disaster planning.

Winnipeg is undergoing incredible change. The city is experiencing significant population growth, which is a result of increased economic activity in the business and industrial sectors. These changes are resulting in increased activity in all core service areas. WFPS's mission and values are focused on improving the quality of life and safety of the city.

## Policy Direction

*OurWinnipeg* provides a number of directions which are critical to the overall health and safety of our citizens. The WFPS is responsible for the provision of fire suppression, rescue and medical response services to victims of fire, medical, and other emergencies in order to prevent or minimize loss of life or property. WFPS also maintains valuable partnerships with organizations such as the Winnipeg Regional Health Authority; administers the Emergency Preparedness Program, delivers fire prevention programs, training and education; and is responsible for the enforcement of the Manitoba Fire Code within the City, which includes making inspections, regulating and enforcing standards, issuing licenses and issuing penalties.

## Recent City and Community Activities

**Programs and initiatives**

The Winnipeg Fire Paramedic Service (WFPS) provides emergency response and care in thousands of homes every year. Through the At-Risk Intervention Program, when responding to medical emergencies, WFPS crews identify potential hazards and individuals who, in addition to their current medical needs, have other needs that may interfere with their ability to access immediate or future medical care. Individuals are referred to appropriate community resources, addressing safety or health care concerns before they become more serious.

The successful Emergency Paramedics in the Community (EPIC) Program has changed the way paramedic services are provided to citizens, and will continue as a regular component of WFPS paramedic services. EPIC paramedics are part of a health care team from multiple agencies. To reduce the need for people to call 911, EPIC paramedics proactively visit clients to find the most appropriate resource for their health concern, and connect them with that resource in a timely way.

The new Food Truck Inspection Program was developed and piloted in cooperation with the Manitoba Office of the Fire Commissioner. The popularity (and risk) of food trucks has led the WFPS to adopt a proactive monitoring approach.

In 2015, the F1 High Hazard Industrial Inspection Program was launched, providing full fire inspections to 70 industrial properties.



Emergency Vehicles in Winnipeg. Credit: Winnipeg Fire and Paramedic Services

## Web Links

**Winnipeg Fire Paramedic Service**
www.winnipeg.ca/fps

**City of Winnipeg EmergWeb**
www.winnipeg.ca/emergweb

**Online Payment Tool for Ambulance**
www.winnipeg.ca/fps/billing/.

## Tracking Progress

Comparative, hourly operating costs for staffed "in-service" vehicles, as per the national Ontario Municipal Benchmarking Initiative, show that Winnipeg has the lowest cost per unit hour for both ambulance and fire units.

**Community Partnerships and customer service**
The Fire Prevention Branch continues to identify and partner with community groups to deliver Fire Prevention information. Age and Opportunity staff were trained in the use, maintenance and installation of smoke alarms so they could provide this service to their clients. Relationships were also established with the Professional Property Managers Association, the Canadian Condominium Association, and Manitoba Daycare Coordinators.

In response to customer requests, the Winnipeg Fire Paramedic Service implemented a new online payment tool to make it easier for customers to settle their Ambulance invoice through the City website.

**Public Education**
In 2015:

- WFPS developed a new Automatic External Defibrillator (AED) course.
- Fire Public Education expanded its summer camp program to include a second one-week camp for youth.
- Fire Public Education continued to work with English Alternative Language programs to teach the basics of fire and life safety and help newcomers understand how to access emergency services.
- A new presentation was developed to teach newcomers how and when to access 911, and what emergency services can and cannot do for them. The presentation includes discussion on the roles of hospitals, urgent care centres, walk-in clinics and family doctors.
- As part of the Arson Prevention Initiative, Public Education Officers spoke to more than 5,500 children at 43 schools.

# BUSINESS ENVIRONMENT/ ECONOMIC DEVELOPMENT

Winnipeg is in the midst of an economic resurgence. Recent City and Community Activities Our population is growing at a rate that we haven't seen in decades, our economy continues to perform well and housing prices and sales are at record levels. Winnipeggers believe in the city that they live, work and play in. They also invest and learn here and conversations with Winnipeggers through SpeakUpWinnipeg confirmed that they believe a strong economy that creates wealth, jobs, income and investment is paramount in achieving a high quality of life. With the OurWinnipeg review on the horizon, population, housing and economic forecasts are being refreshed to ensure that strategies and actions remain relevant moving forward.

## Policy Direction

*OurWinnipeg* provides a number of specific directions relating to our economy and business environment. Each direction recognizes that fostering a strong economy and favourable business environment requires continued intergovernmental cooperation, as well as collaboration with other levels of government and community partners. These include local businesses, learning institutions, the James A. Richardson International Airport and various economic development agencies.

## Recent City and Community Activities

The City engages with partners to identify and advance economic growth and opportunity. This has resulted in the pursuit of a number of leads and initiatives as the City facilitates significant policy-supported projects.

The newly expanded RBC Convention Centre hosted its first significant event in 2015 and is a key economic driver for the downtown. A number of projects were also announced that will significantly add to the residential, commercial and entertainment fabric of downtown Winnipeg.

Efforts have been made to engage the local, entrepreneurial and startup sector as evidenced by the Mayor's Small Business Summit, where attendees were asked for advice and input. These engagements will continue in an effort to ensure we are constructively responding to the needs of the small business sector.

The City is also participating with its provincial and capital region partners to align key assets and policy tools through the development of a collaborative and responsive regional growth strategy. Winnipeg also continues to earn a spot on the Intelligent Community Forum's list of Smart21 Communities.

The City continues to support Business Improvement Zones (BIZ) through a City Liaison, funding support, and the annual Mayor's BIZ Awards. Sixteen Zones represent approximately 5,000 businesses whose owners are promoting and improving the economic vitality of their business areas. In 2015, streetscape improvements were



Conversations at the Mayor's Small Business Summit

## Web Links

**Economic Development Winnipeg**
www.economicdevelopmentwinnipeg.com/

**Neighbourhoods of Winnipeg**
www.now.winnipeg.ca/

**CentreVenture Development Corporation**
www.centreventure.com

**CentrePort Canada**
www.centreportcanada.ca

supported in Osborne Village, the West End and on Provencher Boulevard. $4.75 million in BIZ levies were collected and used to lever further investment from other sources, bringing the total amount of available support to these neighbourhood based business communities to just over $8 million.

## Tracking Progress

Major economic indicators point toward healthy and stable growth in Winnipeg. According to the Conference Board of Canada in their spring metropolitan update, real gross domestic product (GDP) grew by 1.8% from 2014 to 2015, compared with 0.7% for the rest of Canada. This places Winnipeg among the leaders for economic growth, ranking 5th out of 13 large cities. Several key trends occurred to support this growth:

- Winnipeg expanded its total employment by nearly 14,000 jobs from 2014 to 2015, a 3.4% growth. The last time employment expanded by a similar amount was in 1995. Subsequently, the labour force expanded by 3.60%, and by comparison, Canada grew by 0.8%.
- The economy supported strong income growth: from 2014 to 2015 personal disposable income per capita in Winnipeg expanded by 4.2%, compared with an average of 2.8% per year from 2009-2014.
- In 2015 the population of Winnipeg was 718,400. For the past four years, an average of over 10,000 people was added to the population annually. This is exceptional growth: from 2002 to 2011 average population growth was around 4,000 per year.
- Winnipeg saw an 11% increase in housing starts – from 3,600 to 4,000 in 2015, compared with an average of about 2,500 from 2000 to 2014.

# HOUSING

Maintaining a healthy housing stock, one that is safe, well maintained, appropriate and affordable will assist in facilitating quality of life for our citizenry. Affordable and accessible housing is part of the essential mix serving a diverse population and creating complete communities.

## Policy Direction

*OurWinnipeg* sets a number of clear directions regarding housing, including:

- Supporting diverse housing options in each neighbourhood.
- Collaborating with partners to renew and regenerate Winnipeg's housing stock.
- Establishing partnerships to provide affordable housing.
- Providing leadership in property related housing standards.
- Supporting the integration of specialty housing.
- Encouraging residential development downtown.

Winnipeg's *Housing Policy*, adopted in September, 2013 and its associated Implementation Plan, adopted in April 2014, build on these policy directions by providing detailed objectives towards accommodating Winnipeg's growing and diverse housing needs in an inclusive, cooperative, and accessible manner.

## Recent City and Community Activities

In July, 2014 Council established the Live Downtown – Rental Development Grant program in partnership with the Province of Manitoba, offering incentives to strategically focus new rental property development within a defined area of Winnipeg's downtown. This program aims to establish a stable residential population necessary to spur further destination services and amenities. It also seeks to eliminate surface parking lots and create opportunities for incorporating alternative parking options. The City is currently accepting proposals under the recently announced second Request for Proposals.

The Downtown Residential Development Grant (DRDG) program, a joint City-Province program established in 2012, has resulted in completion of 258 new rental units (including 173 affordable units) and 126 condominium units (including 65 affordable units) to date. Another 800 total units have been conditionally approved but not yet constructed. While the program was fully subscribed by 2014, further growth in affordable units under this program is expected until 2018, when this program comes to a close.

The Housing Rehabilitation Investment Reserve, established in 2000, continues to provide $1 million annually for housing programs and activities that build community capacity and invest in Winnipeg's housing stock. Funding commitments are determined annually in consultation with housing stakeholders in the community. In 2015, funds supported programs and activities that include:



City of Winnipeg Housing Rehabilitation Investment Reserve at work
Credit: Winnipeg Community Services Department

## Web Links

**Financial Assistance Programs for Housing, City of Winnipeg**
www.winnipeg.ca/ppd/programs.stm

**Winnipeg Housing Policy: and Implementation Plan:**
www.winnipeg.ca/ppd/planning_housing.stm

**Neighbourhood Housing Plans**
www.winnipeg.ca/ppd/planning_nhbd_housing.stm

**Live Downtown Rental Development Grant Program**
www.demandlivesdowntown.ca

- Repairs and rehabilitation of 165 existing dwelling units
- Construction of 17 new infill units in Winnipeg's established neighbourhoods, and
- Completion of neighbourhood housing plans for the St. John's and Chalmers neighbourhoods

Neighbourhood Housing plans identify strengths and weaknesses of a neighbourhood and provide practical actions that can be used by community organizations to improve neighbourhood housing opportunities and conditions.

The City renewed its participation in the Homelessness Partnering Strategy (HPS), a federal program working in partnership with communities, provinces and territories, other federal departments and private and not-for-profit sectors to address homelessness needs and priorities. The new agreement allocates $28.7 million of resources for 2015 – 2019. HPS funding for fiscal 2016 and fiscal 2017 amounts to approximately $10.5 million, most of which will be used to implement a Housing First solution to homelessness. In 2015, the HPS was transferred from the Planning, Property and Development Department to Community Services, to better align with the City's involvement with homelessness through Community Services.

The Departmental Director was appointed as the City's representative on the Board of End Homelessness Winnipeg. In addition, the HPS team directed and supported the first ever Winnipeg Street Census, involving 19 community organizations and over 300 volunteers, to identify people living without permanent housing in Winnipeg – a critical first step in trying to identify and address the causes of homelessness in our population.

## Tracking Progress

Significant progress has been made toward goals established for several housing-related programs. The DRDG program subscribed a total of $32 million of $40 million available ($20 million City and $20 million Province) after project withdrawals are taken into consideration. The Live Downtown program has resulted in conditional approval of 99 units towards an ultimate goal of up to 750 units. The second Request for Proposals will increase this number. As of the end of 2015, an estimated 70 individuals have found housing in Winnipeg through HPS-funded organizations using a Housing First approach.

# RECREATION

The City is a leader in delivering recreation services that build healthy communities. The City's role as a recreation and wellness leader and facilitator includes working to address age, gender, ability and cultural barriers to participation. Recreation, aquatics, active living and leisure programs and services strengthen families, build healthy communities, improve quality of life, support the healthy development of children and provide an opportunity to develop leadership skills. Opportunities to participate in recreation and aquatic activities enhance life skills, community leadership development and our overall quality of life, particularly for our youth.

## Policy Direction

*OurWinnipeg* outlines six policy directions relating to recreation:

- Promote and enable opportunities for people of all age groups to be active as part of their daily lives.
- Work with community partners to provide services that are responsive to the community's recreation and leisure needs.
- Directly provide, or facilitate through partnerships, equitable access to a base level of recreation, culture and leisure services.
- Participate as a leader in planning and delivering recreation and leisure services with community partners.
- Provide or facilitate community development and recreation opportunities for vulnerable youth.
- Plan for sustainable and connected recreation infrastructure.

## Recent City and Community Activities

"As children grow, it is important that they have opportunities to develop physical literacy by participating in activities that develop the basic movement skills and sport skills in a variety of environments (on ice, in the air, on land and in the water). Physical literacy gives children the confidence, physical competence, knowledge, and understanding to engage in physical activity."

This excerpt on physical literacy was included in the fall 2015 Leisure Guide, making it easier for citizens and families to identify suitable programs.

The Winnipeg Community Sport Policy has re-defined the role of the City of Winnipeg in the delivery of sport along with each partner organization. The policy references the Canadian Sport for Life Model and identifies each Winnipeg Sport partner's role in the delivery of sport in life long physical activity. Using a community development approach and a Collective Impact Framework, the Policy partners continue to work together to increase and complement the health and wellness of Winnipeg citizens.

The City continues to invest with other funders in major recreation projects. In 2015:

- Twenty-five Community Centres were approved for up to $50,000 each for repairs, upgrades, retrofits, safety improvements and renovation projects through the Community Centre Renovation Fund.



Leisure Guide cover, Fall 2015

## Web Links

**City of Winnipeg Leisure Guide**
www.leisureonline.ca

**City of Winnipeg Recreation & Leisure**
www.winnipeg.ca/cms/recreation

**General Council of Winnipeg Community Centres**
www.gcwcc.mb.ca/

- The Transcona East End Community Club Arena was expanded to include an extra 48,000 sq ft, another indoor ice rink, a new entrance/foyer and 3,000 sq ft for recreation programming.
- The Garden City Community Centre Multi-Pad Arena was renovated to include two year-round ice surfaces, leasable space for a training centre, retail space, a full-service canteen, and a track.
- The East Elmwood Community Centre was redeveloped to include a regulation-sized gymnasium, outdoor rink, and environmentally-friendly retrofits.
- Five new spray pads were opened in locations throughout the City.

## Tracking Progress

Through partnerships with numerous organizations, institutions, and other levels of government, Recreation Services provides a broad range of programs and services to citizens. In 2015:

- The City ran over 11,000 registered swimming and recreation programs for all ages and abilities.
- Leisure Guide registration increased by 4.38% and programming areas such as Special Needs/Deaf Services and Cartown experienced registration increases of 17.72% and 17.42% respectively.
- 95% of citizens who participated in recreation programs were satisfied with programs offered by the City and 95% of citizens believe that participating in Leisure Guide Programs helped improve their quality of life.
- At five outdoor pools, the City charged no fees for public swim. 44,640 people visited these pools; a 132% increase in attendance. By reducing the fee barrier, more families (as opposed to unaccompanied children and youth) enjoyed the facilities.
- 26,922 youth participated in Free Youth Swim; an increase of 10%.
- Fifteen Spray Pads were open to the public.
- There were 200,274 hourly participant visits at 84 wading pools in 2015.

# LIBRARIES

Public Libraries enrich the lives of all Winnipeggers by providing high quality, responsive and innovative library services. They are highly valued by the community and are constantly reinventing themselves to meet the changing needs of their customers. Digital material is becoming a larger part of collections. Programming is expanding to meet the needs of both children and adults; and library spaces are becoming more collaborative and accessible. Guided by a new Strategic Plan, the Winnipeg Public Library will remain relevant to the community and adapt to new trends and ideas.

## Policy Direction

Our Winnipeg outlines four policy directions relating to Libraries:

- Implement enhanced programming for Older Adults / Seniors
- Utilize annual capital and operating budgets to ensure facilities are safe, accessible, and meet community needs.
- Offer a wide range of programs and services for all ages. Many of the programs are offered in partnership with community organizations.
- Provide mobile library services through the Outreach Services unit in high needs, high risk communities.

## Recent City and Community Activities

In January 2015, Mayor Brian Bowman, Councillor Marty Morantz, and over 400 residents and school children helped open the new 1,400 sq ft Charleswood Library. In its first year, it has seen double digit increases in circulation, program attendance, and public use.

After a year-long process that included public engagement, the Library launched its new 5-year Strategic Plan. This plan articulates a vision that focuses on four key priorities, 11 goals and 50 actions.

In 2015, the Library launched LyndaLibrary. This online service helps Library users learn business, software, technology and creative skills to achieve personal and professional goals. The Library also established a new partnership with the Health Sciences Centre. As part of clinic visits, pediatricians encourage parents to read to their children and visit the Library. Information and a voucher for a free book from the Library are included.

The Cornish and St. John's Libraries celebrated 100 years of service to their communities. Plans are underway to expand and renew these libraries in an accessible and historically sensitive way. In addition, the St. Vital Library received historical designation, making it the first historical building in Winnipeg representing post–WWII modernist architecture. This library also installed a new elevator to increase accessibility.

The Millennium Library's Local History Room was relocated and expanded to support growing collections and programs. In 2016, unoccupied space will be converted into a dedicated Makerspace, using $500,000 in Capital Budget funding. The Makerspace will include a new training lab, sound recording booths, a green screen recording area, and 3D print stations. The space

is intended to inspire Library users to build, design, and learn through collaboration.

In November, the Millennium Library celebrated its 10th anniversary with a Writer-in-Residence Reunion Lecture featuring Miriam Toews, a Maker Faire, and the naming of its two Indigenous Spaces by Elders Barbara and Clarence Nepinak.

In 2015, over 90,000 people participated in library programs, including Tales in the Afternoon: Readings for Grown Ups, a community seed swap, e-book one-on-one help, Little Metis Sing With Me story times, and Anishinaabemowin at Work: Ojibway Language training. The TD Summer Reading Program continued to grow as over 8,100 children tracked summer reading and attended special programs.

In October 2015, the Library supported Waste Reduction Week with a friendly battery-collecting competition. Over 2,000 kg were collected, and the West Kildonan Library was the overall winner.

## Web Links

**City of Winnipeg Library Services Division**
www.winnipeg.ca/library

**Winnipeg Public Library - At the Library Newsletter**
www.wpl.winnipeg.ca/library/whatshappening/newsletter.asp

**Winnipeg Public Library Strategic Plan 2015-2020**
www.inspiringideas.wpl.winnipeg.ca/wp-content/uploads/WPL_StrategicPlan15-20E.pdf




Cornish Library 100th Anniversary Celebration
Left to Right: Rick Watkins, Ron Robinson (as Andrew Carnegie), Karen Lesiuk

## Tracking Progress

In 2015, Libraries circulated over 5.2 million items, including over 304,000 e-books.

Over 2.9 million people visited Libraries in person and over 1.9 million visited the Library online. Customer-focused Library staff answered approximately 296,000 questions and welcomed 98,000 visitors over 4,300 programs. Citizen satisfaction with Libraries has risen to 97.1%.

# SUSTAINABILITY

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

Winnipeggers want their municipal government to be a champion for providing options and opportunities for more sustainable living. Through collaboration and continuous improvement, the City contributes to global sustainable development.

## Policy Direction

The City of Winnipeg will lead by example, measure and track progress, integrate sustainability into internal decision-making, create and invest in sustainability tools for complete communities, sustainable water and waste infrastructure, a sustainable transportation system, and continue to respect and value our natural and built environment.

## Recent City and Community Activities

Bee numbers have been declining in recent years due to pesticides, parasites, disease and loss of habitat. Bees are a species of critical importance because they are responsible for the majority of pollination. Recently, the City of Winnipeg amended the Downtown Zoning By-law 100/2004 to support properly managed apiaries for beekeeping in downtown Winnipeg. The City conducted a cross- jurisdictional analysis and researched best practices of urban beekeeping from other Canadian cities. The new City guidelines complement provincial regulations and promote good management practices for urban beekeeping. Planning, Property and Development has also created a web resource with beekeeping information and guidelines.

Trout Unlimited Canada's Yellow Fish Road program links environmental learning to stewardship action to reduce stormwater pollutants in rivers. Since its launch in April 2015, the program has reached 11,846 participants through events, presentations and workshops. The City of Winnipeg provided permission and guidance for the stormwater painting project in the Louis Riel School District of Winnipeg. The continuing interest from teachers and leaders and the positive feedback from program evaluations reinforces our effective programming. The program ends October 2017, but the painted yellow fish next to storm drains will continue to inform residents that only rain water goes down the storm drain.

Batteries and cell phones contain potentially toxic materials and can be recycled into valuable new products.



A participant in the 2015 Yellow Fish Road Storm Drain Stenciling Program on RBC Blue Water Day. Credit: Douglas Little. Photo courtesy of RBC and Trout Unlimited Canada.

## Web Links

**City of Winnipeg Greenspace**
www.winnipeg.ca/greenspace/

**Urban Beekeeping**
www.winnipeg.ca/ppd/planning/beekeeping/

**FortWhyte Alive - Yellow Fish Road**
www.fortwhyte.org/foreducators/teacherpd/yellow-fish-road/

**Winnipeg Yellow Fish Road Program Coordinator Michele Kading**
WinnipegYFR@tucanada.org

Through public dropoff sites located at City facilities (libraries, fire halls, police stations, civic offices), Winnipeggers sent over 7,000 kilograms of batteries and cell phones for responsible recycling in 2015.

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

## Tracking Progress

In 2015, Council approved the establishment of a corporate waste diversion target of 50% by 2020. In response, the City has been working to develop a comprehensive corporate waste diversion strategy that includes baselines and benchmarks. On May 1, 2015, the Planning, Property and Development Department (PP&D) initiated a compost and waste reduction pilot project for almost 300 staff located in Fort Garry Place offices. The project successfully diverted 1728.64 kilograms of organic materials in the first eight months of operation. Building on the success of the compost and waste reduction pilot project undertaken at PP&D, the City is also implementing a one-year organics program at the Grace Café, located in City Hall.

# NATURAL ENVIRONMENT

The natural environment is essential to our city. Our local environment is the foundation for our economic and social health. Our approach to preserving the natural environment is one of shared responsibility as we work with citizens to reduce the environmental impact of our actions.

## Policy Direction

The City will continue to respect and value our natural and built environment by:

- Reducing the environmental impact of our actions.
- Recognizing and preserving Winnipeg's parks, green spaces and riverbanks as green oases in our urban setting.
- Setting long range goals for solid waste diversion.
- Collaborating to ensure water and air quality.
- Providing safe and effective pest and weed control in City operations.
- Enabling the protection of ecologically significant lands.
- Promoting the use of rivers and riverbanks.
- Supporting waterway management.
- Protecting and enhancing the urban forest.

## Recent City and Community Activities

In 2015, the Living Prairie Museum and Friends of the Living Prairie Museum worked together to secure federal funding for the project Education for Conservation: Prairie Pollinators and Beneficial Insects. This two-year project focuses on educating the public about pollinators, while also working to create and conserve pollinator habitat. In addition, the Living Prairie Museum helped five more schools plant prairie flowers that will serve as host plants and nectar sources for a variety of butterfly species.

Living Prairie Museum has also been working to help citizens create habitat for monarchs. For the last nine years, museum staff have provided free milkweed as either locally collected seed, or as seedlings. Approximately 2700 milkweed seedlings have been distributed during our annual Monarch Butterfly Festival in July, and thousands of seeds are given away at the museum and community events each year.

In 2015, Living Prairie Museum produced 8700 g of native prairie seeds. Wildflower seedlings provided a benefit to pollinators in several park restoration projects across the City. In addition, over 70 native species including trees, shrubs, wildflowers and grasses were planted in 2015 habitat restoration projects.

Required maintenance of restored prairie can produce substantial amounts of biomass. The City of Winnipeg worked with the International Institute of Sustainable Development to turn that biomass into energy. Prairie grasses were combined with cattail and turned into pellets which were burned in a pellet stove at the Living Prairie Museum to help heat the facility in a sustainable and carbon neutral way.

Similarly, the Water and Waste Department in partnership with International Institute of Sustainable Development conducted a pilot project of composting cattails harvested from land drains. This resulted in diverting approximately 460 tonnes of organic material from the landfill, and recycling nutrients into a valuable soil amendment product.

In 2015, Council approved a funding increase of approximately $2.69 million for the insect control program, as well as a move to a 100% biological larviciding program as it is an effective and environmentally friendly approach to controlling mosquitoes.

## Web Links

**Cattails for Clean Community Waterways**
www.iisd.org/library/cattails-clean-community-waterways

**City of Winnipeg Parks and Fields**
www.winnipeg.ca/publicworks/ParksandFields/

**City of Winnipeg Urban Forestry**
www.winnipeg.ca/publicworks/parksOpenSpace/UrbanForestry/default.stm

**City of Winnipeg Living Prairie Museum**
www.livingprairie.org
www.winnipeg.ca/livingprairie
www.winnipeg.ca/publicworks/naturalist/livingprairie/

**Invasive Species Council of Manitoba**
www.invasivespeciesmanitoba.com/site/



Crafts, face painting, and street painting are all part of the fun at the Living Prairie Museum's Monarch Butterfly Festival. Credit: Living Prairie Museum

## Tracking Progress

Dutch elm disease (DED) was identified in Winnipeg in 1975. At that time, a count of the City's American elm population was conducted. Since that original count of approximately 275,000 American elm trees, Winnipeg has been tracking our elm population. In addition, from 2013-2015, the City worked to identify American elms on private property and natural areas. In 2015, the total American elm inventory was estimated to be 236,017 American elm trees with 177,647 located on private property and in natural areas, and 58,370 located on boulevards, in parks and open spaces. This updated and more comprehensive inventory is valuable in identifying resources required to continue to protect our urban forest from losses due to DED and determine how to effectively manage the disease to preserve our elm canopy.

# ENERGY AND EMISSIONS

Climate change poses significant social, economic, and environmental implications for Winnipeggers. Southern Manitoba is already feeling the early consequences of these changes, and much greater change is expected in the coming decades. While anticipating and adapting to the inevitable impact on our city, we also need a concerted local effort to meet our global responsibility in reducing emissions and mitigating the long term consequences of a rapidly changing climate.

## Policy Direction

A Sustainable Winnipeg incorporates three important strategies related to climate change:

- Maintain a Climate Change Action Plan to reduce the City of Winnipeg's operational greenhouse gas emissions by a further 20 per cent below 1998 levels.
- Create and maintain an action plan to reduce Winnipeg's community-wide greenhouse gas emissions by 6 per cent below 1998 levels.
- Establish corporate and community-wide reduction targets for 2020 and 2035.

## Recent City and Community Activities

Decomposing organic waste in landfills produces a gas mostly made of methane, a harmful greenhouse gas that is 21 times more potent than carbon dioxide in terms of its global warming potential. As of 2013, Phase 1 of the methane gas recapture project at the Brady Road Landfill was fully implemented. The methane gas collection system was built in a completed part of the landfill, where the garbage is over 30 years old. It consists of 42 gas collection wells that average 21 metres deep and 61 centimetres in diameter. A vacuum compressor draws the landfill gas from the wells into seven kilometres of underground piping, to a blower. The gas is then blown to the flare, where it is combusted at 871 degrees Celsius.

By collecting and flaring methane gas, carbon dioxide (a lessharmful gas) is produced, odours are reduced, and annual greenhouse gas emissions are reduced.

In 2015, the Winnipeg Fleet Management Agency (WFMA) administration facility at 770 Ross Avenue was added to the Energy Star Portfolio Manager program, so that utility consumption can be benchmarked and tracked. Going forward, WFMA will continue to add shop facilities to the Energy Star Portfolio Manager. The WFMA has also implemented a light bulb and ballast recycling program, and the Call2Recycle battery recycling program. In order to further track progress, WMNA has created a Green Fleet Advisory Committee with departmental representation to help accomplish action items listed in the Green Fleet Plan.

## Tracking Progress

The City of Winnipeg continued replacing existing traffic signals with high-efficiency LED signals in 2015. Now more than 95% complete, this successful project has reduced electricity use in the traffic signals by over 50%.

In 2015, annual greenhouse gas emissions were reduced by the equivalent of 110,314 tonnes of carbon dioxide, due to the methane gas recapture project. Future expansion of the collection system is planned in 2016. With the additional collection capacity, 2017 reductions could increase to the equivalent of 210,000 tonnes of carbon dioxide.

## Web Links

**City of Winnipeg Brady Road Methane Gas Collection System**
www.winnipeg.ca/waterandwaste/garbage/bradyMethane.stm



Methane gas collection system at Brady Landfill. Credit: Comcor Environmental Ltd.

# HERITAGE

Historic places offer social, economic and environmental benefits that enhance the quality of life in our city, and our shared heritage provides the connecting fabric that links us together as Canadians and as Winnipeggers. Winnipeg has an impressive array of such places, including more than 230 heritage buildings and the Exchange District National Historic Site. The City values these heritage assets and is committed to their sustainability, conservation and adaptive reuse.

## Policy Direction

*OurWinnipeg* outlines six policy directions relating to Heritage:

- Plan for heritage conservation.
- Conserve, protect and celebrate the significant heritage resources that illustrate the broad range of Winnipeg's heritage values.
- Provide leadership in heritage conservation that links to broader civic goals of economic development, sustainability and neighbourhood planning.
- Conserve Downtown's rich legacy of heritage resources that provide significant and sustainable development opportunities.
- Enhance the viability of the Exchange District National Historic Site.
- Plan for the sustainable development of healthy neighbourhoods based on their particular historic identity and character.

## Recent City and Community Activities

The Historical Resources By-law continues to protect and conserve buildings, land, elements of a building or land, or areas of special architectural or historic interest. It also broadens the scope for heritage recognition, creates new options for listings, allows more input in recognizing heritage resources via a the nomination process, brings more clarity, transparency and fairness to owners, and ensures compatibility with *The City of Winnipeg Charter* and *OurWinnipeg*.

A policy and procedures framework study was undertaken to examine successful models of Heritage Conservation Districts, both nationally and internationally. This study included input received through community consultation sessions to develop a Winnipeg model for heritage districts. The City is exploring the implementation of a Heritage Conservation Districts Study and Plan for the Armstrong's Point Neighbourhood. Policy and procedures will be proposed and submitted for Council review.

The City continues to provide financial assistance for the conservation of historical resources. To date, over 42 buildings have been approved through the Heritage Conservation Tax Credit program, ranging in value from $10,000 to $1.7 million. The Gail Parvin Hammequist City-Wide Program provides financial assistance to individuals and various types of organizations for initiatives that preserve and interpret Winnipeg's rich heritage. Financial assistance is available through Historical Resource Conservation Grants and Heritage Research & Interpretive Grants.



Historic photo of Winnipeg City Hall (centre), which was listed as a historical resource by the City of Winnipeg on January 5. 2015. Credit: Unknown. Photo courtesy of the City of Winnipeg Archives Collection.

The East Exchange Heritage Implementation Strategy was developed to explore interpretive opportunities for the unique East Exchange area, which is undergoing significant re-development. The strategy proposes a number of ways to celebrate the area's history, and includes historic information for properties where owners/developers could develop interpretive material.

## Tracking Progress

Heritage conservation is a dynamic concept influenced by community support and input, particularly from building owners. The indicators noted in this report present a picture of the overall performance of the city – including viability of our heritage stock, emerging trends (demand to designate) and changing development factors within Winnipeg

In 2015, the Historical Buildings and Resources Committee (HBRC) toured 29 buildings that are nominated to be added to the List of Historical Resources. Of these, the HBRC recommended that 14 be added to the List. The Designated Committee and/or Council made the determination to place 12 buildings on the List of Historical Resources. The HBRC made a recommendation to decline the removal of one building from the List of Historical Resources, and the Designated Committee concurred with the HBRC's recommendation.

## Web Links

**Heritage Conservation, City of Winnipeg**
www.winnipeg.ca/ppd/historic/historic.stm

**Provincial Heritage Sites, Province of Manitoba**
www.gov.mb.ca/chc/hrb/prov/index.html

**Canada's Historic Places**
www.historicplaces.ca

# REINVESTMENT AND VITALITY

The City continues to collaborate with community stakeholders and with other levels of government to encourage, build, and maintain vibrant and safe neighbourhoods. Pride and a sense of community ownership are important to healthy neighbourhoods where people feel safe. The City is actively supporting the efforts of residents and local neighbourhood associations to develop and maintain safe, orderly, viable and sustainable communities and to promote and maintain the health, safety, and wellbeing of residents. These efforts are supported by regulatory tools and outreach. Community By-Law Enforcement Services engages communities where decline has been identified to expedite revitalization initiatives by educating, engaging, and enforcing by-law such as the Neighbourhood Liveability By-law and Vacant Building By-law.

## Policy Direction

*OurWinnipeg* sets a number of priorities for promoting the increased vitality of reinvestment neighborhoods, including:

- Strive to eliminate derelict buildings.
- Deliver a coordinated integrated, and seamless service response to address community needs and priorities that contribute to building healthy communities.
- Work in partnership with communities to identify and address neighbourhood issues.
- Maintain the health and safety of neighbourhoods by enforcing animal control by-laws and promoting responsible pet ownership.
- Promote cleanliness and beautification.
- Recognize and support the essential role that volunteers and volunteerism play in building a healthy and vibrant Winnipeg.
- Working through community partnerships, respond to food needs as identified by communities.

## Recent City and Community Activities

Delivering services in community-based facilities by partnering with local organizations has been a successful approach to encourage, build, and maintain safer communities. Partnerships and civic engagement help assess community needs and priorities, and coordinate services that support local vision.

In 2015, Community By-law Enforcement Officers and our leadership team coordinated or participated in 40 outreach initiatives, reaching 1,576 community leaders and residents, to improve outcomes and efficiencies of existing inspection and enforcement programs. Community leaders have reported significant improvements as a result of these partnerships. Through a combination of proactive by-law investigations and community engagement, there was an overall reduction in 311 service requests in 2015. Compliance with Orders for property standards violations continues to be high, with the majority of issues resolved by the property owner, without City enforcement.

Since the Vacant Buildings By-law was enacted in 2010, the number of derelict vacant buildings has decreased. In 2015, 289 commercial and residential vacant buildings were reported, and the City successfully removed 180 existing vacant buildings from the program.

In October 2014, the City added the boarded building inspection component to its operations. This provided for improved inspection efficiencies, and the streamlining of enforcement activities. The goal is to continue using available tools to encourage property owners to repair and reoccupy vacant buildings, and discourage boarding.

## Tracking Progress

In 2015, Community By-law Enforcement Services:

- received 14,384 service requests
- conducted 3,118 proactive Community By-law Enforcement Officer-initiated investigations.
- 29,752 on-site inspections were conducted by 18 Community By-law Enforcement Officers and 4 seasonal By-law Support Workers (1FTE).
- 6,158 Compliance Orders were issued.



Community By-law Enforcement Officers in action. Credit: Community By-law Enforcement Services

## Web Links

**Neighbourhood Liveability by-law**
www.clkapps.winnipeg.ca/dmis/docext/ViewDoc.asp?DocumentTypeId=1&DocId=3996

**Vacant Buildings by-law**
www.clkapps.winnipeg.ca/dmis/docext/ViewDoc.asp?DocumentTypeId=1&DocId=5239

# DIVERSITY AND INCLUSION

The City of Winnipeg is committed to continually building a strong, diverse, capable workforce with a focus on attracting, engaging and developing employees while offering a safe, healthy and well workplace (Our City – Our People Plan – Focus 2012). The City of Winnipeg continues to encourage and foster inclusion and equity for everyone.

## Policy Direction

To support the goal of building a strong and diverse workforce, diversity related training is provided to public service employees. This training allows the City to continue its efforts to attract and maintain a more diverse and respectful workplace, as well as ensure the services provided in all the departments are sensitive to the needs of a culturally diverse community.

The City also strives to ensure services are delivered in a respectful and inclusive manner. To support this goal the City of Winnipeg has a Citizen Equity Committee (CEC). The CEC advises the Mayor and Council on equity and diversity issues related to City of Winnipeg policies, procedures and services.

## Recent City and Community Activities

In 2015, over 1,000 employees attended diversity related training offered through the corporate-wide employee development program. Another 210 employees attended diversity-related training offered through their own departments.

The City has an active outreach program and City representatives attend career fairs and conduct employment presentations to agencies that assist Indigenous people, newcomers, and persons with disabilities in obtaining employment.

In 2015, the City created five paid internships and eleven unpaid work experiences in five different departments for Indigenous people, newcomers and persons with disabilities.

On June 3, Success Skills Centre awarded the City of Winnipeg with the 'Immigrant Advocate Award' to recognize our contributions towards supporting newcomers by participating in Employer Networking events and providing unpaid work experience opportunities.

The City has been a member of Pride at Work Canada since 2012. Since 2002, the City of Winnipeg has participated in the kickoff of Pride Week by raising the Pride Flag at City Hall. All employees were invited to attend the Pride Flag raising on June 12, 2015 in the City Hall courtyard. Several Departments displayed a rainbow Pride Flag in a high traffic area in the workplace to show support for Pride Week. Also in June, the City of Winnipeg hosted a lunch hour event for all employees at City Hall Courtyard to celebrate National Aboriginal Day.

In July, recommendations stemming from an initiative called 'Creating Opportunities for Persons with Disabilities' were communicated to the City's human resource staff. The intent of these recommendations is to support and promote a workplace culture of inclusion where persons with disabilities are recruited and retained into positions of meaningful employment.

In July and August, the Winnipeg Police Service and the Fire Paramedic Service each hosted Aboriginal and Newcomer Youth Career Weeks to encourage and promote employment as Police Officers, Cadets, Firefighters and Paramedics.

October is 'Disability Employment Awareness Month' and the City participated in a variety of events which included employment presentations, a workplace tour at 311, sponsorship of the 2015 EmployABILITY Expo, and co-sponsorship with Manitoba Employment Equity Practitioners Association (MEEPA) of a workshop on the Accessibility for Manitobans Act.

## Web Links

**Diversity Commitment**
www.winnipeg.ca/isext/diverse_workforce/equity_diversity.stm

**Newcomers to Winnipeg**
www.winnipeg.ca/interhom/guide/default.stm



Youth Career Weeks promote employment options for Aboriginal and Newcomer youth. Credit: Carole Frechette

## Tracking Progress

In 2014, representation from all four designated groups (women, Aboriginal people, visible minority members, persons with disabilities) increased. The benchmark is based on the labour market availability (LMA). The LMA refers to people in the labour market who have the necessary qualifications to occupy a particular position. The LMA is derived from the 2011 Census and the 2012 Canadian Survey on Disability.

**Workplace diversity by designated group**

| Performance Measurement | 2014 | 2015 | Benchmark |
|---|---|---|---|
| Women | 30.0% | 30.5% | 31.0% |
| Aboriginal People | 8.8% | 9.2% | 10.2% |
| Visible Minority Members | 10.7% | 11.6% | 11.6% |
| Persons with Disabilities | 5.2% | 5.0% | 5.0% |

# ABORIGINAL COMMUNITY

The City of Winnipeg recognizes the importance of the original people – the First Nations, Metis, and Inuit – to the founding of our city. Each contributed culture, values, and vision which will continue to be important to our shared future. Today, the vibrant, diverse people who make up the larger Aboriginal community enrich and enliven the social fabric of Winnipeg: they remain vital to our economic and cultural future.

## Policy Direction

*OurWinnipeg* sets two policy directions that speak specifically to the Aboriginal community:

- Acknowledge that Aboriginal Winnipeggers bring a diverse richness of cultures, traditions, languages, teachings, values, skills and perspectives to our city.
- Foster opportunities for Aboriginal Winnipeggers, particularly youth, to obtain meaningful employment by building on current civic practices, processes and community partnerships.

Additionally, several policy directions and strategies in the Recreation, Libraries and Quality of Life sections of *OurWinnipeg* inform how the City engages and collaborates with the Aboriginal community.

A significant program in this area is the Aboriginal Youth Strategy or Oshki Annishinabe Nigaaniwak ("Young Aboriginal People Leading"). The mission of this strategy is to give Aboriginal youth positive opportunities in the community and civic system by bridging and providing culturally appropriate programs and supports related to employment, literacy and recreation to increase resiliency, self-sustainability, pride and future opportunities.

Building on the strategy's success, the City of Winnipeg established an Aboriginal Relations Division in 2013 which provides a stronger foundation to serve the community, and will lead to a more coordinated, strategic approach to existing and new initiatives.

## Recent City and Community Activities

In June 2015, Winnipeg announced members of the new Mayor's Indigenous Advisory Circle (MIAC) to advise on policies the City can implement to continue to build awareness, and build bridges and understanding between the Aboriginal and non-Aboriginal community. With the release of the Truth and Reconciliation Commission's 94 Calls to Action, the City of Winnipeg began addressing the significant work required to support implementation of the Calls to Action in 2016 and beyond.

Also in 2015, community partners and government launched The Aboriginal Carpentry Construction Trades Program. This collaborative table includes Neeginan College of Applied Technology, Centre for Aboriginal Human Resource Development (CAHRD), Building Urban Industries for Local Development (BUILD), Apprenticeship Manitoba and the City of Winnipeg's Aboriginal Youth Strategy, Oshki Annishinabe Nigaaniwak. This co-op program will provide valuable employment skills and connections to the carpentry and construction trades; cultural, personal, education and professional supports; and carpentry Level 1 Apprenticeship certification.

Oshki Annishinabe Nigaaniwak, the City of Winnipeg's Aboriginal Youth Strategy, fosters partnerships with community organizations who deliver youth-focused programming related to education, recreation, and

employment. This strategy builds on the strengths of community partners who have the knowledge to develop and deliver culturally relevant and unique programs that have positive impacts for individuals, families, and our community.

The Oshki Annishinabe Nigaaniwak (OAN) - Fire Paramedic Service (FPS) Primary Care Paramedic program – completed in June of 2014 with a 100% graduation rate! Sixteen First Nation and Metis youth participated in a nine month training program conducted by WFPS Training Academy. As of February 2015, nine of the sixteen graduates have been hired by WFPS as Primary Care Paramedics.

## Web Links

**City of Winnipeg - Aboriginal Relations Division**
www.winnipeg.ca/corp/ard/default.stm

**City of Winnipeg - Oshki Annishinabe Nigaaniwak**
www.winnipeg.ca/Corp/ard/oan/



Indigenous Relations Board Room Mural, featuring symbols of all three Indigenous groups, by artist Brian Gasenzer. Credit: Aboriginal Relations Division

## Tracking Progress

The following was achieved through partnerships with civic departments and community organizations:

- 15 youth began level 1 trades training
- 20 youth between the ages of 15-18 participated in Summer Career Weeks in July 2015.
- 19 Aboriginal youth successfully completed internships and work placements with various City departments.
- 12 Aboriginal youth from grades 7-12 received Aboriginal Scholarship and Service Awards.
- 16 Aboriginal youth received Next Step Awards to improve access to employment and education opportunities.
- 10 Aboriginal youth received tuition scholarships.
- 6 Aboriginal youth were honoured with Citizen Equity Committee Youth Role Model awards.
- 318 Aboriginal youth participated in community-based employment and employment development programs and over 200 youth found employment, returned to high school, or began a post-secondary program.
- Over 700 training course certificates and diplomas were obtained by youth to build skill in youth recreation, trades training, customer service, CPR/First Aid, coaching, and health and wellness.
- Over 5,500 drop-in visits at Ndinawe's Youth Resource Centre Recreation Program increased access to recreation based programming in the community.
- The Aboriginal Relations Division responded to over 228 inquiries related to sponsorship requests, career opportunities, opportunities for youth under Oshki Annishinabe Nigaaniwak, information about the work of the division, invitations to community events, and requests to meet with Aboriginal businesses.

# AGE-FRIENDLY COMMUNITY AND UNIVERSAL DESIGN

Growth in Winnipeg provides opportunity not only to reflect who our population is today, but also to plan for who they will be tomorrow. Inclusion is a term that Winnipeg is known for. Diverse cultures, needs and ages are celebrated and supported through the design and development of existing and new neighbourhoods.

Whether older, more established neighbourhoods are being refurbished or new communities are being developed, Winnipeg ensures all its citizens can access both essential and recreational services and facilities.

## Policy Direction

Winnipeg's citizens have asked that *OurWinnipeg* focus on sustainable, healthy and accessible communities where people of all ages and abilities are welcome to carry out their daily tasks of living. There is an excitement that the growth in population and development Winnipeg is currently experiencing has encouraged people to not only stay in Winnipeg as they retire but to make Winnipeg their new home as they arrive from other places. This increase comes not only with economic benefit but an increased need to be inclusive.

## Recent City and Community Activities

**Age-Friendly**
In June 2014 The Province of Manitoba provided the City of Winnipeg with the Age-Friendly designation. According to the World Health Organization, "In an age-friendly community, policies, services and structures related to the physical and social environment are designed to support and enable older people to 'age actively' – that is, to live in security, enjoy good health and continue to participate fully in society". The age-friendly community's model recognizes that what is good for older adults is also good for a young parent with a baby stroller, and everyone in between.

The Mayor's Age Friendly and Seniors Advisory Committee continues to meet monthly, responding to age-related needs and preferences, and working towards inclusion and contribution in all areas of community life.

Winnipeg Transit's Travel training program, designed to develop capacity for older adults using transit, has been well received. Additionally, the City is organizing ongoing education and awareness campaigns around low floor buses, bus etiquette and new technology to support an age-friendly public transportation system.

In 2015, the Mayor's Age Friendly and Seniors Advisory Committee completed its consultations with the community to raise awareness of the Age-friendly Winnipeg Action Plan and to gather input on priorities and recommendations towards an increasingly Age-friendly Winnipeg. A final report has been compiled and will be available to the public in 2016.



Universal Design feature: handrails at two different heights increase accessibility and usability at the Canadian Museum for Human Rights, winner of the 2015 Award of Excellence in Accessible Architectural Design. Credit: Ian McCausland / CMHR

## Web Links

**Age Friendly Winnipeg Action Plan 2014**
www.winnipeg.ca/interhom/Mayor/pdfs/

**Winnipeg Universal Design Policy & Accessible Design Standard**
www.winnipeg.ca/ppd/universal_design.stm

## Tracking Progress

Universal Design and Age Friendly communities are integrated concepts that can be difficult to achieve in larger centres like Winnipeg. Recent progress shows that Winnipeg continues to move towards its target of being a fully inclusive city, building on its goal to be progressive, competitive and welcoming.

**Accessibility**
The City is preparing its Accessibility Plan in response to the requirements of the 2015 Accessibility for Manitobans Act. This plan will help Winnipeg identify, remove and prevent barriers for access to City services. Cross-departmental work and internal consultations began in 2015 and as part of this process, Winnipeggers will be asked to identify their priorities in five major areas: information communications, customer service, employment, built environment, and transportation.

Through the Access Advisory Committee, the City continues to present annual Access Awards to celebrate exemplary projects and to raise awareness of the importance of accessibility and urban design.

The Third Edition of the City's Accessibility Design Standards was completed in December 2015. These standards support implementation of the City's Universal Design policy (2001) by providing design guidance for new construction and retrofits of City funded, owned, leased or occupied interior and exterior spaces and amenities. This edition ensures ongoing alignment with current best practice and adds new sections for accessible route maintenance during construction and technical requirements for zoning by-law pedestrian connections requisites within new development.

While departments have adopted universal design principles to reduce barriers, City Council continues to allocate funds to support accessibility improvements to existing facilities through the Accessibility Program. Funding for this program has increased from $250,000 in 2002 to $425,000 in 2016, and supports improvements to public facilities. Projects include installation of power door operators, lifts, washroom accessibility improvements, and wider doors.

City departments continue to work toward removing barriers to participation in their facilities, services, information and communications and products. Public Works continues to seek innovative, climate-sensitive ways to address accessibility in transportation infrastructure, and Library Services are sensitively retrofitting historic and architecturally significant library facilities to achieve universal access.

# CREATIVITY

Progressive cities around the world understand the essential role of arts, culture and creative industries to enhance of quality of life, fortify local economies, build city reputation and generate positive social benefits. The City of Winnipeg is committed to being an active steward of this central aspect of our community, with the Winnipeg Arts Council as the primary conduit of programs and resources in support of *OurWinnipeg's* cultural objectives.

## Policy Direction

*OurWinnipeg* identifies a number of directions for supporting local creativity, including:

- Continue to develop Winnipeg's unique artistic identity and diversity of expression.
- Act as a responsible steward for City-owned museums, archives and collections.
- Support a wide range of arts and cultural facilities.
- Support and enable meaningful community expression
- Foster life-long arts learning opportunities.
- Promote awareness of the richness of Winnipeg's arts and culture within and outside Winnipeg.
- Grow support for creative industries and entrepreneurs.
- Establish Winnipeg as a city of choice and desired destination for artists and creative professionals.

## Recent City and Community Activities

The Winnipeg Arts Council funds, supports and fosters the development of the arts. It also manages the City's Public Art Policy and program, and initiates arts events and critical discussion, partnering with outside agencies to facilitate free and accessible arts experiences in all areas of the city. This helps realize the vision of a creative city where art is integrated into all people's lives.

Through public events, lectures and other programs, the Art Matters program encourages Winnipeggers to express why the arts are important. In 2015, an Art Matters video series was introduced with three short videos exploring Winnipeg's diverse landscape of music and arts festivals, public art projects, and cultural institutions.

At the 2015 Mayor's Luncheon for the Arts and the Winnipeg Arts Council awards, Mayor Brian Bowman's remarks were welcomed by more than 500 people and a standing ovation. Guest speaker Robert Metcalfe of Prairie Theatre Exchange reminded everyone of our number one theme, "Why Art Matters in Winnipeg."

Since the Public Art Policy and Program was adopted in 2004, this initiative has grown to include art commissions, artist-in-residence projects and community-based initiatives. Guiding principles include creating meaningful, integrated artworks that are accessible to citizens.

Artist Gurpreet Sehra worked closely with community in the creation of Close Commons, a seating installation in Adsum Park. Three more projects were completed in



Eco Art Action, Youth WITH ART community project in process
Credit: Karen Cornelius, photo courtesy of Winnipeg Arts Council

## Web Links

**Winnipeg Arts Council**
www.winnipegarts.ca

**Cultural Map**
www.winnipegarts.ca/map/

**Arts Events Calendar**
www.winnipegarts.ca/billboard

2015, created through WITH ART and Youth WITH ART, collaborative programs where professional artists are matched with community groups to explore community identity issues and shared goals through art.

The Winnipeg Arts Council manages Urban Idea, an organization exploring the relationship between arts and city building. Urban Idea is a founding partner, with the Winnipeg Architecture Foundation, of the Architecture + Design Film Festival. The fourth annual festival presented critically acclaimed films covering topics from architecture, landscape and urban design to graphics and product design.

The Winnipeg Arts Council distributes a weekly electronic bulletin promoting hundreds of local arts events and opportunities. In 2015, the Cultural Map was updated and revised and an Artists' Directory was launched. 2015 also saw the publication of a new self-guiding book featuring all public art projects created to date. The Gallery of Public Artwork on our website continues to showcase every project completed through the Public Art Program.

## Tracking Progress

In 2015:

- The Winnipeg Arts Council funded 200 artists and arts organizations to create and present programs and events attended by more than 2.9 million people.
- Approximately 38,000 Winnipeggers participated in Culture Days, a national celebration to raise the awareness, accessibility, participation and engagement of all Canadians in the arts and cultural life of their communities.
- Over 300 Winnipeggers and visitors participated in the Public Art Tour program, walking or biking over lunch hours, on weekends, and at night, to view notable Winnipeg artworks.

# OurWinnipeg™

## REPORT TO THE COMMUNITY, 2016