Agenda – Executive Policy Committee – May 16, 2023

REPORTS

Item No. 19 Strategic Priorities Action Plan (SPAP)

COMMUNITY COMMITTEE RECOMMENDATION:

The Assiniboia, City Centre, Lord Selkirk-West Kildonan and Riel Community Committees concurred in the recommendation of the Winnipeg Public Service and recommended to the Executive Policy Committee:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan.

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

The East Kildonan-Transcona Community Committee concurred in the recommendation of the Winnipeg Public Service, as amended, and recommended to the Executive Policy Committee:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan, with the following amendments:

    A. Under Key Theme: The Downtown:

        i. Add the following new recommendation to Priority Action 1:

            "c. Renew and enhance the Wayfinding Sign System in the downtown."

        ii. In Priority Action 3, add the words "ensuring issues of accessibility and safety are addressed. Ensure we build beautiful, ex. Public Art, architecture, etc" immediately after the word "concourse"

COMMUNITY COMMITTEE RECOMMENDATION (continued):

iii. Add the following new recommendations to Priority Action 6:

"a. Include a program for Tax Increment Financing that would facility housing.

b. Lobby the Federal Government to provide funding to proactively save and preserve heritage building, such as in the Exchange District, that would provide further housing (similar to what the Federal Government has done previously in cities such as in old Montreal and Old Quebec City).

c. Set specific targets to reaching a goal of a minimum of 10% ratio of total Winnipeg population to be able to live in the downtown over the next ten years (this is the recognized best practices benchmark for successful and healthy downtown).

d. Establish a city owned site, but not-for-profit run, large farmers market, other than the forks, in the centre of the downtown (opportunity for social enterprise too), to support housing (and target key regional/neighbourhood farmer market sites to establish for food security, similar model for delivery).

e. Lobby the Province to establish an Elementary School in the next ten years, with Daycare included as part of the school, in the downtown, within the next ten years (to support families to be able to call the downtown home).

f. Provide for a system of regular and permanent City of Winnipeg Police Foot Patrols in the Downtown so safety can be enhanced to attract individuals to choose the downtown as home.

g. Fix all Streets in the Downtown within 5 years

h. Complete the Skywalk system within the next 10 years to ensure connectivity to housing nodes.

i. Strive to ensure housing projects are multi-use, supporting active street level commercial spaces, at or close to, zero lot line frontage, with landscaping and high architectural elevation standards, with housing provide on floors above main floors.

COMMUNITY COMMITTEE RECOMMENDATION (continued):

j. Use Tax Increment Financing to assist with financing new Quality Affordable Housing, working with Not-For-Profit housing groups, such as the Winnipeg Housing and Rehabilitation Corporation (WHRC), and do the same in targeted areas of the city where the demand for Quality Affordable Housing is needed.

k. Consider making the Downtown, a Mature Citizen friendly community, with services and housing that will meet their needs, and assist with the growing demographic of 55 plus."

iv. Add the following new Priority Action 7:

"7.. Proactively enforce existing City-Bylaws to clean up the downtown, requiring property owners to meet by-law requirements. Strengthen said enforcement and fines for those that fail to do so."

v. Add the following new Priority Action 8:

"8. Request of the Province to bring in a new Assessment Category for Downtown Surface Parking Lots, to allow the City to raise taxes so as to encourage said lots to be transitioned into other uses such as for Quality Affordable Housing and Parks/Gathering places to enhance the sustainability and beauty of Winnipeg's Downtown."

vi. Add the following new Priority Action 9:

"9. Target some surface Parking Lots in the Downtown for new Downtown Squares/Plaza Parks, that could include items such as gardens, water fountains, skating rinks, green spaces, and public art (work with the Indigenous community to build in indigenous art and themes to the parks to celebrate our indigenous heritage and indigenous pride)."

B. Under Key Theme: A Strong Economy:

i. Add the following new recommendations to existing Priority Action 7:

COMMUNITY COMMITTEE RECOMMENDATION (continued):

"a. Re-establish the historic Manitoba led, Provincial/Municipal Tax Sharing Agreement (PMTS), which was established by the Schreyer Government of the 1970's and permanently gave the City of Winnipeg growth revenues by dedicating a percent of Personal and Corporate Income taxes to the City.

b. Renegotiate the Provincial/City arrangement for the transfer of Social Services to the Province (which still requires the City to transfer over $20 million annually to the province from a deal of the late 90's that calculated over a period of time which included the recession of the early 1990's. With historic high employment levels of the last 30 years, the existing deal is inherently unfair. Said reduction in payments could offset needed calls for the City to assist with Mental Health, Addiction and Housing services/projects."

ii. In existing Priority Action 8, add the words "(if we are confident about the future of the City of Winnipeg, we should be confident to borrow sustainably for intergeneration New Strategic Capital Projects that will secure and facilitate Winnipeg's growth as a major Canadian City, ensuring we address Transportation, Recreation, Water and Waste, and Housing needs." immediately after "jurisdictions"

iii. Add the following new recommendations to existing Priority Action 8:

"a. Ensure that any new debt is targeted in terms of needed capital projects that are ideally intergeneration in nature (long term, to ensure more than one generation assists with the servicing of the debt, as more than one generation will benefit for long term capital upgrades to the City).

b. Ensure that any new debt has dedicated funding sources, that is stable and predictable, and will service both debt principal and interest.

COMMUNITY COMMITTEE RECOMMENDATION (continued):

c. Lobby the Federal Government to allow Winnipeg to be the first municipality in Canada to be able to issue Municipal Bonds (this would require an amendment to the Canada Banking Act, and would keep local money in the local economy, where Winnipegger's would be invited to buy City of Winnipeg Municipal Bonds, and thus avoid the City of Winnipeg having to pay interest to large corporate private banks, that keep little, of the money they earn in the local economy).

d. Create a Separate Appendix in the Operating and Capital Budget Books, that will clearly track all City borrowing, per project, and provide full debt charts, illustrating the lifetime of the debt, from its date of being borrowed, to the date of the debt retirement, so the City can track and ensure all debt is managed as efficiently as possible."

iv. Add the following new recommendation to existing Priority Action 10:

"a. Provide a plan to eliminate all combined sewers within next 10 years"

v Add the following new recommendation to existing Priority Action 12:

"a. Empower Governance Committee to provide recommendations."

vi. Add the following new recommendation to existing Priority Action 14:

"a. Subject to local democratic processes, via community committee, to ensure City does not fail to collect required upgrades to services and architectural elevations, landscaping, and parking requirements are met and that we build beautiful."

vii. Add the following new Priority Actions 19-23:

"19. Develop policy to Implement a Green Freeway Policy, to implement the Inner Ring Road system, ending the system of traffic lights on streets like Route 90 and Chief Peguis Trail, incorporating Rapid Transit and Active Transportation, along with a target date for vehicular traffic to be only Electric, Hydrogen, or Hybrid by a target future date.

COMMUNITY COMMITTEE RECOMMENDATION (continued):

20. Develop policy to Implement Light Rail Transit in Winnipeg, with its central hub being downtown Winnipeg to revitalize our downtown and provide for a modal shift required for the climate crisis.

21. Simplify the Permit and Development Application Process, to make it more user friendly, as well as speed up permit approvals.

22. Coordinate with the Province to Create a 'Open for Business Centre', where all land use and business services by both governments will be under one roof, using an 'Ambassador' system to help and guide business people.

23. Allow for Front Ending Agreements, where they make sense to address existing traffic congestion and trucking industry/business needs (ex. Jose Rizel and Plessis Road)."

C. Under Key Theme: A Livable, Safe, Healthy, Happy City:

i. In existing Priority Action 22, add the words "and not-for profit sector" immediately after "private sector partnerships"

ii. Add the following new recommendations to existing Priority Action 24:

"e. Initiate and fund strategically located new regional recreation facilities, such as done in all major Canadian Cities, modelled on the Southwest Recreation Facility and the East of the Red Rec Plex."

f. Establish a policy, via area chargers on developers, to help pay for new community clubs and/or satellite facilities for existing community clubs, to provide recreation services in new communities (development paying for development)."

iii. Add the following new Priority Actions 25-29:

"25. Establish a policy, via area charges, for new development to pay for new Fire Halls, as required.

COMMUNITY COMMITTEE RECOMMENDATION (continued):

26. Pilot Project for a Home Owner Association, where new communities would have local control and budget for extra amenities, that they would pay for, based on the well established HOA model that exists across North America.

27. City must tackle the Homelessness, Mental Health and Addiction crisis by:

    a. Implementing the recommendations from the Illicit Drug Task Force where the City of Winnipeg can play a direct or indirect leadership role.

    b. Work with the Province to greatly expand treatment centres and beds

    c. Work with the Province to establish ‘wet shelters’ that are both secular and safe.

    d. Work with the Province to establish safe and secure first stage and second stage housing for those coming out of treatment centres.

    e. Work with the Province to create more clean, safe and secure men’s and women’s and transgendered detox facilities.

    f. Work with the Province to address the crisis in Foster Care.

    g. Work with the Province to provide for safe injection sites (subject to a proper strategy and implementation of a said strategy, that ensures a system for Treatment, Prevention, and Education).

    h. Work with our largest bargaining unit, the Canadian Union of Public Employees, to expand benefit plans to cover treatment and therapy services.

    i. Work with the City of Calgary and the Province of Alberta to copy their successful systems (which is now leading the country on a sound model to address the mental health, addiction and overdoes crisis)

COMMUNITY COMMITTEE RECOMMENDATION (continued):

28. Working through the Province, lobby the Federal Government, to provide long term and sustainable funding to address the intergenerational trauma inflicted on individuals now living in Winnipeg, and caused by the 100 year plus federal policy of Residential Schools.

29. Work with the Winnipeg Food Council to establish mobile fresh food trailers/buses and to establish community indoor farmers markets (that will address food security, expand Winnipeg and Manitoba fresh and affordable food production)."

D. Under Key Theme: A Green and Growing City with Sustainable Renewable of Infrastructure:

i. Delete existing Priority Action 31 and replace with the following:

"31. Create a new green energy agency, to establish solar farms, wind farms, provide electric charging stations, to meet climate change goals and provide a new source of revenue for the City.

ii. Add the following new Priority Actions 35 and 36:

"35. Establish a Local Roads Renewal Authority and a Regional Roads Renewal Authority, that would use the existing funding from the Local Streets Renewal Reserve (LSRR) and the Regional Streets Renewal Reserve (RSRR), in order to sustainably borrow against the LSRR and RSRR, with the goal of fixing all poor or fair rated streets within the next 10 years, enhance safety via design, and provide for strategic intersection upgrades to improve the flow of traffic.

36. Establish a new Public Right-Of-Way Land Assembly budget line in the Capital Budget, that will allow City Departments to be able to proactively assemble land for new Road/Expressway/Green Freeway/Rapid Transit/BRT/LRT and Active Transportation Corridors."

COMMUNITY COMMITTEE RECOMMENDATION (continued):

E. Under Key Theme: A City That Works for Residents Through Improved Customer Service:

i. Add the following new recommendations to existing Priority Action 35:

"a. Monthly 'round table' informal meeting of only Mayor and all Councillors, to allow for a check in and to discuss any issues.

b. Monthly 'round table' informal meeting with Mayor and all Councillors with Department Heads, including Statutory Officers, to discuss any concerns and/or issues.

c. Mayor's office to establish liaison staff dedicated to working with all City Councillors, to improve communication and policy development.

d. Council to review and revise the Strategic Plan on an annual basis by a Strategic Planning session every January, as was recently done.

e. The Public Service to provide a quarterly report to Council on the implementation of the SPAP.

f. SPAP to be part of and leading every budget process."

ii. In existing Priority Action 39, add the words ", as well as review the Local Improvement Programs, including existing financing programs, to make it more user friendly and financially affordable for regular citizens and small builders." immediately after "backlane"

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

COMMUNITY COMMITTEE RECOMMENDATION:

On April 24, 2023, the Assiniboia Community Committee concurred in the recommendation of the Winnipeg Public Service and recommended to the Executive Policy Committee:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan.

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Mel Marginet submitted a communication with respect to the matter.

On April 24, 2023, the Riel Community Committee concurred in the recommendation of the Winnipeg Public Service and recommended to the Executive Policy Committee and Council:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan.

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Mel Marginet submitted a communication in respect to the matter.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

On April 25, 2023, the City Centre Community Committee concurred in the recommendation of the Winnipeg Public Service and recommended to the Executive Policy Committee:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan.

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

The following persons submitted communications with respect to the matter:

- Kyle Mytruk
- Mel Marginet, Green Action Centre
- Michael Kvern
- Shirley Forsyth

The Lord Selkirk-West Kildonan Community Committee concurred in the recommendation of the Winnipeg Public Service and recommended to the Executive Policy Committee:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan.

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Steve Snyder submitted a communication with respect to the matter.
Mel Marginet submitted a communication with respect to the matter.

On April 26, 2023, the East Kildonan-Transcona Community Committee concurred in the recommendation of the Winnipeg Public Service, as amended, and recommended to the Executive Policy Committee:

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan, with the following amendments:

    A. Under Key Theme: The Downtown:

        i. Add the following new recommendation to Priority Action 1:

            "c. Renew and enhance the Wayfinding Sign System in the downtown."

        ii. In Priority Action 3, add the words "ensuring issues of accessibility and safety are addressed. Ensure we build beautiful, ex. Public Art, architecture, etc" immediately after the word "concourse"

        iii. Add the following new recommendations to Priority Action 6:

            "a. Include a program for Tax Increment Financing that would facility housing.

            b. Lobby the Federal Government to provide funding to proactively save and preserve heritage building, such as in the Exchange District, that would provide further housing (similar to what the Federal Government has done previously in cities such as in old Montreal and Old Quebec City).

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

c. Set specific targets to reaching a goal of a minimum of 10% ratio of total Winnipeg population to be able to live in the downtown over the next ten years (this is the recognized best practices benchmark for successful and healthy downtown).

d. Establish a city owned site, but not-for-profit run, large farmers market, other than the forks, in the centre of the downtown (opportunity for social enterprise too), to support housing (and target key regional/neighbourhood farmer market sites to establish for food security, similar model for delivery).

e. Lobby the Province to establish an Elementary School in the next ten years, with Daycare included as part of the school, in the downtown, within the next ten years (to support families to be able to call the downtown home).

f. Provide for a system of regular and permanent City of Winnipeg Police Foot Patrols in the Downtown so safety can be enhanced to attract individuals to choose the downtown as home.

g. Fix all Streets in the Downtown within 5 years

h. Complete the Skywalk system within the next 10 years to ensure connectivity to housing nodes.

i. Strive to ensure housing projects are multi-use, supporting active street level commercial spaces, at or close to, zero lot line frontage, with landscaping and high architectural elevation standards, with housing provide on floors above main floors.

j. Use Tax Increment Financing to assist with financing new Quality Affordable Housing, working with Not-For-Profit housing groups, such as the Winnipeg Housing and Rehabilitation Corporation (WHRC), and do the same in targeted areas of the city where the demand for Quality Affordable Housing is needed.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

k. Consider making the Downtown, a Mature Citizen friendly community, with services and housing that will meet their needs, and assist with the growing demographic of 55 plus."

iv. Add the following new Priority Action 7:

"7. Proactively enforce existing City-Bylaws to clean up the downtown, requiring property owners to meet by-law requirements. Strengthen said enforcement and fines for those that fail to do so."

v. Add the following new Priority Action 8:

"8. Request of the Province to bring in a new Assessment Category for Downtown Surface Parking Lots, to allow the City to raise taxes so as to encourage said lots to be transitioned into other uses such as for Quality Affordable Housing and Parks/Gathering places to enhance the sustainability and beauty of Winnipeg's Downtown."

vi. Add the following new Priority Action 9:

"9. Target some surface Parking Lots in the Downtown for new Downtown Squares/Plaza Parks, that could include items such as gardens, water fountains, skating rinks, green spaces, and public art (work with the Indigenous community to build in indigenous art and themes to the parks to celebrate our indigenous heritage and indigenous pride)."

B. Under Key Theme: A Strong Economy:

i. Add the following new recommendations to existing Priority Action 7:

"a. Re-establish the historic Manitoba led, Provincial/Municipal Tax Sharing Agreement (PMTS), which was established by the Schreyer Government of the 1970's and permanently gave the City of Winnipeg growth revenues by dedicating a percent of Personal and Corporate Income taxes to the City.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

b. Renegotiate the Provincial/City arrangement for the transfer of Social Services to the Province (which still requires the City to transfer over $20 million annually to the province from a deal of the late 90's that calculated over a period of time which included the recession of the early 1990's. With historic high employment levels of the last 30 years, the existing deal is inherently unfair. Said reduction in payments could offset needed calls for the City to assist with Mental Health, Addiction and Housing services/projects."

ii. In existing Priority Action 8, add the words "(if we are confident about the future of the City of Winnipeg, we should be confident to borrow sustainably for intergeneration New Strategic Capital Projects that will secure and facilitate Winnipeg's growth as a major Canadian City, ensuring we address Transportation, Recreation, Water and Waste, and Housing needs." immediately after "jurisdictions"

iii. Add the following new recommendations to existing Priority Action 8:

"a. Ensure that any new debt is targeted in terms of needed capital projects that are ideally intergeneration in nature (long term, to ensure more than one generation assists with the servicing of the debt, as more than one generation will benefit for long term capital upgrades to the City).

b. Ensure that any new debt has dedicated funding sources, that is stable and predictable, and will service both debt principal and interest.

c. Lobby the Federal Government to allow Winnipeg to be the first municipality in Canada to be able to issue Municipal Bonds (this would require an amendment to the Canada Banking Act, and would keep local money in the local economy, where Winnipegger's would be invited to buy City of Winnipeg Municipal Bonds, and thus avoid the City of Winnipeg having to pay interest to large corporate private banks, that keep little, of the money they earn in the local economy).

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

d. Create a Separate Appendix in the Operating and Capital Budget Books, that will clearly track all City borrowing, per project, and provide full debt charts, illustrating the lifetime of the debt, from its date of being borrowed, to the date of the debt retirement, so the City can track and ensure all debt is managed as efficiently as possible."

iv. Add the following new recommendation to existing Priority Action 10:

"a. Provide a plan to eliminate all combined sewers within next 10 years"

v Add the following new recommendation to existing Priority Action 12:

"a. Empower Governance Committee to provide recommendations."

vi. Add the following new recommendation to existing Priority Action 14:

"a. Subject to local democratic processes, via community committee, to ensure City does not fail to collect required upgrades to services and architectural elevations, landscaping, and parking requirements are met and that we build beautiful."

vii. Add the following new Priority Actions 19-23:

"19. Develop policy to Implement a Green Freeway Policy, to implement the Inner Ring Road system, ending the system of traffic lights on streets like Route 90 and Chief Peguis Trail, incorporating Rapid Transit and Active Transportation, along with a target date for vehicular traffic to be only Electric, Hydrogen, or Hybrid by a target future date.

20. Develop policy to Implement Light Rail Transit in Winnipeg, with its central hub being downtown Winnipeg to revitalize our downtown and provide for a modal shift required for the climate crisis.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

21. Simplify the Permit and Development Application Process, to make it more user friendly, as well as speed up permit approvals.

22. Coordinate with the Province to Create a 'Open for Business Centre', where all land use and business services by both governments will be under one roof, using an 'Ambassador' system to help and guide business people.

23. Allow for Front Ending Agreements, where they make sense to address existing traffic congestion and trucking industry/business needs (ex. Jose Rizel and Plessis Road)."

C. Under Key Theme: A Livable, Safe, Healthy, Happy City:

i. In existing Priority Action 22, add the words "and not-for profit sector" immediately after "private sector partnerships"

ii. Add the following new recommendations to existing Priority Action 24:

"e. Initiate and fund strategically located new regional recreation facilities, such as done in all major Canadian Cities, modelled on the Southwest Recreation Facility and the East of the Red Rec Plex."

f. Establish a policy, via area chargers on developers, to help pay for new community clubs and/or satellite facilities for existing community clubs, to provide recreation services in new communities (development paying for development)."

iii. Add the following new Priority Actions 25-29:

"25. Establish a policy, via area charges, for new development to pay for new Fire Halls, as required.

26. Pilot Project for a Home Owner Association, where new communities would have local control and budget for extra amenities, that they would pay for, based on the well established HOA model that exists across North America.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

27. City must tackle the Homelessness, Mental Health and Addiction crisis by:

    a. Implementing the recommendations from the Illicit Drug Task Force where the City of Winnipeg can play a direct or indirect leadership role.

    b. Work with the Province to greatly expand treatment centres and beds

    c. Work with the Province to establish ‘wet shelters’ that are both secular and safe.

    d. Work with the Province to establish safe and secure first stage and second stage housing for those coming out of treatment centres.

    e. Work with the Province to create more clean, safe and secure men’s and women’s and transgendered detox facilities.

    f. Work with the Province to address the crisis in Foster Care.

    g. Work with the Province to provide for safe injection sites (subject to a proper strategy and implementation of a said strategy, that ensures a system for Treatment, Prevention, and Education).

    h. Work with our largest bargaining unit, the Canadian Union of Public Employees, to expand benefit plans to cover treatment and therapy services.

    i. Work with the City of Calgary and the Province of Alberta to copy their successful systems (which is now leading the country on a sound model to address the mental health, addiction and overdoes crisis)

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

28. Working through the Province, lobby the Federal Government, to provide long term and sustainable funding to address the intergenerational trauma inflicted on individuals now living in Winnipeg, and caused by the 100 year plus federal policy of Residential Schools.

29. Work with the Winnipeg Food Council to establish mobile fresh food trailers/buses and to establish community indoor farmers markets (that will address food security, expand Winnipeg and Manitoba fresh and affordable food production)."

D. Under Key Theme: A Green and Growing City with Sustainable Renewable of Infrastructure:

i. Delete existing Priority Action 31 and replace with the following:

"31. Create a new green energy agency, to establish solar farms, wind farms, provide electric charging stations, to meet climate change goals and provide a new source of revenue for the City.

ii. Add the following new Priority Actions 35 and 36:

"35. Establish a Local Roads Renewal Authority and a Regional Roads Renewal Authority, that would use the existing funding from the Local Streets Renewal Reserve (LSRR) and the Regional Streets Renewal Reserve (RSRR), in order to sustainably borrow against the LSRR and RSRR, with the goal of fixing all poor or fair rated streets within the next 10 years, enhance safety via design, and provide for strategic intersection upgrades to improve the flow of traffic.

36. Establish a new Public Right-Of-Way Land Assembly budget line in the Capital Budget, that will allow City Departments to be able to proactively assemble land for new Road/Expressway/Green Freeway/Rapid Transit/BRT/LRT and Active Transportation Corridors."

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

E. Under Key Theme: A City That Works for Residents Through Improved Customer Service:

i. Add the following new recommendations to existing Priority Action 35:

"a. Monthly 'round table' informal meeting of only Mayor and all Councillors, to allow for a check in and to discuss any issues.

b. Monthly 'round table' informal meeting with Mayor and all Councillors with Department Heads, including Statutory Officers, to discuss any concerns and/or issues.

c. Mayor's office to establish liaison staff dedicated to working with all City Councillors, to improve communication and policy development.

d. Council to review and revise the Strategic Plan on an annual basis by a Strategic Planning session every January, as was recently done.

e. The Public Service to provide a quarterly report to Council on the implementation of the SPAP.

f. SPAP to be part of and leading every budget process."

ii. In existing Priority Action 39, add the words ", as well as review the Local Improvement Programs, including existing financing programs, to make it more user friendly and financially affordable for regular citizens and small builders." immediately after "backlane"

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION (continued):

The following persons submitted communications with respect to the matter:

- Mel Marginet
- Alex Hunter
- Greg Oughton

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

ADMINISTRATIVE REPORT

Title: Strategic Priorities Action Plan (SPAP)

Critical Path: Community Committees – Executive Policy Committee – Council

AUTHORIZATION			
Author	**Department Head**	**CFO**	**CAO**
J. Hildebrand	M. Jack	C. Kloepfer	M. Jack

EXECUTIVE SUMMARY

This administrative report recommends the adoption of Council's first Strategic Priorities Action Plan (SPAP). Developing this plan is a key outcome of Council's May 26, 2022, adoption of *OurWinnipeg2045*, the City of Winnipeg's 25-year development plan.

The SPAP is a four-year plan. It aligns with both the four-year Council term as well as the forthcoming four-year multiyear budget cycle. The SPAP identifies five key priority themes and 41 priority actions across the five themes.

The five key priority themes are:

- The Downtown
- A Strong Economy
- A Livable, Safe, Healthy, Happy City
- A Green and Growing City with Sustainable Renewal of Infrastructure
- A City that Works for Residents through Improved Customer Service

To develop the plan, a recurring strategic planning process and framework was formally adopted by Council on September 26, 2022. This provided the incoming Council (following the October 2022 civic election) the option to use the strategic planning process to prepare its first SPAP.

A key principle of the strategic planning process was to allow all members of Council equal opportunity to participate in the development of the SPAP.

Council and the Public Service used the strategic planning process to build trust, achieve common understanding, discuss opportunities and challenges, and build consensus on key priority actions to be undertaken over the duration of the four-year Council term.

Developing the SPAP involved a host of individual and group planning meetings in the months following the civic election, as well as multiple externally facilitated strategic planning sessions with Council members in January and April 2023.

RECOMMENDATIONS

1. That Council adopt the draft Strategic Priorities Action Plan (SPAP), attached as Appendix A, as its four-year strategic plan.

2. That the Strategic Priorities Action Plan (SPAP) be referred to the budget process for financial review and consideration in the 2024-2027 four-year multiyear balanced budget.

3. That the Public Service work with Council and report back in September 2023 with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress including key performance indicators.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

OurWinnipeg 2045, adopted by Council in May 2022, identifies a need to prepare a Strategic Priorities Action Plan (SPAP). The final Governance Review report submitted by MNP in September 2021 also recommended the establishment of an overarching Council-approved strategic plan.

This administrative report recommends the adoption of Council's first SPAP, fulfilling a key outcome of *OurWinnipeg2045* as well as addressing one of the recommendations in the Governance Review report.

IMPLICATIONS OF THE RECOMMENDATIONS

If adopted, the City of Winnipeg would be one of few major cities in Canada to align a four-year Council strategic plan with a four-year multiyear balanced budget as well as the four-year civic election cycle.

If adopted, Council will set priority themes as well as priority actions that will be referred to the budget process for review and consideration for funding in the 2024-2027 four-year multiyear balanced budget.

HISTORY/DISCUSSION

HISTORY

On July 22, 2021, Council gave second reading to *OurWinnipeg 2045*, the City of Winnipeg's 25-year development plan. Following second reading, a review by the Provincial Government was undertaken. Ministerial approval was received on March 10, 2022. Council gave third reading and adopted *OurWinnipeg2045* as the City's new development plan on May 26, 2022.

A key outcome of *OurWinnipeg 2045* is policy implementation through the preparation of a Strategic Priorities Action Plan (SPAP). The final Governance Review report submitted by MNP in September 2021 recommended the establishment of an overarching Council-approved strategic plan.

Council adopted a motion on October 28, 2021, that strengthened the alignment and interdependence between a future SPAP and the multi-year budget.

This motion resolved that any future SPAP leverage the benefits of multi-year balanced budgeting, and be established to align with any future multi-year balanced budget by covering the same four-year cycle. It also resolved that any future multi-year balanced budget be established to fund the priorities and goals of any future strategic plan.

Since no formal process or framework existed to support Council in its preparation of a strategic plan, the co-creation of a strategic planning process began with Council engagement in April of 2022.

Two rounds of meetings with Councillors and the Mayor were held and draft documents were shared for feedback. Council members shared what they thought was important in a planning process, what role the Public Service should have in the process, and what the SPAP needed to be in order to be effective. Co-creation of the process continued throughout the summer of 2022 with the creation and support of an interdepartmental strategic planning advisory committee.

A recurring strategic planning process and framework was formally adopted by Council on September 22, 2022. This allowed the incoming Council (following the October 2022 civic election) to use it to prepare its first SPAP.

The strategic planning process allowed all members equal opportunity to develop the plan. The process aimed to build trust, achieve common understanding, discuss opportunities and challenges, and build consensus on priority actions for a four-year Council term.

It set a framework through which the Public Service supports and collaborates with Council to reconcile and align election commitments, key priorities, and actions of an incoming Council with existing Council policies, operational priorities and challenges, long-term strategies and plans, and *OurWinnipeg 2045*.

Finally, the strategic planning process aligned key existing processes including the four-year multiyear balanced budget process adopted by Council in 2020, the Corporate Strategic Plan, the civic election cycle, as well as the provincially-legislated requirement to initiate a review of *OurWinnpeg 2045* five years post-adoption.

Developing the SPAP involved a host of individual and group planning meetings in the months following the civic election, as well as multiple strategic planning sessions with Council members. An externally facilitated Council strategic planning retreat occurred January 14-16,

2023 in Wasagaming, Manitoba on Treaty Two lands. It established criteria for effective priorities, five key priority themes, and a preliminary list of priority actions for further refinement.

Following the planning retreat, the Public Service met with Council members in smaller groups throughout February 2023 to debrief, discuss next steps, and narrow down the list of priority actions.

A second planning retreat was held on April 4, 2023, to build further consensus on a shorter list of strategic priority actions for inclusion in the SPAP.

DISCUSSION

The strategic planning process used to prepare the SPAP was structured into two distinct, but interdependent processes. The first is the process to develop the plan, and the second is the process to approve the plan.

Developing the SPAP has been undertaken internally.

It began with the Public Service actively listening to and tracking election commitments made by each registered candidate throughout the October 2022 civic election process. Following the civic election and the swearing-in of the new Council, the Public Service met with newly elected members of Council to provide the opportunity to compile and understand as completely as possible what each incoming member of Council wants to prioritize and achieve over their term of office. The priorities of the 16 members of Council were compiled, and through externally facilitated strategic planning sessions as well as individual and group discussions priority actions consensus was built through refinement of the priority actions.

Approving the SPAP is a public process allowing residents and the public to review and provide input in delegations to committees.

The approval process starts with each Community Committee reviewing the proposed SPAP, followed by Executive Policy Committee and ultimately considered and voted on by Council. If necessary, amendments to the SPAP can be proposed, considered, and recommended throughout the approval process for Council's consideration.

Once considered and adopted by Council, the SPAP will provide direction in preparation of the 2024-2027 multi-year budget process. The Public Service will provide details on action options, alignment with existing Council policy and master plans, implications, and feasibility for Council to weigh the costs, co-benefits, and tradeoffs for service provision for Winnipeg residents.

Postadoption, this administrative report is recommending the Public Service work with Council and report back with a framework to measure and report on the Strategic Priorities Action Plan (SPAP) progress, including key performance indicators. This framework will allow for the opportunity to review and update the plan, if needed, within the four-year term. This will allow for reflection and adaptation to crisis events, priorities that may emerge mid-term, or to update it with additional priorities when others are completed.

FINANCIAL IMPACT

Financial Impact Statement

Date: April 14, 2023

Project Name:
Strategic Priorities Action Plan (SPAP)

COMMENTS:
There are no financial implications associated with the recommendations in this report.

Lioubov Gavrilova-Crozier, April 14, 2023
Lioubov Gavrilova-Crozier, CPA, CA
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

The Strategic Priorities Action Plan (SPAP) has been prepared in consultation with all members of Council, senior management, and an interdepartmental advisory committee.

OURWINNIPEG POLICY ALIGNMENT

OurWinnipeg2045 identifies the preparation of a Strategic Priorities Action Plan (SPAP) as a critical and necessary step toward achieving the goals and objectives of the City of Winnipeg's long-term development plan. It also aligns with the following goals, objectives, and policies.

Goals/Objectives:

Leadership and Good Governance

Objective 1: Establish and implement priority actions through evidence-informed decision-making processes.

Objective 3: Achieve community-responsive service delivery through an aligned, integrated, collaborative and results-oriented organizational culture.

Policy:

1.1 Organizational Alignment. All City policy implementation and enforcement tools must be aligned with the localized United Nations Sustainable Development Goals framework, consisting of Leadership and Good Governance; Environmental Resilience; Economic Prosperity; Good Health and Well-Being; Social Equity; and City Building contained in this Plan.

1.2 Policy Implementation. Develop a Strategic Priorities Action Plan that identifies priority actions to support implementation of this Plan.

1.3 Integrated Service Planning and Outcomes. Advance operational plans that align with this Plan's sustainability goals through responsive, innovative and integrated government leadership.

1.4 Integrated Knowledge and Resources. Coordinate inter-departmental systems, projects and resources, making the best use of internal and external expertise to better understand service needs, find the most appropriate solutions, optimize resources, and maximize community outcomes.

1.9 Responsive Change Management. Monitor and evaluate municipal investment and divestment, activities, risk of action or inaction, and outcomes for effectiveness, through a relevant set of sustainability goal indicators, benchmarks and targets, and analysis of local and global trends.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

The Strategic Priorities Action Plan (SPAP) identifies the acceleration of climate change and a need to increase efforts to mitigate and adapt to the effects of climate change. It proposes a number of priority actions that if implemented align with key directions of the Winnipeg Climate Action Plan. They also support achievement of *OurWinnipeg2045*'s climate action target of greenhouse gas emissions reductions of 20 percent by 2030, relative to 2011, and net zero by 2050. These priority actions include:

- Updating Winnipeg's Climate Action Plan, including development of a Climate Resiliency Strategy (mitigation and adaptation);
- Developing and implementing a city-wide residential food waste collection (green cart) and processing program;
- Planting new and replacement trees in streets and parks using a 2:1 ratio;
- Pruning street and park trees on a 7-year cycle;
- Building partnerships with external financing agencies for solar and geothermal energy generation; and
- Creating a new green agency.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

The Strategic Priorities Action Plan (SPAP) cites the diverse background of Winnipeg residents as a strength, and that all residents have a role in creating the city's success. The SPAP identifies the important role the City plays in creating the conditions for residents and visitors to have their basic needs met and a high quality of life, to feel safe, healthy, and happy.

It proposes a number of priority actions that if implemented align with key directions of the Poverty Reduction Strategy. These priority actions include:

- Accelerate implementation of the Poverty Reduction Strategy that includes the development and implementation of a coordinated and comprehensive plan with all governments and community agencies to address root causes of homelessness;
- Accelerate implementation of municipal responsibilities for United Nations Declaration of Indigenous Peoples, Truth and Reconciliation Commission Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice;
- Co-creation of a city-wide community safety, well-being, and crime prevention action plan in collaboration with community-level partner agencies and stakeholders;
- Expanding access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown;
- Developing a city-wide housing strategy and action plan, including in downtown, to increase net new residential not-for-profit, affordable and low barrier transitional housing units;
- Increase the frequency of garbage collection for litterbins, bulky waste dumping on private property, and attend to mindful cleanup of litter in encampments, especially in the inner city;
- Construction of more affordable and social housing through private sector partnerships; and
- Investment in and implementation of the Sustainable Procurement Action Plan.

SUBMITTED BY

Department: Office of the Chief Administrative Officer
Division: Strategic Planning
Prepared by: Jonathan Hildebrand (Office of the Chief Administrative Officer)
Laura Rempel (Planning, Property, & Development)
Date: April 14, 2023
File No: N/A

Attachments:

Appendix A – Strategic Priorities Action Plan (SPAP)